CITY OF SAN ANTONIO, TX

December 2003





ARENA DISTRICT / EASTSIDE COMMUNITY PLAN







Prepared for: Bexar County, City of San Antonio, Community Economic Revitalization Agency, San Antonio Spurs, and the Arena District / Eastside Community Transportation Executive Summary Prepared for: San Antonio-Bexar County Metropolitan Planning Organization

Arena District/Eastside Community Plan



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Acknowledgements

City Officials

Mayor Ed Garza

City Council

Roger O. Flores Jr. District 1

Joel Williams District 2

Ron H. Segovia *District 3*

Richard Perez *District 4*

Patti Radle District 5

Enrique M. Barrera District 6

Julián Castro District 7

Art A. Hall *District* 8

Carroll W. Schubert *District 9*

Chip Haass District 10

Plan Steering Committee

Bexar County Tommy Adkisson, *Commissioner* Raul Rios, *Coliseum Advisory Board*

City of San Antonio John H. Sanders, Former City Councilman, District 2 Emil R. Moncivais, AICP, AIA, *Planning Director*

San Antonio Spurs Leo Gomez, *Committee Chairman* Rick Pych

Community Economic Revitalization Agency Ida D. Brown, *Executive Director* Terri Williams, *Committee Vice-Chair*

Neighborhood Representatives

Willie Dixson, Willow Woods Neighborhood Association Mary Emmerson, Harvard Place-Eastlawn Neighborhood Assoc. Charles English, Jefferson Heights Neighborhood Association Kathy Harris, Skyline Park Neighborhood Association Lillie Harris, People Against Corruption Wray Hood, Coliseum Willow Park Neighborhood Association



Arena District/Eastside Neighborhoods and Community Groups

Coliseum Oaks

Coliseum Willow Park Neighborhood Association Community of Churches for Social Justice Denver Heights Neighborhood Association Dignowity Hill Neighborhood Association Harvard Place-Eastlawn Neighborhood Association Historic Gardens Homeowners Association Jefferson Heights Association Metropolitan Alliance Neighborhood First Alliance Nevada Street Neighborhood Association People Against Corruption Skyline Park Neighborhood Association St. Paul's Square Owners Association United Homeowners Improvement Association Inc.



Community Stakeholders

Coca Cola Bottling Company Collie Boatright, San Antonio Livestock Exposition June Bratcher, Daisy Tours and Conventions San Antonio Rita Elizondo, San Antonio Hispanic Chamber of Commerce Ernest Haffner, San Antonio Development Agency Barbara Hawkins, George Gervin Youth Center Derrick Howard, Joe & Harry Freeman Coliseum James Howard. San Antonio ISD Ruth Jones-McClendon, Texas House of Representatives, District 120 Jo McCall, McCall & Associates Dorinda Rolle, Alamo City Chamber of Commerce Angie S. Runnels, President, St. Philips College Baltazar Serna, Jr., Law Offices of Serna & Serna Dr. Morris Stribling, Alamo City Chamber of Commerce Cindy Taylor, South San Antonio Chamber of Commerce Rev. E. Thurman Walker, Antioch Baptist Church



Transportation Agencies

Scott Ericksen, San Antonio-Bexar County Metropolitan Planning Organization Jeanne Geiger, San Antonio-Bexar County Metropolitan Planning Organization Joanne Walsh, San Antonio-Bexar County Metropolitan Planning Organization Christina Ybañez, VIA Metropolitan Transit Ken Zigrang, Texas Department of Transportation

City of San Antonio Planning Department

 Emil R. Moncivais, AICP, AIA *Planning Director*
 Nina Nixon-Méndez, AICP, Manager, *Neighborhoods and Urban Design Division*
 Andrew Spurgin, *Project Planner*
 Joe G. Mendoza, *Project Planner*

City of San Antonio Department Liaisons

Andy Ballard, Public Works Department Captain Ron Bruner, Eastside Police Substation Drew Cameron, Director, Housing and Community Development Department Kimberly Coleman, Neighborhood Action Department David D. Garza, Director, Neighborhood Action Department Troy Jacobson, Economic Development Department Molly Robbins, Library Department Captain Tom Woystasczky, Eastside Fire Substation #30

Bexar County Project Manager

David Marquez, Bexar County Community Project Manager



Plan Overview

The Arena District/Eastside Community, together with four funding partners, Bexar County, City of San Antonio, Community Economic Revitalization Agency, and the San Antonio Spurs, developed a community plan under the Community Building and Neighborhood Planning Program (CBNP). The Metropolitan Planning Organization through its Eastside Multi-Modal Alternatives Plan, jointly participated in the community planning process. Both reports comprise the Arena District/Eastside Community Plan.

The planning area is bound by IH-35 and the Government Hill Neighborhood Plan boundary on the north; IH-Loop 410 on the east; IH-10 on the south, and IH-37/US281 and the Downtown Neighborhoods Plan boundary (Monumental) on the west. The plan area is approximately 7.9 square miles and includes about 32,062 residents located in City Council District 2.

Pursuant to §35-420 (e) of the *Unified Development Code*, the Plan:

- Identifies goals that are consistent with adopted City policies, plans and regulations.
- Was developed in an inclusive manner to provide opportunities for all interest groups to participate.
 Is a definitive statement of



the community and is appropriate for consultation and reference as a guide by the City Council, Departments, and Commissions for decision-making processes.

The Plan is reviewed by the Planning Commission, and upon its recommendation, the Plan is submitted to City Council for adoption as a component of the City's Comprehensive Master Plan. As defined in the Community Building and Neighborhood Planning Program adopted by City Council in October 1998, formal recognition is an acknowledgement of the plan's use and value without specific financial commitment to immediate action by the City or partnering agencies.

BACKGROUND

The Arena District/Eastside Community Plan was a joint project of Bexar County, the City of San Antonio, the Spurs, and Community Economic Revitalization Agency. The Plan provided a market analysis and recommended a strategic development program to show market potentials for facilities and activities that would redefine the use and image of the area. A second component of the plan is an assessment of the area's physical conditions and population characteristics; a land use plan; an urban design framework; landscape framework; and an action plan that identifies priority projects, partners, funding sources, time frames and community indicators.

Sponsored by the San Antonio-Bexar County Metropolitan Planning Organization, the transportation element of the plan is the East Corridor Multi-Modal Alternatives Plan Executive Summary, prepared by Parsons Transportation Group. This study addressed both mid-term and long-term transportation improvement opportunities

PLANNING PROCESS

The planning effort began in August 2002. Economics Research Associates coordinated the planning process with the Metropolitan Planning Organization and Parsons Transportation Group. A steering committee met from August 2002 through March 2003 to guide the planning process. An 18 member Steering Committee was composed of representatives from: Bexar County (1), Bexar County Coliseum Advisory Board (1), City of San Antonio (2), Community Economic Revitalization Agency (2), neighborhood association representatives (6), SAISD (1), Antioch Baptist Church (1), Alamo City Chamber of Commerce (1), MPO (1), and business owners (2). Neighborhood representatives on the steering committee were from Harvard Place/Eastlawn, Coliseum Willow Park, Skyline Park, Willow Woods, People Against Corruption, and Jefferson Heights.

Three community meetings were held at St. Philip's College on October 8, 2002, November 19, 2002 and February 11, 2003. Bilingual meeting notices were mailed to property owners and residents, and all registered neighborhood associations in the area. Press releases announced the community meetings, and significant coverage was received by the San Antonio Express-News and the television news. Additionally the consultants conducted key stakeholder interviews with representatives of business and industry on the Eastside. The community meetings had a total attendance of 218 people, representing 654 hours of citizen participation.

COORDINATION

The Arena District Community Development Plan is a partnership between the City of San Antonio, Bexar County, Spurs, and the Community Economic Development Agency. Bexar County issued a Request for Proposals on October 15, 2001. The consultant was approved by Bexar County Commissioners Court, the project's fiscal agent, on May 22, 2002. On August 1, 2002, City Council authorized a Memorandum of Understanding to coordinate project implementation.

Review of the Arena District/Eastside Community Plan was coordinated with the following departments: Alamodome, City Manager's Office, Asset Management, City Clerk, Code Compliance, Community Initiatives, Convention Center Facilities, Cultural Affairs, Development Services, Economic Development, Environmental Services, Fire, Health, Housing & Community Development, Library, Neighborhood Action, Parks and Recreation, Planning, Police, and Public Works.

GOALS SUMMARY

The Arena District/Eastside Community plan has four plan elements: Real Estate Market Evaluation; Land Use and Community Facilities; Transportation and Infrastructure; and Plan Implementation.

Real Estate Market Evaluation

1. Redevelopment Goals over the next 10-15 years

- 1.1 New home construction 25-50 homes per year
- 1.2 New light industrial development 600,000 sq. ft. of new space
- 1.3 New retail, medical office, and business services space an opportunity for up to 200,000 sq. feet of new space



Land Use and Community Facilities

2. Land Use Guiding Principles

- 2.1 Establish a land use pattern that is responsive to the existing context and is founded upon realistic market expectations
- 2.2 Protect the neighborhoods by providing them with the necessary improvements to enable infill development and redevelopment
- 2.3 Create attractive streets
- 2.4 Develop an open space system that interconnects key destinations by use of greenways
- 2.5 Respect existing natural systems and maximize their benefit to the plan
- 2.6 Strengthen the community with additional gathering nodes and emphasize the places of significance

3. Urban Design Goals

- 3.1 Create a town center
- 3.2 Establish greenways along improved streets and pedestrian ways
- 3.3 Concentrate industrial uses
- 3.4 Celebrate Dr. Martin Luther King by creating a new public space/traffic circle with public art at Houston and New Braunfels

4. Land Use Plan Goals

- 4.1 Conserve existing neighborhoods
- 4.2 Recommend new medium density single family and high density multifamily residential neighborhoods near Salado Creek to supplement existing ones





Land Use and Community Facilities

- 4.3 Reinforce Neighborhood Commercial nodes at cross streets
- 4.4 Develop mixed uses along New Braunfels to supplement existing commercial core at Commerce and New Braunfels
- 4.5 Create a Mixed Use Town Center south of the SBC Center
- 4.6 Pursue opportunity for regional commercial center near W.W. White and IH-10
- 4.7 Recommend new light industrial uses in the general location of existing industrial uses and adjacent to residential development, to create an appropriate land use transition
- 4.8 Concentrate heavy industrial uses near IH-Loop 410 and W.W. White



5. Landscape Frame work Goals

- 5.1 Recommends a "green image" for the community, and recommends the street system as an extension of the greenway
- Gateways and edges
- Salado Creek Greenway
- Greenway "fingers" extending through the SBC Center site and into adjacent neighborhoods and the proposed Town Center site
- Tree lined streets and pedestrian linkages
- MLK Drive as a "Ceremonial" street





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Transportation and Infrastructure

6. Transportation Goals

- 6.1 Encourage economic revitalization through transportation
- 6.2 Enhance downtown-SBC Center connectivity
- 6.3 Protect the natural environment
- 6.4 Emphasize positive social and economic effects
- 6.5 Enhance rail/truck interfaces
- 6.6 Provides a balanced and coordinated transportation system
- 6.7 Develop non-motorized transportation solutions
- 6.8 Ensure public support for all improvements recommended
- 6.9 Maintain communications with the steering committee
- 6.10 Develop adequate visitor access to SBC Center/Freeman Coliseum



7. Transportation Options

<u>Tier 1</u>

- 7.1 Resurface 167 street blocks which have poor roadway pavements. Add new sidewalks where needed
- 7.2 Install weather protection shelters at the busiest bus stops. New sidewalks also will be added to/from these bus stops as needed
- 7.3 Convert the signalized intersection of New Braunfels Avenue and Houston Street into a traffic roundabout
- 7.4 Implement low cost safety improvements at the top ten crash intersections
- 7.5 Recommend several major streets as "feature streets" incorporating trees, on street parking and wider sidewalks
- Commerce from IH-37 to Houston
- Martin Luther King Dr. from New Braunfels to IH-10
- New Braunfels Avenue from MLK Dr. to IH-10
- New Braunfels Avenue from IH-35 to MLK Dr.

Transportation and Infrastructure

Tier 2

- 7.6 Reconstruct Houston St. from IH-37 to Walters St. as a feature street
- 7.7 Resurface six roadways at railroad crossings and replace wooden/asphalt railroad ties with concrete ties
- 7.8 Close eight at-grade railroad crossings; add street trees in planters to block vehicle access
- 7.9 Remove the Union Pacific railroad tracks between Roland Ave. and IH-35 that are adjacent to the Coliseum grounds to maintain as a future transportation corridor
- 7.10 Restore north/south cross town VIA bus service along Walters
- 7.11 Reconstruct Hackberry St. from Duval St. to IH-10 as a feature street
- 7.12 Develop a new roadway beginning at the Commerce/Houston St. intersection and continuing north to Seguin Street, roughly parallel to Salado Creek along the east bank

Implementation

8. Implementation Goals

- 8.1 Aggressively pursue road and infrastructure improvements recommended in the plan
- 8.2 Institute a comprehensive rezoning for the entire plan area
- 8.3 Formulate a marketing effort highlighting recent community improvements
- 8.4 Continue residential rehab, community retail space, and light industrial development
- 8.5 Create an action committee to meet on a regular basis to coordinate efforts and spearhead a development entity such as a PID or Arena District Authority to fund capital improvements
- 8.6 Community indicators to be monitored by the action committee to measure the progress of the plan





Community Development Plan



Economics Research Associates

Scope 2: Final Report

Arena District / Eastside Community Redevelopment Plan

Submitted to

CERA Bexar County San Antonio Spurs City of San Antonio

Submitted by:

Economics Research Associates SWA Group Laura Thompson Associates

April 11, 2003

ERA Project Number: 14677

20 E. Jackson Boulevard Suite 1200 Chicago IL 60604 312.427.3855 FAX 312.427.3660 www.econres.com Los Angeles San Francisco San Diego New York Chicago Washington DC London Dallas

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Introduction

Economics Research Associates (ERA), Laura Thompson Associates, and the SWA Group were engaged by Bexar County, the San Antonio Spurs, the Community Economic Revitalization Agency (CERA), and the City of San Antonio (COSA) to create a development plan and revitalization strategy for neighborhoods on the Eastside of San Antonio surrounding the SBC Center. The team's approach in this assignment (called Scope 2) covers the following four elements:

- 1. Assessment of study area characteristics, including strengths and weaknesses
- 2. Definition of economic development needs and market potentials
- 3. Creation of a revitalization strategy for the study area
- 4. Formation of an aggressive implementation strategy to move the program forward

The approach followed by ERA, SWA, and Laura Thompson Associates (the Team) will dovetail with two separate research and strategy development effort that focus on:

- 1. A market and strategy plan for the SBC Center / County Fairgrounds site (called Scope 1).
- 2. An overall transportation infrastructure plan for the Eastside

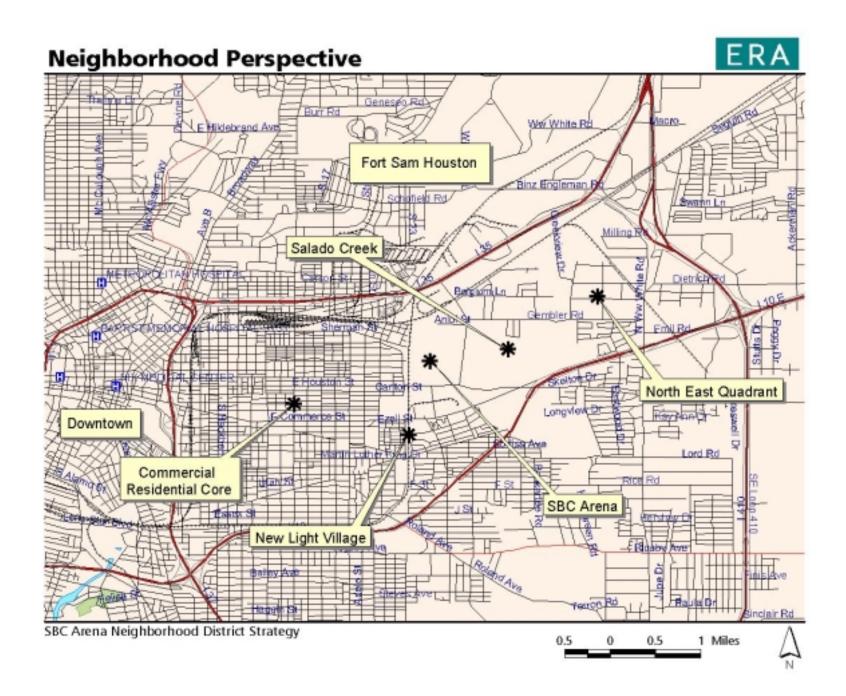
Strategy recommendations generated by the on-site assessment (Scope 1) will be incorporated in this study as well. Importantly, both Scope 1 and Scope 2 rely on an extensive community involvement process, which was led by Laura Thompson Associates and Ximenes Associates. This process included multiple public meetings and presentations, as well as focus groups and interviews with local stakeholders. The appendix to this report includes a draft of the public involvement report.

Study Area Definition

The Eastside is generally defined as the area bounded by Interstate 35 to the north, Loop 410 to the east, Interstate 10 to the south, and US Route 281 to the west. The study area for this analysis follows a more precise neighborhood definition highlighted on a map on the next page. The study area excludes several neighborhoods west of Monumental Road, primarily an area bordered by Monumental Road to the east, Sherman Street to the north, US 281 to the west, and Iowa Street to the south. This area was not included in ERA's study by the City of San Antonio (COSA) Planning Department because it had already been assessed in prior studies. The map on the next page highlights five key focal points that are important to this study:

- 1. The Commercial / Residential Core
- 2. New Light Village
- 3. The SBC Arena / County Fair Grounds
- 4. Salado Creek
- 5. The North East Quadrant

Background information regarding each focal point is discussed as follows.



Area # 1: The Commercial / Residential Core

Running along New Branunfels Avenue from Commerce Street through Houston Street, this area supports the key retail centers that serve the local population. Key retailers include HEB (grocery) and Walgreen's (drugstore), both of which are located at the intersection of Houston Street and New Braunfels Avenue. The commercial core serves as the primary commercial for residential neighborhoods on the Eastside. Site assessments identified several key aspects regarding this area:

- Closure of New Braunfels Avenue through Fort Sam Houston appears to have generated negative effects on retailers in the neighborhood, stemming from reduced traffic flows. This perception was suggested to ERA by officials from CERA and the City. Perhaps more importantly, it was also suggested that that the New Braunfels Avenue gate at For Sam Houston may never be reopened.
- Although New Braunfels Avenue is improved with an attractive divided median area on either side of Houston Street, this improvement ends one block north and south of Houston Street.
- Existing retail space at this intersection is generally older, offering a mix of convenience and discount retail options, as well as fast food. Significantly, while the local grocery store (HEB) is not viewed as an asset, the area supports a recently built Walgreen's drug store.
- This area is buffered to the west by the city cemeteries, which form a substantial barrier between the retail core and potential customers to the west.
- The neighborhood analysis identified a significant number of vacant lots and smaller homes, which may limit the amount of retail space that is supportable.
- The Union Pacific Railroad mainline traverses the west and northern edges of the study area; a UP intermodal yard operates on the north side of this area, east and west of New Braunfels Avenue.

Area #2: New Light Village / Springview

This area includes the new Hope VI residential project with about 500 planned new affordable and market rate homes called Springview, as well as an apartment project that is under renovation. The first phase of Springview will include 184 homes, of which about 56 have been completed; the new homes are priced at around \$85,000. A new residential subdivision, called Coliseum Oaks, was completed in 1994. This area includes about ten acres of vacant land south of the arena across Commerce Street that would be suitable for residential or commercial development. Key anchors for this area include:

- St. Philips College
- The Barbara Jordan Center
- The Dora Miller Community Center

- The Claude Black Recreation Center
- The Coca Cola Bottling Plant

This neighborhood has several notable elements:

- The neighborhood is divided into eastern and western sections by a rail line that runs along an embankment; this rail line separates Springview from Coliseum Oaks.
- Land uses on either side of Commerce Street east of Springgsdale Street are mostly of an industrial nature, with several vacant or underutilized buildings.
- The Springview project has reportedly seen slower absorption of its market rate units. Local officials indicated that this might be driven by difficulties on the part of potential homebuyers in having money available for down payment requirements. Reportedly, this issue is being addressed.

Area #3: The SBC Arena / Freeman Coliseum Site

This area, considered an emerging focal point for the Eastside, includes the 8,000- to 10,000-seat Freeman Coliseum and related fairgrounds buildings, as well as the newly built 18,500-seat SBC Center. The Eastside community appears divided over the ultimate impact of the arena. On one hand there are clear local concerns about traffic management, which are offset by hopes that the new arena will act as a tool for revitalization. Options and recommendations for this site are covered under a separate on-site study, called Scope 1. Relevant conclusions from that study will be incorporated in this analysis, particularly in the area of traffic and road improvements.

Area #4: The North East Quadrant

This area extends north of the SBC Center and east of Salado Creek out to the associated interstate boundaries of the study area, covering an amalgam of industrial, distribution, retail, and residential uses. As a general rule, this area has a distinctly different appearance compared to the commercial residential core area noted above. Key attributes of this sub area include:

- The area contains two distinct industrial zones, one located north of the arena which emphasizes smaller light industrial and service businesses along the SBC Parkway, and a second zone concentrated along WW White Road predominated by heavy industrial and distribution uses. A number of suppliers to the San Antonio Convention Center have located in both of these areas.
- An interstate-service retail zone at WW White Road and I-10, supporting an interstate highway oriented mix of budget hotels and fast food establishments.
- Two residential areas, one being lower density single family homes in the vicinity of Willowood Boulevard and Belgium Lane, and the second being a higher density apartment project south of Gembler Road, East of Salado Creek.

- Access between the eastern and western sections of the study area is difficult without using an interstate (I-10 or I-35). The access problem is created in part by the fact that Commerce Street currently ends at the westbound service road for I-10, forcing eastbound traffic on Commerce Street to use the interstate to access WW White Road. The Team has evaluated a new north / south arterial connection north of Houston Street, improving travel times between the eastern and western sections of the study area.
- Salado Creek is a key focal point for the area, and is addressed separately below.
- The Willow Springs Golf Course is considered an amenity for the area. Plans are underway to improve the appearance of the course from adjacent streets, in part with removal of chain link fences, and other landscape improvements.

Area #5: Salado Creek & Willow Springs

Salado Creek runs south from I-35 down toward the Willow Springs Golf Course, cutting west through the course, and then south, crossing under Houston and Commerce Streets and flowing off to the southeast. The creek is a dividing line between western and eastern sections of the study area. The creek has become a key concern primarily due to recent flooding, which has forced FEMA to offer buyouts to several homes that are within its flood plain along Gembler Road.

The Team sees the creek as an under-utilized recreational asset, to the extent that storm water management issues can be addressed. The Team notes that the Texas Department of Transportation has provided funding to support renovation of the Hays Street Bridge as a bikeway which will connect with Salado Creek, where several hike and bike trails are also under construction.

Study Area Capital Improvement Efforts

Local officials provided ERA with a listing of current and future planned and proposed capital reinvestment projects targeted for the arena district. These projects are being initiated by several local and state government agencies or departments, including:

- COSA Neighborhood Action Department
- COSA Parks and Recreation Department
- COSA Department of Community Initiatives
- San Antonio Independent School District
- Texas Department of Transportation
- COSA Housing Authority
- COSA Department of Public Works
- COSA Fire Department

As examples, ERA notes that six area elementary schools are receiving additions with a value of more than \$20 million. An additional \$14 million is being invested for a new middle school. The Texas Department of Transportation is also undertaking several significant projects,

including development of a hike and bike trail system along Salado Creek, at a cost of about \$3 million. The COSA Public Works Department also has a list of 20 projects underway, planned or proposed for the district, covering the reconstruction several roads, including Houston Street from Pine Street to Onslow Street, with an estimated cost of about \$2.7 million. Overall, a total of almost 50 projects are slated for the Arena District study area, with a combined potential investment of about \$150 million. Importantly, about \$48 million of this total is being targeted to revitalize the Spring View area. A list of the projects is included in the Appendix of this report.

Acknowledgments

The consulting team wishes to mention the considerable commitment of the following individuals, who have helped guide this process over the past six months.

Steering committee members include:

- Commissioner Tommy Adkisson Bexar County
- Raul Rios, Coliseum Advisory Board Bexar County
- Terri Williams, Committee Vice-Chair CERA
- Ida D. Brown, Executive Director CERA
- Councilman John Sanders City of San Antonio
- Emil Moncivais, Director of Planning City of San Antonio
- Leo Gomez, Committee Chair San Antonio Spurs
- Mr. Rick Pych San Antonio Spurs

Neighborhood association members include:

- Mary Emerson Harvard Place/Eastlawn Neighborhood Association
- Wray Hood Coliseum Willow Park Neighborhood Association
- Kathy Harris Skyline Park Neighborhood Association
- Mr. Willie Dixon Willow Woods Neighborhood Association
- Lillie Harris New Jefferson Heights Neighborhood Association
- Charles English Jefferson Heights Neighborhood Association

Key stakeholders include:

- Mr. David Marquez Bexar County Community Project Manager
- Mr. Derrick Howard Joe & Harry Freeman Coliseum
- Baltazar Serna, Jr. Law Offices of Serna & Serna
- Ms. Jeanne Geiger, Senior Transportation Planner Metropolitan Planning Organization
- Jo McCall McCall & Associates
- Dorinda Rolle, President Alamo City Chamber Of Commerce
- Dr. Morris Stribling
- James Howard S.A.I.S.D.
- Rev. E. Thurman Walker Antioch Baptist Church/CCS

- June Bratcher Conventions San Antonio
- Angie S. Runnels, Ph.D., President St. Philips College
- Barbara Hawkins George Gervin Youth Center
- Capt. Ronald Bruner Eastside Police Substation
- Capt. Tom Woystasczky Eastside Fire Substation #30
- Collie Boatwright San Antonio Livestock Exposition
- Mr. Harold Oliver
- Representative Ruth Jones-McClendon
- Ms. Cindy Taylor South San Antonio Chamber of Commerce
- Ms. Rita Elizondo San Antonio Hispanic Chamber of Commerce

Community Involvement Process

The foundation of the Arena District Economic Development Strategy is community input; first to ensure that local residents and community leaders have a voice in the revitalization process, and second to disseminate information regarding market, economic, and planning factors that impact revitalization. The starting point for community involvement, led by Ximenes Associates (working with Parsons) and Laura Thompson Associates, was the identification of key stakeholders in the study area to provide for representative, informed, balanced community input to the project.

A small sample of the stakeholder groups that were interviewed for the Scope 2 Assessment include:

- The Metro Alliance
- Community Economic Revitalization Agency (CERA)
- The Alamo City Chamber of Commerce
- Community of Churches for Social Justice
- Neighborhood First Alliance
- Coca Cola Bottling
- The District Two Housing Sub-Committee
- Neighborhood Associations
- John Sanders District 2 City Council
- Emil Moncivais COSA Planning Dept
- Kimberly Coleman COSA Neighborhood Action
- Trey Jacobson COSA Economic Development
- Ruth Jones McClendon State Representative, District 120

Interviews conducted with these and other organizations highlighted the following thoughts that are perceived regarding the study area. Our team was told:

Where are the community gathering places on the Eastside?

- Barbara Jordan Center
- Claude Black Center
- Churches
- YMCA
- Boys and Girls Club
- St. Philip's College
- Sam Houston High School
- Pletz Park, Martin Luther King Park, Pittman Sullivan Park, and Comanche Park

Note by City Staff: The Arena Area/Eastside Community is currently served by the Carver Branch Library located at 3350 E. Commerce St. The library was remodeled in 1994 and is currently 12,000 sq. ft.

Strengths

- Close to the downtown area, Opportunity for economic development
- More affordable compared to other sections of San Antonio
- Alamo City Chamber and other social organizations, Churches, Black Business Expo
- Residents of the community are seen as a key strength
- Levels of homeownership in the community are significant
- Near the freeways, providing excellent access to the region
- Clearly an untapped market,
- Near the SBC Arena available land near SBC arena for redevelopment

Weaknesses

Code Enforcement - Allowing abandoned vehicles and other nuisance issues to remain in place.

Roads and Infrastructure – Streets are in poor condition, with small sidewalks that are not pedestrian friendly. With the new arena on line, there are ongoing concerns about traffic management and impacts

Stormwater Management – The area suffers from persistent flooding

Appearance and Curb Appeal – The Eastside generally is seen as an eyesore, lacks landscaping and streetscape improvements, and needs more streetlights

Perceptions – The Eastside suffers from perceptions of increased crime, which are not fully supported by crime statistics

Goals, Hopes, and Expectations

New Retail Options – Quality grocery stores, restaurants, banks, general retail and clothing, gas stations, hotels, and a movie theater complex.

New Institutions – hospitals or medical centers, a library, a police sub station, educational facilities or vocational schools

New Recreational Amenities – baseball diamonds, skating rinks, bowling centers, public parks

Public Improvements – Significant road and landscaping improvements, improved traffic management, new bus stops

Other Concepts – A marketing campaign to deal with the current negative perceptions of the Eastside

This narrative is only intended to serve only as an overview for what is in fact an extensive and on-going process. A full reporting of the community involvement component of this project is contained in a separate report.

Demographic Comparisons

ERA extracted US Census information for eight key census tracts that cover the Eastside neighborhood. Census Tracts 1301 - 1306 and 1308 to 1309 were analyzed with respect to changes in population, income, age, educational attainment, poverty status, and housing conditions between 1989 / 1990 and 1999 / 2000. Note that the eight selected census tracts cover an area slightly larger than the defined City of San Antonio Planning Department study area for the off-site element of this project. Comparable information for the City of San Antonio (COSA) was also extracted as a standard of comparison.

The following table highlights changes in population over the 1990 to 2000 period for the city and study area. The table shows that while the city sustained a significant rate of growth over the past 10-years, adding about 20,800 residents per year, the study area saw a decrease in population, losing about 1,000 residents over the same period, falling to about 32,000 residents in 2000.

Population Change Comparison

_	Market	1990	2000	Change
	COSA	935,927	1,144,554	208,627
_	Study Area	33,133	32,062	-1,071
S	Source: US Cens	us		

The following table examines changes in the racial or ethnic mix of the city and study area. The table shows that the city has tended to see increases in Hispanic populations, with African Americans making up about 7% of the overall market. At the same time, the study area appears to support a significant African American population (at 54% in 1990), albeit one that has seen a decrease in its share of total study area population since 1990. The table highlights a relatively dramatic shift in the study area's ethnic makeup, with Hispanics populations seeing an increase from 39% to 52% of total residents, while African Americans have seen their share of total study area populations decrease from 54% to 42%.

Ethnicity /	COSA		Study Area	
Race	1990	2000	1990	2000
White	72%	68%	26%	30%
Black	7%	6%	54%	42%
% Hispanic	55%	58%	39%	52%

Population Growth, COSA and Study Area

Source: US Census

The following table identifies age cohort trends for the city. The table shows that the city tends to be younger, with more than 80% of the population in age groups below 55 years of age. The table highlights notable growth in the 25 to 54-age segment, driven likely by growth in younger families. Although the over-55 segment also increased in size over the 19-year period, its rate of growth did not outpace the younger age cohorts.

Age Cohort	1990	2000	1990 % Total	2000 % Total
Under 25	379,883	448,532	41%	39%
25 to 54	388,059	493,254	41%	43%
Over 55	167,985	202,768	18%	18%
Total	935,927	1,144,554	100%	100%
Source: US C	ensus			

City of San Antonio Population Change by Age Cohort

The following table highlights comparable age cohort information for the Study Area, showing how the local population has a larger share of residents in the over 55-age cohort compared to the city as a whole (22% versus 18%). Importantly, the table indicates that while the number of 55 and over residents has decreased significantly (a loss of 1,800 people), the number of people in the 25 to 54 age group did increase, growing by about 780 new residents. Although the under 25 age group also saw a decrease, this group still makes up the largest share of the market.

Study Area Population Change by Age Cohort

Age Cohort	1990	2000	1990 % Total	2000 % Total	
Under 25	13,432	13,222	40%	41%	
25 to 54	11,151	11,936	33%	37%	
Over 55	8,730	6,904	26%	22%	
Total	33,313	32,062	100%	100%	
Source: US Census					

The following table portrays changes in levels of educational attainment for the city and the study area. The table indicates that the study area has a higher percentage of residents who have not completed high school (43% to 25%). This is partially offset by a larger population of study area residents who have graduated high school or equivalency (28% to 24%). The city supports a significantly higher population of residents who have graduated from college or achieved a more advanced degree (27% to 9%).

Level Attained	COSA	Study Area
12th grade, no diploma	25%	43%
HS Grad	24%	28%
Some College	23%	19%
College or advanced	27%	9%

Educational Attainment, COSA and Study Area, Year 2000

Source: US Census

ERA evaluated median income trends for the study area, city, state and the country. The table below shows the results of this evaluation, indicating that the state and the city saw increases in median incomes above national averages, with compound annual growth rates (CAGR) of 4% and 4.4% respectively, compared to the national rate of 3.4%.

Median Income	1989	1999	Change	CAGR
USA	\$30,056	\$41,994	\$11,938	3.4%
Texas	\$27,016	\$39,927	\$12,911	4.0%
COSA	\$23,584	\$36,214	\$12,630	4.4%
Study Area	\$12,870	\$21,469	\$8,599	5.3%
Source: US Capsus				

Median Income Trends, COSA and Study Area

Source: US Census

The above table highlights two key points regarding the study area in particular:

- 1. The study area achieved a higher CAGR over the 10-year period compared to the city (5.3%) to 4.4%)
- 2. However, the gap between study area median income and city median income widened over the same period, growing from 55% to 59%.

The following two tables compares households by income bracket for the city and the study area for 1989 and 1999. The first table shows that the city has seen its share of households earning less than \$25,000 decrease from about 50% down to 33% over the 10-year period. This decrease has been in step with dramatic growth in the number of households earning \$50,000 to \$75,000 and those earning more than \$75,000, which increased from about 5% to 16% of total households.

Income Bracket	1989	1999	1989 % of Total	1999 % of Total
Up to \$25K	172,039	136,065	52.55%	33.52%
\$25K to \$50K	102,788	129,788	31.39%	31.98%
50K to \$75K	34,538	72,213	10.55%	17.79%
>\$75K	18,038	67,821	5.51%	16.71%
Total	327,403	405,887	100.00%	100.00%

Households by Income Bracket, City of San Antonio

Source: US Census

The table on the following page highlights comparable 1989 to 1999 information for total households by income bracket for the Eastside study area. The table indicates that the number of households decreased by 227 over the noted period. Importantly, this table uses Census data that is based on a sample of the area, not a 100% count; as such, the number of total households in this table will vary slightly compared to other measures used later in this report.

Households by Income Bracket, Study Area

Income Bracket	1989	1999	1989 % of Total	1999 % of Total
Up to \$25K	8,640	6,133	76.7%	55.6%
\$25K to \$50K	2,230	3,152	19.8%	28.6%
50K to \$75K	289	1,105	2.6%	10.0%
>\$75K	101	643	0.9%	5.8%
Total	11,260	11,033	100.0%	100.0%
Courses LLC Com				

Source: US Census

The above table indicates that the Up To \$25,000 income bracket saw a significant reduction from 1989 to 1999, falling from 76% to 55% of total households. The table also highlights a small but growing market of households earning more than \$75,000, which increased from about 100 households to more than 640 over the 10-year period.

The table below takes income based assessments one step further, considering the percentage of people who fall below the poverty level in 1989 and 1999 for the study area, the city, the state and the US. The table indicates that the study area has seen the most significant improvement over the 10-year period compared to the city, state, or country, with a reduction from 41% to 33% of the population falling under the poverty level. While the trend is clearly moving in the right direction, ERA emphasizes that the study area's share of people below the poverty line is significantly greater compared to the city, state, and nation.

Category	Study Area	COSA	Texas	US
% of people below Poverty Line - 1989	41.6%	22.6%	18.0%	13.0%
% of people below Poverty Line - 1999	33.3%	17.3%	15.3%	12.3%
Change	8.3%	5.3%	2.7%	0.7%
Courses HC Concu	-			

% of Population Below the Poverty Line, 1989 and 1999

Source: US Census

Demographic Implications

The above demographic assessments have highlighted several factors that will need to be considered in evaluation strategic planning goals for the Eastside. While assessments noted that median income growth rates have been strong, well in advance of inflation, overall income levels did not keep pace with trends for the city over the last 10 years as a whole. Trends relating to educational attainment also show how the study area is at a competitive disadvantage, with lower percentages of people who have attained a college level education. As one offset, ERA noted within the overall population decline trend that a number of younger family-aged households are moving to the study area, although not yet in numbers to offset declines in associated age cohorts. It is also clear that the community is going through a period of transition, with declines in the African American population, offset by growth in the Hispanic population.

Conclusions

In evaluating the study area ERA noted the following conclusions regarding strengths and weaknesses

Strengths

- The Eastside is directly adjacent to the downtown area, on the I-35 corridor to Austin. While San Antonio is currently a relatively "compact" city, compared to more sprawling urban centers such as Houston, this proximity has a reduced direct benefit. However, looking to the near-term (five to ten years), experience would suggest that proximity to downtown would become an increasingly important factor as traffic congestion and commuting distance become more significant.
- Portions of the Eastside have been designated as a tax increment finance district, which will allow growth in assessed values to be channeled toward additional public improvements in the area.
- Planning officials are moving forward with the renovation of the Hays Street Bridge project, which would create a pedestrian / bike route over the UP rail line that could eventually link up with Salado Creek. Initial funding has been secured to begin the renovation.
- City officials have created new zoning overlays to restrict the ability of homeowners to develop temporary parking lots on their homes on routes to the new arena. The new ordinance will require lot owners to pave, light, and stripe lots.
- Salado Creek has the potential to be a key recreational amenity for the study area

Weaknesses

- The team notes a general trend toward lower residential densities on the Eastside, with smaller homes, numerous vacant lots, and the city cemeteries occupying significant acreage. Lower densities have obvious implications for development of retail trade opportunities in the market.
- The study area includes numerous situations where industrial and residential land uses are in close proximity, which creates conflicts.
- The study area is impacted by active rail lines, both along the west and north sides, as well as the interior, of the area. In addition, the operation of a rail yard along the northern boundary of the Study Area does little to enhance property values of proximate housing.
- The study area is notable in that there are few larger vacant parcels available for development. Any planned redevelopment or revitalization effort will require the assembly of smaller parcels into larger tracts.

- Houston Street remains a narrow two-lane street with single-family homes that have limited setbacks from the street. Increased traffic generated by the SBC Arena will have obvious safety and traffic management implications for this route.
- Storm water management concerns are an overall issue, with specific emphasis on the Salado Creek, which has been the source of significant flood damage for adjacent housing, some of which is now being purchased by the Federal Emergency Management Agency (FEMA).
- Access between areas west and south of the arena and areas north and east of the arena is difficult, requiring a drive around the Arena on SBC Parkway up to Gembler Road.
- Field assessments noted that primary and secondary roads in the study area generally appeared to be deficient, with notable undulations in pavement, limited sidewalks, and apparent storm water management issues.
- While public transportation options are available, the bus stops themselves are unsightly, providing minimal cover from the elements.
- The public involvement process suggested that the neighborhood has difficulty speaking with one voice; assessments noted that there are over 100 churches and at least five different neighborhood associations active in the Study Area.

Real Estate Market Evaluations

In considering redevelopment potentials for the Eastside, a primary concern is the extent of market demand for retail, residential and commercial property, including office space, industrial space, and recreation. The extent of opportunities available for commercial space is significant in that they can create important sources of employment for local residents. This discussion begins with an overview of development trends across metro San Antonio, before moving on to further discussion of property development opportunities.

Urban Growth Patterns

In discussions with local real estate and economic development officials, ERA noted the following broad conclusions regarding directions of growth and trends regarding new development:

- Industrial expansion has been occurring on the north and northwest side of San Antonio, supported in part by gradual expansion of the Kelly USA program. While the Eastside also supports considerable industrial development, our field assessments confirmed a lack of planned industrial areas and notable conflicts with proximate residential uses.
- Retail expansion has occurred most strongly on the north side of the city, particularly along the northern stretch of Loop 1604 where several major shopping centers are being built. Not surprisingly, this area is also home to the highest concentrations of wealth in the city. ERA also learned about development of a Walmart Super center just beyond the study area, at the intersection of Rigby Avenue and Loop 410.
- Residential expansion has been taking place on the outer northwest and west portions of the city. The key constraint against further growth to the north is the recharge zone for the Edwards Aquifer, which may encourage more residential development to the west and east, particularly along the interstate corridor to Austin.
- Office development has tended to follow I-10 and US 281 to the north, with several projects also being developed along Loop 1604. The Eastside study area does not have an identifiable office market.
- The downtown area continues to serve the tourism industry with a mix of hotel and retail, supported by the growing Riverwalk attraction and the expanded convention center. City officials continue to push for development of a convention center hotel as well.
- City officials have debated smart growth initiatives and revised their Unified Development Code to encourage smart growth, creating an important alternative to conventional residential development.

Real Estate Market Opportunities

ERA evaluated markets for residential development, retail development, industrial space, hotel development, and commercial office space development. The evaluations are used to discern the relative balance between demand and supply in the San Antonio market. Once overall trends have been highlighted, ERA can then estimate opportunities for development that could be captured by the Eastside study area.

Residential Development

ERA extracted detailed information from the US Census for the noted census tracts of the Eastside Study Area to evaluate the condition of the existing housing stock. Analysis focused on the median age of housing in the study area, compared to the city, state, and country, as well as changes in the supply of housing, levels of owner versus renter occupancy, and more detailed trends regarding housing stock by year built.

The table below highlights overall housing unit supply trends over the noted 10-year period, showing that while the city has added more than 6,700 new units per year on average, the Study Area lost housing units at an average rate of about 100 per year. ERA believes that a portion of this decline can be explained by the demolition and redevelopment of public housing in the area, including the current Hope 6 project southwest of the area site.

Total Housing Unit Supply Trends, 1989 and 1999

Market	1990	2000	Change	Per Year
COSA	365,414	433,122	67,708	6,771
Study Area	13,475	12,308	-1,167	-117
Source: US Census				

The following table compares the percentages of owner and renter occupied housing units for the city and the Study Area, as well as an estimate of the number of vacant units in each market. The table first shows that the city and Study Area have comparable trends for owner versus renter occupancy, which is significant. In general homeowners are more to take an active interest in their community compared to renters. The table also indicates that the Study Area has a more significant vacancy issue (13% vacancy) compared to the city as a whole, with a vacancy rate of about 6%.

2000 Owner / Renter Occupied Trends

Market	COSA	Study Area
Owner occupied	58.1%	57.1%
Renter occupied	41.9%	42.9%
% of Units Vacant	6.4%	12.9%
Source: US Census		

The following table highlights the percentages of housing stock by the time period built for COSA and the Study Area. The table shows that about 16% of the COSA housing stock has been built since 1990, compared to about 5% of total housing for the Study Area. Significantly, the table shows that the 1980 to 1989 time frame saw construction of 22% of the city's housing stock, compared to about 5% of the study area's housing stock for the same period. The study area saw its most substantial boost in housing development during the 1950's when 23% of the current total supply was built. Also notable is that while only 6% of the city's housing is older than 1939, over 22% of the study area's housing falls below this date.

Time Period	COSA	Study Area
1999 to March 2000	2.5%	0.5%
Built 1995 to 1998	7.7%	2.4%
Built 1990 to 1994	6.1%	1.6%
Built 1980 to 1989	22.0%	5.1%
Built 1970 to 1979	19.9%	9.7%
Built 1960 to 1969	14.9%	17.8%
Built 1950 to 1959	13.2%	23.4%
Built 1940 to 1949	6.9%	17.6%
Built 1939 or earlier	6.6%	22.0%
Source: US Census		

Housing Units by Year Built, COSA and Study Area

Source: US Census

In more simple terms, the US Census indicated the following median ages of housing stock for the noted markets:

- COSA 1974 •
- Study Area – 1952
- Texas 1977 •
- National Average 1971

The above median ages reinforce the notion that the existing housing stock in the Study Area is older and in poorer condition compared to the city has a whole. It is also clear that the Study Area has not benefited from the significant growth trend that the city has followed for the past 20 years. At the same time, the Study Area possesses a significant number of older historic homes that could be renovated, and benefits from a location immediately proximate to downtown. The noted Hope VI project has allowed developers to build one of the first new subdivisions in the area, creating the potential for more interest in the Eastside.

The Eastside is clearly not attracting its share of new residential demand from the rapidly growing region. Even so, ERA notes that other public agencies, including the San Antonio Development Agency and the San Antonio Alternative Housing Corporation, have been active in redeveloping housing in the city. These agencies, along with Bexar County, have also developed programs to make housing more affordable for low to middle income residents. The implementation section will expand on this market discussion highlighting priority projects and programs to create additional opportunities for infill residential development.

Retail Development

In the past decade, increased emphasis has been placed on potential retail opportunities in America's inner cities. In general, the retail market in inner cities is both large and concentrated. These markets are often populated with consumers who represent significant aggregate spending power. According to a recent report by the Initiative for a Competitive Inner City, in 1998 there were 7.7 million households in America's inner cities with retail spending power in excess of \$85 billion per year. For a number of reasons, however, these markets have been noticeably underserved during the past few decades. Prospective retailers typically cite poor infrastructure, inadequately trained workforces, and crime as the main reasons for not investing in inner city locations. Recently, however, retailers have started looking at inner city markets in a different light. Many are beginning to see inner cities as the last large domestic frontier for expansion.

The situation on the Eastside appears to match the national experience, with an existing captive market served by older quality retail space which does not encourage repeat visitation, and inevitably pushes local residents beyond their neighborhood to make retail purchases. It should be noted that if the defined study area was consistent with national trends for retail space per person (about 22 square feet per person) a potential inventory of more than 700,000 square feet would be supported. It is clear that the vast majority of this inventory is outside the study area.

Discussion of retail trends for the Eastside begins with assessment of population trends for the community. The following table details US Census data for total households in each census tract and an estimate of year 2000 median household incomes, which was derived from an analysis of 1989 to 1999 changes in median income for each tract. The following table highlights a market of about 10,900 households with an estimated average household income of \$22,607 in the year 2000. The number of households used in this table is based on a 100% count, rather than a sample; as such, the totals may differ slightly from other household totals indicated in this report.

Tract	Total Households	Median Income
Census Tract 1301	1,273	\$17,289
Census Tract 1302	608	\$23,349
Census Tract 1303	1,102	\$20,809
Census Tract 1304	2,352	\$26,286
Census Tract 1305	1,230	\$19,015
Census Tract 1306	1,601	\$20,517
Census Tract 1308	1,376	\$29,647
Census Tract 1309	1,362	\$23,944
Total / Average	10,904	\$22,607
Source IIS Consus	and EPA	

Household and Median HH Income Trends, Eastside Study Area, Year 2000

Source: US Census and ERA

Retail demand estimates for the Eastside study area are based on a comparison of total households with estimates of median household income (both shown above). This approach estimates total gross income and then net income after taxes, the latter of which can be used to derive estimates of potential retail demand. Based on statistics generated by the Bureau of Labor Statistics Consumer Expenditure Survey, which tracks consumer expenditures by income level as well as metropolitan area, gross potential income of about \$245 million was converted to net (disposable) income of about \$210 million (see the following table). A conversion factor of 85% was used to estimate net income after taxes. The conversion factor was derived from statistics developed the Consumer Expenditure Survey. This disposable income would be available to support rent payments, mortgages, car payments, food, and broader discretionary retail spending, which is the focus of this assessment.

Category	2000 Estimate
Total Households	10,904
Average Income per Household	\$22,607
Total Gross Potential Income	\$246,511,394
Disposable Income	\$209,534,685
Source: US Census and ERA	

Assessment of income spent on retail purchases is based again on the Consumer Expenditure Survey. ERA examined survey results based on income levels (the \$20,000 to \$29,999 bracket). Several categories of retail expenditures were considered, including:

- Eating & Drinking Places This category basically consists of eating and drinking establishments. Fast food restaurants, bars and pubs, and other dining establishments are included.
- Food & Grocery This category consists of grocery stores and food stores. All sizes of grocery stores are included as well as fish and meat markets, bakeries, specialty food stores, and convenience food stores.
- General Retail This category consists of stores that sell a wide selection of personal and household goods, ranging from appliances to apparel. General stores, dollar stores, and variety stores are included in this category.
- Entertainment and Other This category includes expenditures for theaters, bookstores, video rental shops, and other entertainment activities.

The following table highlights key expenditure and retail categories and the estimated trade area percentage range of income spent on each category.

Retail Category	% of Income	Estimated Potential Retail Sales
Grocery / Convenience	17.1%	\$35,909,900
Entertainment	4.3%	\$9,067,650
General Retail	11.8%	\$24,696,930
Restaurant	5.6%	\$11,640,400
Total	38.8%	\$81,314,880
Source: Bureau	of Labor	Statistics and ERA

Estimate of Retail Sales Potentials. Eastside Trade Area

The above estimates of retail sales potentials are converted into supportable inventories of retail space, as shown in the following table. The conversion is based on ERA experience regarding achievable store sales per square foot, which are applied to estimated potential retail sales to arrive at supportable inventories. The table below highlights a potential supportable inventory of about 250,000 square feet of retail space. The total includes almost 80,000 square feet of potential grocery and convenience store space, as well as about 100,000 square feet of general retail space, and about 40,000 square feet of restaurant space.

Retail Category	Target Sales /Sq. Foot	Estimated Supportable Inventory (Sq. Ft.)
Grocery / Convenience	450	79,800
Entertainment	300	30,230
General Retail	250	98,790
Restaurant	300	38,800
Total		247,620
Source: ERA		

Estimate of Supportable Retail Inventories, Eastside Trade Area

The current local market includes several retailers at the intersection of Houston Street and New Braunfels Avenue, including Walgreens, HEB, a discount strip retail center, and several fast food operations. While these retail centers cover perhaps 120,000 square feet of space, ERA was informed of significant local dissatisfaction with current retail options (particularly the grocery store), suggesting that a share of the market is choosing to spend outside the trade area rather than to shop locally.

Opportunities

One established economic premise for retail development in America is that most retailers perform best when located in a cluster with other stores. Americans prefer to accomplish multiple objectives during a single shopping excursion. From a market perspective, therefore, a development that has a "critical mass" of tenants is likely to do a better job of attracting customers than isolated stores. According to our analysis of market data and economic trends, development of new retail space that is unable to meet this criterion is not feasible in the study area under current market conditions. The success of such development forms attest to the importance of the "agglomeration effect" created when substantial mixes of tenants are housed in single developments.

In considering the noted strengths and weaknesses associated with the Eastside, ERA emphasizes several key points. Most importantly, the study area will never be able to compete with Target, Walmart, and Kohl's for basic apparel and home appliance purchases. While smaller retailers have found ways to survive in proximity to a mass retailer, it is generally because of superior service or the offering of a specialized product or service that a Walmart does not offer. The demand estimates shown in the above table suggest to ERA the following conclusions regarding retail space development:

- 1. Current retailers active in the market generally do not appear to be serving the market the best possible extent. Retailers outside the trade area, such as the Walmart at Loop 410, are likely absorbing a share of current demand.
- 2. The University of Texas at San Antonio recently completed a retail trade assessment for this sub market, and came to similar conclusions regarding potential demand for new retail space.
- 3. ERA notes the recent closure of 23 Albertson's grocery stores in the market. HEB bought and reopened only four of these stores, suggesting that other grocers may be taking a harder look at the market, given the number of vacant stores now potentially available.
- 4. While residential densities favor a retail location at Commerce Street and New Braunfels Avenue, there are no vacant sites available in this area. There are vacant and under-utilized properties along Commerce Street south of the SBC Arena, which could be appropriate for retail use.

While trade area spending and the lack of competitive retail supply would suggest that there is sufficient demand to support construction of new convenience and neighborhood oriented retail space, ERA notes that current rent levels may not yet be high enough to justify new construction. To illustrate this, the appendix includes a preliminary financial analysis for a proposed 60,000-square-foot retail center development in the study area. The analysis includes assumptions and estimates regarding:

- Rental rates
- Construction costs
- Operating expenses
- Financing costs

The analysis suggests that incentives may need to be provided to allow a retail project to meet financial requirements. These incentives include:

- A public sector equity commitment to reduce the amount of total equity required by the developer
- Public investments for site preparation and land acquisition, reducing the developer's costs
- Below market financing, to reduce the developer's interest expenses and risk

The implementation section highlights a range of programs and options that could be used to facilitate the development of new retail space in the market.

Industrial Development

According to the Society of Industrial and Office Realtors (SIOR) the San Antonio suburban industrial market has seen considerable growth since 1997, adding about 12.7 million square feet of inventory in five years. A significant increment of new inventory was accounted for by the privatization of about 6.4 million square feet of industrial space at the former Kelly Air Force Base, now called Kelly USA. Over this period, vacancy rates have also trended upward, with vacant space at Kelly contributing significantly to the calculation. At the same time, Kelly is evolving into a center for aerospace related industrial development, which is a planned cornerstone of local economic development efforts.

Industrial Development Trends, San Antonio
Suburban Market

	1997	1999	2001
Inventory	46,242,970	55,867,970	58,988,344
Vacancy Rate	7.6%	8.3%	13.4%
Net Absorption	344,689	7,332,874	36,263
Source: SIOR			

Overall, the local market is largely made up of warehouse and distribution buildings, comprising about 65% of total inventories. Manufacturing space covers a smaller 10% of total inventories. Within these broad statistics, it is important to note the physical differences between categories of industrial buildings. In general, modern warehouse buildings are built with the following attributes:

- Clear ceiling heights up to 30 feet
- Sprinkler systems and office space build outs of up to 10% of total floor area
- Larger truck courts and related staging areas

Flex / technology / service buildings tend to support different markets, with the following attributes:

- Clear ceiling heights of up to 24 feet
- Office space build-outs of 30% to 100%
- Higher quality sprinkler, fire safety, and related physical systems
- Greater parking requirements for cars as opposed to semi-trailers

In addition to the above property types, which tend to be built on a speculative basis by developers, industrial markets include a large quantity of owner occupied manufacturing and warehouse buildings, which are typically built to the specific needs of the user. While the Eastside includes a number of warehouse and flex buildings that have been built on a speculative basis by developers such as Prologis (a developer of industrial and distribution space), the study area also includes a number of owner-occupied light industrial and service buildings as well.

There are two specific economic development initiatives that the city has pursued with success. In one case, local officials have developed an aggressive technology and R&D effort, which has

translated in to demand for about 25% of total industrial inventories in the city. A portion of this inventory is concentrated on the West Side of San Antonio at the Texas Research Park. This development began in 1984 with the creation of the foundation, which was entrusted with developing the project. The city provided roughly 1,200 acres of vacant land; the first research building was built in 1990, following completion of infrastructure improvements. Since 1990, the foundation has added 2 multi-tenant buildings and several residences, which are used by UT students and others. Total land development has consumed 175 out of 1200 acres, for an annual absorption rate of about 17.5 acres per year, which supports an inventory of about 300,000 square feet of R&D space.

In a second and more recent economic development effort, city and county officials helped attract a new Toyota truck manufacturing plant to the south side of San Antonio. When operational in 2006, the new \$480-million-dollar plant will have the capacity to make about 150,000 vehicles per year, and employ up to 2,000 workers. Perhaps more importantly, the program will generate interest among tier 1 and 2 automotive parts suppliers to locate in the market as well.

The study area's industrial development makeup is quite mixed, including older single tenant / owner occupied buildings along Commerce Street and Houston Street, east of the Coca Cola Bottling plant, as well as more recently built industrial and flex space built along SBC Parkway. One new project in this second area is being planned by Prologis, and is called the Coliseum Distribution Center. Company officials indicated that they have several distribution buildings in the 100,000-square-foot range planned for this site. The area southeast of the Prologis development contains several vacant industrial buildings, as well as a large vehicle maintenance facility for a local utility provider. Interviews with local industrial development officials pointed to the following considerations regarding the status of the Eastside Market:

- There are a limited number of larger vacant tracts with appropriate zoning that are suitable for new planned industrial projects property assembly may be required.
- Conflicts between adjacent residential and industrial uses are a concern throughout the study area.
- Although the study area has excellent interstate access, the area is also divided by a number of active rail lines and at-grade rail crossings.
- There are a number of warehouse and light industrial buildings located east of Coca Cola Avenue between Commerce and Houston Streets. Many of these buildings are empty or underutilized.
- Assessments also indicated the presence of several brownfield sites that will require remediation.

Hotel Development

ERA considered the strength of the local hotel market, which is a key supporter of the area's expanded convention and tourist industry, centered around the Gonzales Convention Center, now with about 1.3 million square feet of exhibition and meeting space. The following table highlights current occupancy and Average Daily Rate (ADR) statistics for the hotel market. The table shows that overall occupancies have trended downward slightly, with an ADR in the \$85 to \$86-dollar-range.

San Antonio Hotel Market Trends

	1999	2000	2001
Occupancy	66.2%	66.4%	64.8%
Avg. Daily rate	\$85.56	\$86.77	\$86.49
Source: Texas A& M Real Estate Center			

Source: Texas A& M Real Estate Center

The following table highlights more detailed trends for noted sub markets, beginning with the downtown area, which recorded occupancy of 67% in 2001, with an ADR of about \$110. Achievable ADR's in the north airport market are lower, at \$78, with a slightly higher occupancy level, compared to downtown. ERA notes that a share of convention delegates may choose to stay by the airport at a lower rate, benefiting from the airport's close proximity to downtown.

Hotel Sub-Market Trends, 2001

Location	Occupancy %	Average Daily Rate		
Central Business District	67%	\$109.55		
North-Airport	70%	\$78.88		
Northeast	58%	\$50.49		
Northwest-Fiesta	61%	\$69.13		
South San Antonio	56%	\$59.68		
Source: Toxas A& M Deal Estate Contor				

Source: Texas A& M Real Estate Center

During the 1990's, the total number of hotels in San Antonio increased from 123 in 1985 to 231 in 1999, growing at an annualized rate of almost 5%, representing an average of close to 8 additional hotels per year. During the same period, the City of San Antonio's hotel room inventory increased from almost 16,000 to 26,000, representing an average of 740 additional rooms a year. The downtown area is to gain a new Holiday Inn Express and Suites, as well as other potential projects:

- Budget Suites of San Antonio -with 360 rooms
- Renovation of the Emily Morgan Hotel is getting a new multi-million dollar renovation. ٠
- Renovation of the Karotkin Building, a 70,000-square-foot downtown building built in 1900 for conversion to a new luxury hotel called the Watermark Hotel and Spa.
- Proposals to build a convention center headquarters hotel

Currently, the Eastside supports a minor hotel market, with construction of a new Holiday Inn Express in St. Paul Square, as well as several budget oriented hotels along I-10 at WW White and Commerce Streets. While there is uncertainty regarding the level of near-term growth in hotel demand for San Antonio, caused in part by the current economic slowdown, as well as an expectation for reduced convention bookings and fewer city-wide events over the next two years, ERA would anticipate eventual hotel development in the Study Area as a mid-term opportunity.

Office Development Overview

ERA evaluated trends for the local office market, as reported by SIOR and shown in the table below. According to this source, the local market has seen considerable growth in suburban areas of the city, with development of about 300,000 square feet of Class A space and about 1.6 million square feet of Class B space. Since 1997, vacancy rates for both categories of space have trended upward, with 2001 levels of 10% and 14% respectively, as shown below.

	1997	2001	Growth
Class A Suburban	4,994,191	5,298,908	304,717
Class B Suburban	6,657,099	8,255,129	1,598,030
Class A Vacancy	4%	10%	
Class B Vacancy	9.6%	14%	
Source: SIOR			

Suburban Office Market Demand Trends

The above table does not include downtown office space trends. According to SIOR and the Real Estate center at Texas A&M, the downtown office market saw limited new construction of space between 1997 and 2001, with an overall inventory of about 4.8 million square feet. Key suburban office markets include the north central area, adjacent to the San Antonio International Airport along Loop 410 and US 280, which contains the largest share of suburban space. In addition, the local medical office market continues to grow, with expansions at the University of Texas Health Sciences Center and the South Texas Medical Center.

Importantly, the Eastside study area currently does not offer any significant office space. While proximity to downtown would appear to be a logical opportunity, the office market appears to more strongly favor suburban north central and northwest sub markets. At the same time, ERA understands that there is a reported need for 10,000 to 20,000 square feet of medical clinic or medical office space in the target area – which apparently cannot be found.

Absorption and Development Conclusions

The San Antonio metro area has followed a significant growth curve over the past 20 years, with significant new commercial and residential development occurring at numerous locations around the metro area. It is important to emphasize the extent of this growth to help place future opportunities for the Eastside in perspective. The following discussion highlights average annual growth trends for key real estate development categories, including industrial, residential, and retail development.

Industrial Development – According to local sources, the San Antonio Industrial market has experienced between 400,000 and 900,000 square feet of annual net absorption, with an average of about 500,000 square feet of net absorption per year since 1993.

Residential Development – According to the US Census, between 1990 and 2000 the City of San Antonio gained an average of about 6,700 new housing units per year. As noted before, over the same period, the Study Area saw a net decrease in the number of housing units.

Retail Development – Between 1993 and 1999, San Antonio experienced median annual development of about 870,000 square feet of new retail space per year, with overall net absorption following a slightly higher trend. As with other development, new retail projects have tended to follow population and income growth to the north.

Hotel Development - Between 1985 and 1999 San Antonio saw development of an average of 740 hotel rooms per year.

Office Development – Between 1993 and 1999, the local office market generated median annual absorption of about 475,000 square feet per year, with development concentrated in the downtown area, as well as several north suburban sub-markets.

Population Growth – Previously in this report, ERA noted that San Antonio added roughly 20,800 residents per year between 1990 and 2000.

As the above highlights suggest, there is a significant market for commercial and residential development active in the region. It is also clear that, over the past ten years, the Eastside was able to capture only a minor recognizable increment of this demand, which is surprising given its close-in location.

Study Area Implications

ERA considered the extent of the potential market defined above that could realistically be captured by the Eastside over the next ten years. The approach is driven by the underlying assumption that, given the area's immediate proximity to downtown, with excellent interstate access (particularly to I-35), that it should logically begin to benefit from a share of economic growth occurring in the region, particularly if efforts are undertaken to accomplish two tasks:

1. Rebuild existing transportation infrastructure

2. Improve storm water management

As the above tasks begin to occur on the Eastside, it is likely that the process of assembling property can begin, allowing significant revitalization to occur. At this juncture in the assessment, ERA anticipates that the following real estate development goals should be achievable over the next 10 to 15 years:

- New Home Construction 25 to 50 homes per year
- New Light Industrial Development about 600,000 square feet of new space
- New Retail, Medical office, and Business Services Space Opportunity for <u>up to</u> 200,000 square feet over the next ten years.

Land Planning Assessment

The Eastside is, in many ways, exactly what many new Neo Traditional communities are attempting to create today: organized, street grids that are spaced at very walk-able distances, many significant community destinations, and a generous number of neighborhood and community parks. But, the Eastside also has a number of problems that must be solved in order for the community to be revitalized. The physical problems include the poor condition of the streets and infrastructure, deteriorating housing stock, and the lack of cohesiveness and functionality in terms of its land use.

SWA has been addressing the broad physical realm of the Eastside and how it can be improved. The key issues that we have been addressing are: land use and resulting zoning implications, circulation and connectivity, and the "sense of place" through community facilities / places. This has been undertaken within the umbrella of the "Master Plan Policies" for the City of San Antonio dated May 29, 1997 and the Unified Development Code dated May 3, 2001, and the "Community Building and Neighborhood Planning Program" dated October 13, 1998 and amended February 8, 2001. The result will be a broad framework in which the necessary changes can be addressed.

Planning Guidelines

A number of neighborhoods have already come forth with "Neighborhood Plans" and the objectives are very consistent among them. These objectives have also recently been expressed in the first Community Meeting held in October (refer to the Appendix for Meeting Minutes). SWA has translated the communities expressed desires into six Guiding Design Principles that have been guiding the planning process:

- 1. Establish a land use pattern that is responsive to the existing context and is founded upon realistic market expectations.
- 2. Protect the neighborhoods by providing them with the necessary improvements to enable infill development and redevelopment.
- 3. Create attractive streets that adequately move automobiles, but also serve the pedestrian as well as bicycles, bus, and future light rail, as appropriate.
- 4. Develop an open space system that interconnects key destinations by use of "greenways".
- 5. Respect existing natural systems and maximize their benefit to the plan.
- 6. Strengthen the community with additional gathering nodes and emphasize the places of significance.

Planning Challenges

One of the greatest challenges is that the Eastside is actually four distinct use areas:

- The cohesive, organized residential neighborhoods west of the Union Pacific railroad line that include a retail core at Houston Street / Commerce Street and New Braunfels Avenue, and that extend east of the railroad line and south of Commerce Street to Salado Creek,
- A disorganized area including both sides of W. W. White Road and both sides of SBC Parkway north of SBC Center and the Willow Springs Golf Course consisting of an incongruous mix of industrial, commercial, and residential uses, as well as underutilized and vacant land,
- A significant natural amenity, the Salado Creek corridor, that has a high degree of unrealized potential and is generally the "seam" between areas #1 and #2,
- And, a new neighbor, SBC Center that creates an expanded entertainment focus in conjunction with the Freeman Coliseum and has an adjacency to the Salado Creek corridor.

Within this framework, a land use pattern exists that does not always support the community goals and the guiding principles. The neighborhoods in the western area have lesser compatibility problems but minor issues do exist:

- 1. Isolated land use incompatibilities such as the industrial businesses that occur in Jefferson Heights, and in the blocks between Commerce, Martin Luther King, New Braunfels Avenue, and Walters.
- 2. The neighborhoods adjacent to the railroad yards on the north edge and those along the interface with SBC Center have incompatible land use adjacencies.
- 3. The industrial adjacency south of Durango with the residential neighborhoods.
- 4. Zoning inconsistencies such as the industrial zoning that currently exists along New Braunfels Avenue extending from the rail yards to Commerce Street, along Houston Street at the railroad, and along Commerce Street east of New Braunfels Avenue.

Other significant issues include:

- There is no sense of entry into and out of the community
- Although the neighborhoods have an identity, no "center of town" exists that ties the neighborhoods together.

To the east, the issues are broader in scale and more significant:

- Land uses are jumbled with residential neighborhoods interspersed into heavy industrial development, which creates one of the most incompatible types of land use adjacencies.
- The existing industrial development is not efficiently organized and is confusing to negotiate.
- There exist significant areas of undeveloped land interspersed within development.
- Much of the zoning is incompatible with the existing and / or appropriate uses.

Additional issues include:

- The image is not related to the remainder of the Eastside.
- SBC Parkway and W. W. White are the only north / south arterial streets in the area and limits north / south movements.
- Commerce Street has a nebulous point of beginning at I-10 where it begins as part of the frontage road and an erratic image from that point to the railroad crossing.

Master Planning Process

SWA undertook a 2-day "windshield" site reconnaissance of the Eastside, took photographs, and undertook a broad visual inventory. SWA also presented preliminary ideas to the Steering Committee and the community on November 11, 2002. The comments provided at those meetings have been incorporated into the final drawings discussed below.

Development Approach Diagram

Utilizing the guiding design principles, SWA prepared a Development Approach plan, subdivided into 4 categories describing recommended levels of conservation and development / redevelopment. As diagrammed in the Development Approach, SWA recommends that all residential neighborhoods should be conserved and minor adjustments made within them (identified as "C"). At the other end of the spectrum, the most disorganized and ill-defined areas are proposed to be entirely redeveloped / developed (identified as "D"). Two areas of incompatible adjacencies within the residential neighborhoods should have minor land use changes (identified as "M") and a number of other partially developed areas should be a "balanced" conservation and development / redevelopment (identified as "B").

Urban Design Concept

The Development Approach pattern, in conjunction with the community objectives, began to suggest an Urban Design Concept. It represents the "big ideas" that will begin to solve the physical problems and meet the community objectives. These "big ideas" include:

- Build upon the neighborhoods as the foundation of the Eastside.
- Improve the street system through removal of the north / south Union Pacific railroad line and replacement with a new arterial street, addition of a new north / south arterial street near Salado Creek, and reconfiguration of the Commerce Street / Houston Street intersection. These additions will provide a system of regularly spaced arterial streets for the entire District. Create a traffic circle at New Braunfels Avenue and Houston Street to calm traffic.
- Create a "town center" that provides a "heart" of the entire community.
- Develop a "green spine" along the Salado Creek corridor that extends outward as "greenways" along the improved streets and pedestrian ways to interconnect places and destinations within the entire Eastside.
- Create a retention pond from the existing stock pond along Salado Creek that will become a focal point of the greenway around which the new residential development can occur, and that will also provide flood control assistance for the watershed.
- Establish secondary pedestrian streets to link people with parks, churches and community centers within individual neighborhoods.
- Create a "critical mass" of residential neighborhoods on the eastern side organized around the Salado Creek corridor, and incorporate the existing neighborhoods.
- Develop commercial / retail nodes that are adjacent and convenient to residential neighborhoods.
- Concentrate the industrial uses in a district intended for that use.
- Celebrate Martin Luther King Drive and the annual march by signifying the special qualities of this street and terminate it in a new public space within the traffic circle. This represents a significant opportunity for a public art project.
- Define the Eastside along its perimeter with edges and gateways that create a distinct image, or a "family" of compatible and appropriate images.

Land Use Plan

The resulting Land Use Plan is a long-term vision for the entire Eastside area. It shows how the new pattern will enable this framework to ultimately occur:

• Existing neighborhoods are conserved and protected by appropriate adjacent and internal uses.

- New medium-density single-family and high-density multifamily residential neighborhoods are recommended to supplement the existing ones near Salado Creek and create a residential community.
- New parks are added in a few isolated areas to so that all neighborhoods have access to a neighborhood park.
- Commercial, retail, office, and residential mixed uses are extended along New Braunfels Avenue to supplement the existing commercial core at Commerce Street and New Braunfels Avenue.
- Retail nodes are reinforced at cross streets to continue the legacy of neighborhood shopping destinations.
- A new mixed-use Town Center is recommended on the site bounded by Houston Street, Coca Cola Boulevard, Commerce Street, and the new arterial, Roland Street that will have synergistic adjacencies to the Barbara Jordan Center, Claude Black Center, SBC Center, residential neighborhoods, and Salado Creek. Mixed-use is also recommended for the blocks south and east along Commerce Street.
- Commercial land use is proposed for the area on either side of W. W. White Road at I-10, which could create the opportunity for a regional shopping center.
- A new, master planned light industrial / office park is proposed near I-10 at the intersection of Commerce Street and Houston Street. Because it will be sited at one of the major Eastside entries, strict design guidelines are recommended for its high-quality development.
- New light industrial uses are recommended in the general location of existing industrial uses and adjacent to residential development, which creates a good land use transition.
- Heavy industrial uses are concentrated in the area near I-410 and White where such land use already exists.

Land uses indicated in adjacent neighborhoods, including the Downtown Neighborhood and Government Hill, are consistent with the proposed land uses per their respective Neighborhood Plans. No land use changes are proposed in those areas.

Circulation Systems Diagram and Street Sections

The Circulation Systems diagram shows existing and recommended circulation systems. The objective is to have streets that function well for the pedestrian as well as for cars, and to enable other modes of circulation to coexist such as bus and bicycle and possibly light rail in the future. Cross sections have also been prepared that describe the typical major street configurations and identify the dimensions of the proposed improvements. These sections represent the optimal conditions and include:

- New parkway along Salado Creek providing another north/south travel option, which will be especially important during SBC Center events, and will also create access to many land-locked parcels,
- A new arterial street along the existing Union Pacific railroad line right-of-way from Roland Avenue to IH-35,
- Defined major pedestrian corridors along the arterials, although all streets are recommended to have sidewalks,
- Major bicycle links, incorporating the Hays St. Bridge and the Heritage Walking Tour & Bicycle Loop, and the existing link along Montana / Nevada,
- The bus system, bus stops which should be integrated into the streetscape design, and recommended extensions into new neighborhoods,
- Hike & bike trails along Salado Creek interconnecting the Eastside into areas up and down stream,

While the proposed Salado Creek Parkway is a significant opportunity, it must be designed and undertaken with great care and sensitivity to the existing riparian environment. If the Parkway is deemed to be best located within the floodplain so that it can travel along the Creek, it must incorporate a special structural system that will minimize environmental damage.

Landscape Framework Plan

The Landscape Framework Plan shows how the street system can become extensions of the greenway and will help create a street hierarchy for clarity within the system and establish a "green" image for the community. Key components include:

- Eastside gateways and edges
- Salado Creek greenway and lake amenity created from the existing stock pond
- Greenway "fingers" extending through the SBC Center site and into the adjacent neighborhoods, into the proposed Town Center site, and along Pershing Creek in the industrial area
- Major arterials designed as greenway extensions
- Tree-lined pedestrian linkages
- MLK as a "Ceremonial Street"

The landscape is envisioned to be a combination of street trees, street / pedestrian lighting, and other special amenities such as banners or icons. Opportunities will exist for public art to be

integrated into the streetscape improvements and concepts have already been initiated such as the I-37 artist gateways and the Rosa Parks art tiles project along Houston Street.

Town Center

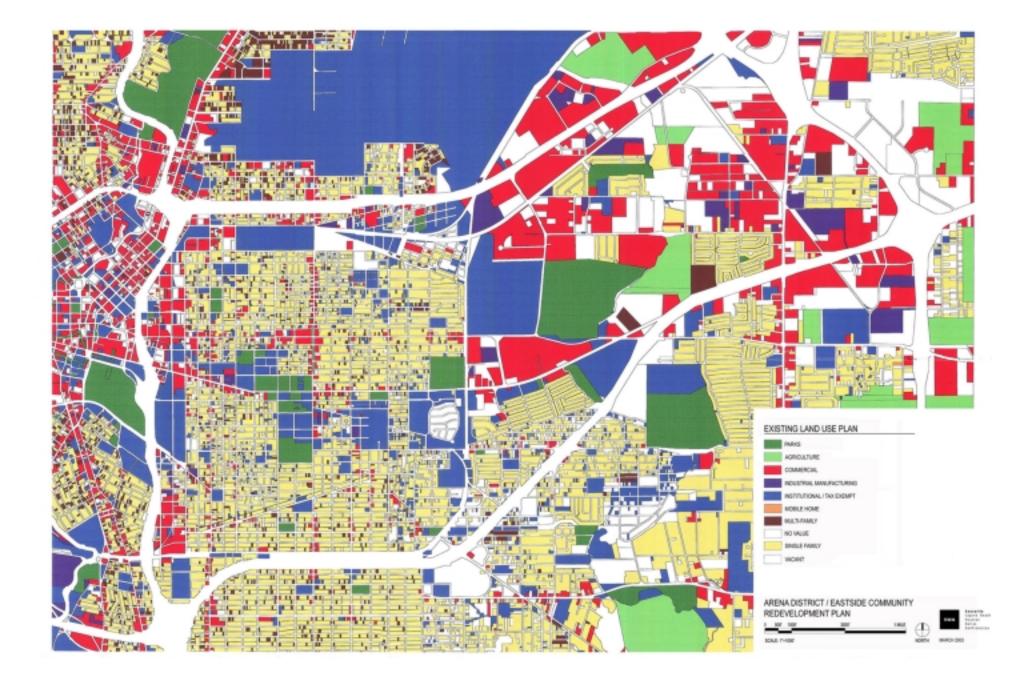
The Town Center is an exciting opportunity for the Eastside and could provide many of the uses that were outlined by the community in the initial interviews. At this time, the Town Center is envisioned to be a dense, urban, mixed-use center that includes not only retail / commercial uses such as a grocery store and shops, but also more community-oriented facilities such as a bank, medical facility, and / or library. Another possible use that did not come out of the interviews but may be appropriate is a post office. All these uses can co-exist in a well-planned development that is a combination of two to three-story buildings interspersed with open spaces and plazas and accessed by pedestrian-friendly streets.

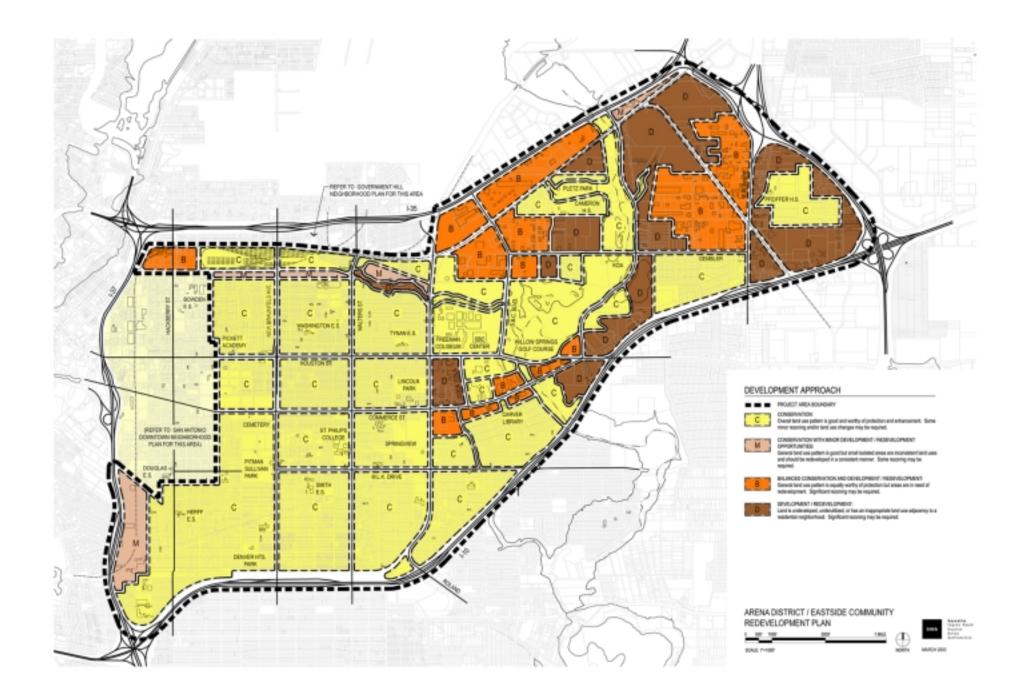
Parking must be accommodated but should not dominate the site. An opportunity exists for shared parking to occur with the SBC Center - this opportunity should be further investigated. A safe, convenient pedestrian crossing at Houston Street will also need to be designed into the master plan.

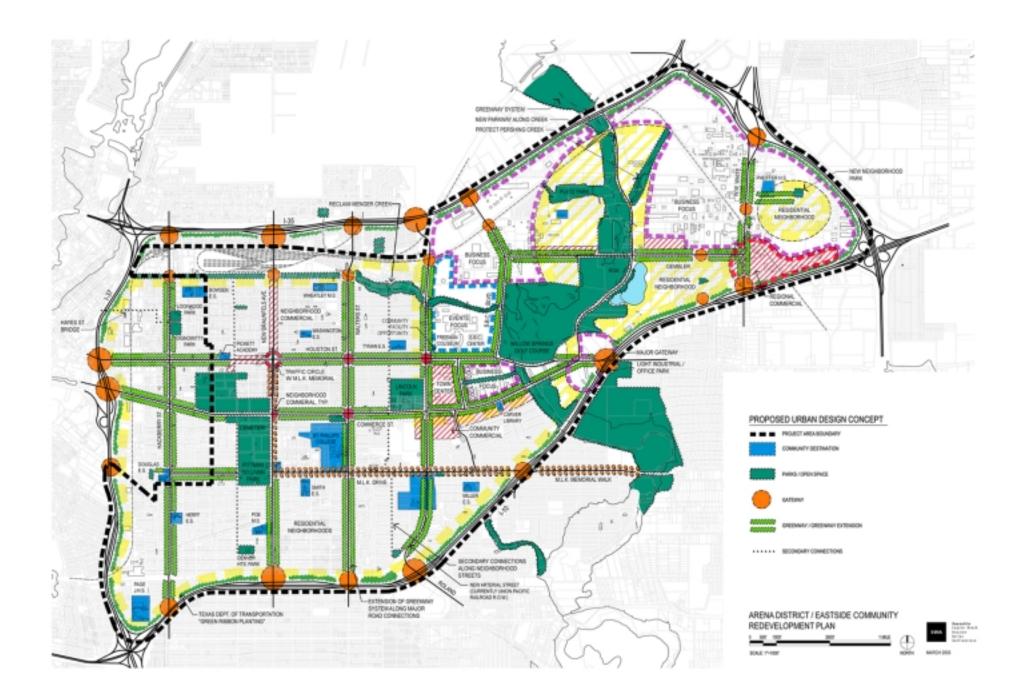
The Town Center open spaces can also become important use areas for gathering, performing, playing, or a host of other programmed events. The final programming of the Town Center and its subsequent design will be an important next step to undertake with the Eastside community. The design team preparing options for the SBC Center site have identified the opportunity for a public gathering space to be located on the south west corner of that site. This programming effort should be undertaken closely with the programming of the Town Center.

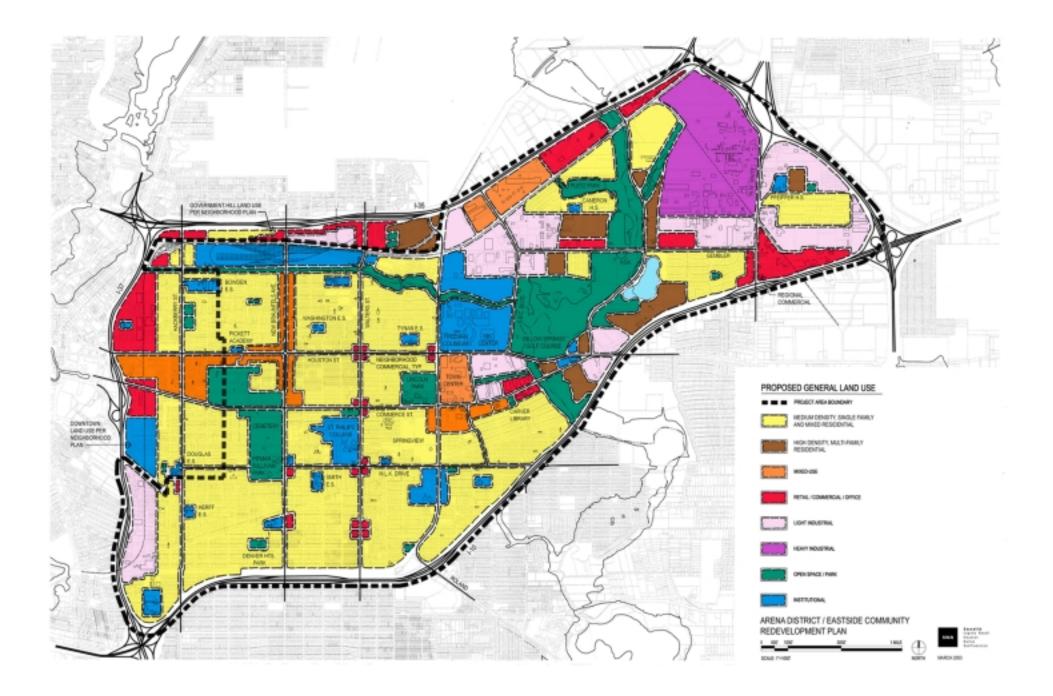
While many Town Centers have been completed throughout the U.S., a civic-oriented focus such as the one proposed for the Eastside is not a common prototype. The Team concludes that the Eastside Town Center must be designed so that it is "of the place". Several examples exist, that include discrete characteristics that can be folded into the Eastside Town Center planning:

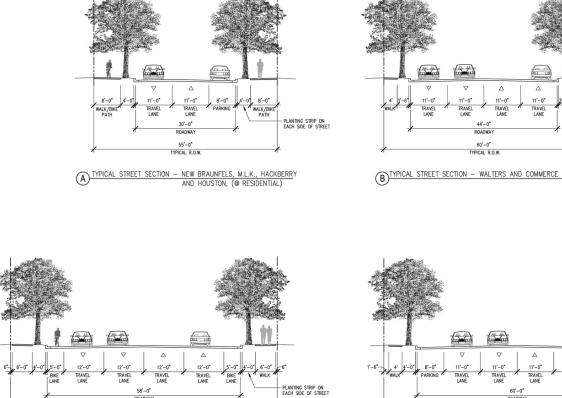
- Southlake Town Center, Southlake, Texas (Dallas / Ft. Worth area)
- Highland Park Village, Dallas, Texas
- Addison Town Center, Addison, Texas (north of Dallas)
- Stella Link, Houston, Texas
- Country Club Plaza, Kansas City, Missouri
- Woodbridge Town Center, California (South Orange County)
- Carmel Town Center, Carmel, California
- Mill Valley Town Center, Mill Valley, California
- Celebration Town Center, Celebration, Florida
- Abacoa Town Center, Jupiter, Florida
- Reston Town Center, Reston, Virginia







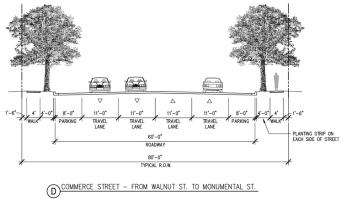




ROADWAY

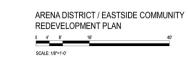
80'-0" TYPICAL R.O.W.

COMMERCE STREET - FROM IH-37 TO WALNUT ST.



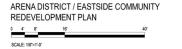
WALK

- PLANTING STRIP ON EACH SIDE OF STREET



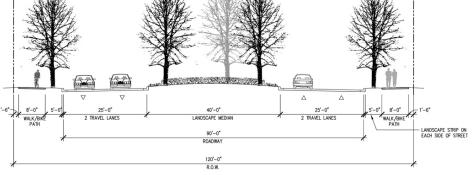


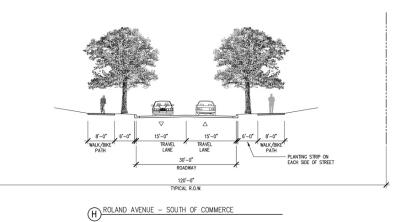
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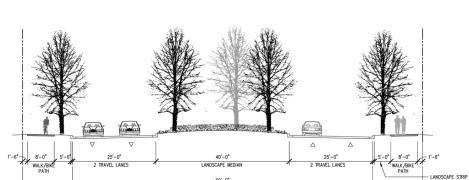




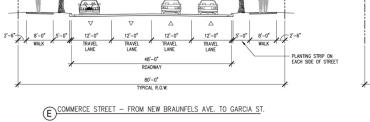
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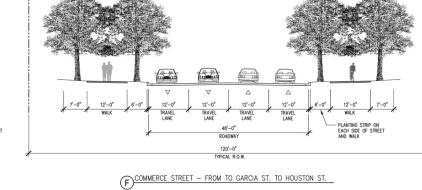


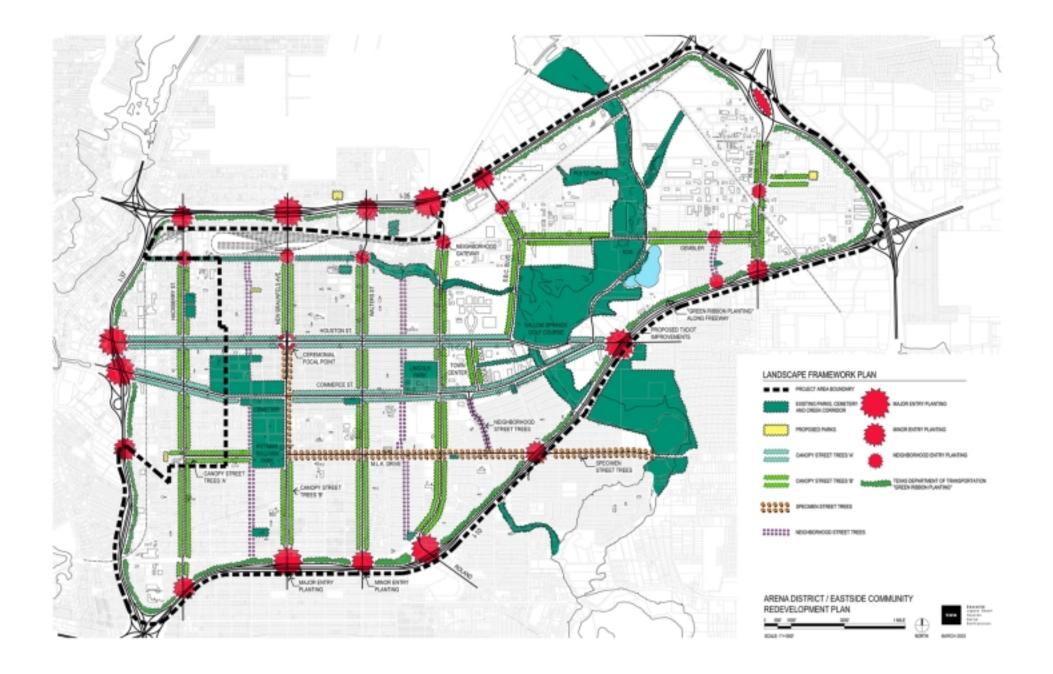




GNEW BRAUNFELS AVENUE - FROM PASO HONDO ST. TO DAWSON ST.







Implementation Discussion

This section of the report highlights key implementation steps to help facilitate revitalization efforts for the Eastside study area. Components of this section include identification of priority projects, roles to be played, timing, and financing options. Support for conclusions reached in this section is derived from research completed over the course of the study, including planning assessments, public involvement, and market research, as well as related studies completed by Parsons, that document needed road and transportation infrastructure improvements.

Priority Projects and Timing

The team concludes that a key first step will be to form a development entity / authority to guide revitalization of the Eastside. ERA concludes that some form of centralized "authority" is necessary, primarily to pull together the financial resources to rapidly generate the level of investment that will be required to move the program forward. Specifics on various options for this entity are discussed below. Once formed, this revitalization entity will have several distinct tasks:

- 1. To aggressively pursue road and infrastructure improvements, both those currently planned, as well as recommendations of this study.
- 2. Work with City and County officials to institute a comprehensive re-zoning effort for the Eastside study area
- 3. Formulate a marketing effort to re-introduce San Antonio metro area to the Eastside, highlighting its recent improvements, revitalized schools, and opportunities for real estate development.
- 4. Focus on priority projects identified in this report, to include new retail space, continuation of residential rehab and new construction, and light industrial / business services development.

Each recommended step in the process is discussed separately, in order of priority.

Create a Development Entity

Interviews conducted for the public involvement process highlighted a number of key challenges for the Eastside that suggest the need for a more centralized authority. These include:

- The study area is large, with several distinct sub-areas, each of which has different needs and challenges.
- The study area perceives that it has not received its share of investment in public infrastructure or leadership, and feels justified in seeing a greater share of near-term future investment.

- Although CERA has taken a clear and pronounced lead in pursuing Eastside revitalization efforts, the organization's non-profit status places a clear constraint on its financial capacities, particularly given the extent of financial reinvestment needed for the Eastside.
- Aside from CERA, and as noted in earlier analysis, the study area's leadership appears fragmented, with numerous churches, local business organizations, and related groups competing for residents attention. The area is also going through a pronounced demographic shift, with increased Hispanic migration to the study area.
- The City of San Antonio and Bexar County have numerous economic development initiatives that are on-going, and may have difficulty (in and of themselves) in prioritizing the Eastside in comparison with other projects, such as the new Toyota plant now planned for the south side of Bexar County.

Initially, ERA recommends the formation of an Action Committee, whose role will be to keep the public's eye (and policy maker's attention) focused on the pronounced needs of the Eastside. This committee could include individuals from the following entities:

- City and County officials
- The San Antonio Spurs
- Members of the Eastside Neighborhood Groups
- CERA
- The Alamo Chamber
- State government representatives

This committee should meet at least on a quarterly / monthly basis, with the primary goal of maintaining momentum and ensuring the flow of information among the broad number of local and state agencies who are currently planning reinvestments in the target area. The committee is a logical starting point for near-term development of a centralized redevelopment entity, which can quickly marshal the financial resources to energize revitalization efforts, starting first and foremost with road, transportation and infrastructure improvements. There are a number of ways that this "entity" could be structured:

- Creation of an **Arena District Authority** with specific capacity to tax and issue bonds. There would appear to be an opportunity to establish such a district, given that when the SBC center was built local officials chose to not set up a defined arena district, opting to only establish the hotel motel tax and car rental tax to help pay for the arena. Arena district authorities can generate taxes from parking fees, venue attendance, and a number of other areas. State law allows these authorities relatively broad latitude in defining how broad an area should be included in the district, and what needs should be targeted for reinvestment. Importantly, to the extent that new taxes are required, a public vote would be necessary.
- Formation of a **Public Improvement District** (PID). Texas law allows for the formation of PID's, which are specific districts where commercial property owners can agree to be taxed to help fund district infrastructure improvements. Improvement projects could include transit

systems, new roads, sidewalks, parking, drainage systems, stormwater management, landscaping, streetscape improvements, etc. Either the city or an affected group of property owners can initiate this district. Once established, these districts can generate income from taxes levied on property, or sales taxes collected from commercial activities in the district.

• Expansion of **CERA's** role in the community, growing it from a smaller grass roots non-profit organization into a larger development agency.

Given the extent of reinvestment that the Eastside requires, with more than \$250 million in identified projects underway, planned, proposed or recommended, revenue opportunities created by an Arena District authority need to be seriously evaluated. This is an immediate priority; ERA expects Bexar County officials and the Spurs to take the lead in pursuing this element. ERA understands that all of the above "entity" options have challenges. At minimum, the county and Spurs should seriously consider pursuit of additional taxes on arena / coliseum parking and / or event attendees, and target this income entirely to Eastside revitalization.

Priority 1 - Road and Infrastructure Improvements

In addition to the host of capital projects identified in the introduction to this report, reports competed by ERA and Parsons highlighted an additional range of transportation and infrastructure projects that will need to be completed. The East Corridor Multi-Modal Alternatives Plan developed by Parsons identified a host of transportation improvements amounting to more than \$100 million in total investment. These projects were divided into two tiers, as follows:

<u>Tier 1 – Priority improvement projects:</u>

- Resurface 167 street blocks with new pavement \$6.2 million
- Install weather protected bus shelters at major intersections \$400,000
- Convert the New Braunfels / Commerce Street intersection to a traffic roundabout \$935.000
- Implement safety improvements at key intersections \$205,000
- Reconstruct several major streets, including streetscape improvements, parking, and wider sidewalks \$27.9 million

<u>Tier 2 – Recommended Transportation Options:</u>

- Reconstruct Houston Street from IH 37 to Walters Street as a feature street \$7.6 million
- Resurface six roadways at rail crossings and replace railroad ties \$702,000
- Close eight at-grade rail crossings in the study area \$423,000
- Remove the Union Pacific rail line between Roland Avenue and IH 35 that are adjacent to the coliseum grounds, and replace it with a new 2-lane to 4-lane roadway \$33 million
- Restore north south cross town VIA bus service along Walters Street \$570,000
- Reconstruct Hackberry Street from Duval Street to IH 10 as a feature street \$10.5 million
- Create a new roadway from Commerce / Houston Streets northward, parallel with Salado Creek, to Seguin Street \$14.7 million

The Parsons Study highlights more details regarding each of these projects, their potential timing, and potential funding sources. Obviously, given the magnitude of reinvestment requirements, new sources of funding will be needed to make these projects happen. ERA experience clearly suggests that the above road improvements are a necessary precursor for broader revitalization to occur. As such, we believe that there is clear value in forming an authority that has significant financial capacity to more aggressively pursue infrastructure reinvestment.

There are already a number of local and state agencies who are competing projects on the Eastside, including TxDOT and COSA Public Works. The introduction to this report highlighted a range of projects both ongoing and planned by these agencies. Clearly, additional funding will need to be secured to enhance current efforts. It would be logical for the District's state representative, Ruth Jones McClendon (District 120) to be asked to pursue additional state or federal resources, including T-21 or T-3 funding, that could become available in the near future.

Priority 2 - Comprehensive Rezoning

The current zoning in the Eastside is a combination of the 1938 Zoning District designations, the 1965 Zoning District designations, and new classifications that have been designed. The City of San Antonio has prepared a Conversion Matrix that outlines how the older designations can be converted to the New Classifications. The Eastside will need to undergo a rezoning effort so that the zoning classifications are consistent with the proposed Land Use Plan. Generally, the residential areas west of the Union Pacific railroad line have residential zoning designations and may need only minor adjustments or no adjustment at all. However, two key areas have more inconsistent zoning designations. These areas include:

- The Eastside of New Braunfels Avenue between Commerce Street and the rail yard that is recommended as Mixed-Use and is currently zoned I1, General Industrial.
- Two blocks along Commerce Street east of New Braunfels Avenue are recommended as Commercial use and are currently zoned I1, General Industrial.

Areas east of the Union Pacific railroad line have more significant zoning issues. A large amount of the land north of Gembler Road has an I2, Heavy Industrial zoning designation and the Land Use Plan is recommending that new residential and commercial uses occur in that area. The land south of Gembler Road includes a number of smaller parcels that have commercial and industrial zoning designations and are intermixed amongst existing and proposed residential neighborhoods.

The land east of W. W. White is currently a mix of light industrial, heavy industrial, commercial, and residential zoning designations. The land surrounding the eastern most Willow Wood neighborhood will need to be rezoned as I1, General Industrial, so that less intrusive uses will ultimately surround that neighborhood, and C3 near I-10 so that regional commercial development can occur per the Land Use Plan recommendations.

Per the Development Approach Plan, we have recommended that the existing neighborhoods should be the foundation of the new Plan and those neighborhoods should therefore be preserved and conserved. Within each neighborhood, individual efforts can and should be made for infill development of underutilized or vacant property, or property with inappropriate uses. Several tools exist that can be used to accomplish the goal of conservation to protect and strengthen the desirable aesthetic features and they include:

- Neighborhood Conservation Districts zoning overlay designation used as management tool to address the appropriateness of new and infill construction in the neighborhood.
- Corridor Overlay Districts zoning overlay designation to provide a framework to promote the unique character of the area and compatible development along the City's major thoroughfare corridors that will address building design, site layout, and signage.
- Viewshed Protection District zoning overlay designed to protect, preserve and enhance significant views and vistas.
- Historic District and Historic Landmark zoning overlay designation to protect historic resources for neighborhoods that have been determined to be eligible due to their historical integrity, either as a Local Historic District or a National Register Historic District.
- Neighborhood Preservation Districts to preserve the existing platted neighborhood from further subdivision.

Each neighborhood should investigate the criteria for these tools and determine the tool that will best suit their needs. These tools are more fully described in the City of San Antonio Unified Development Code (UDC). ERA assumes that revisions to the zoning code would be handled by the COSA planning department, consistent with the recommendations of this plan.

Priority 3 - Marketing, Marketing, Marketing

Once broader infrastructure reinvestment has begun, there will be a need to formulate and implement a marketing effort to re-introduce the broader San Antonio metro area to the Eastside, highlighting its recent improvements, revitalized schools, and opportunities for real estate development. The marketing effort should be initiated by a local authority or the Action Committee.

Priority 4 - Real Estate Development Initiatives

The Eastside study area also requires reinvestment in its residential and commercial space. Importantly, ERA does not believe that a critical mass of demand will materialize for the Eastside unless there is an initial and significant effort of associated infrastructure investment, as well as clarification of zoning and land use designations. Part of the reason that the Eastside has fallen into its current situation relates to poor zoning enforcement, allowing encroachment between residential and industrial areas. As well, while the current capital improvement program emphasizes new investment for the Eastside, with \$150 million for roads, new schools, and the Springview housing area, it should be recognized that this is only a starting point. Additional investment is clearly needed to deal with:

- Re-surfacing 167 street blocks which have poor pavements
- Reconstruction of major arteries, complete with streetscape improvements
- Removal or improvement of at grade rail crossings
- Removal of a Union Pacific rail line and development of the Roland Avenue Extension past the SBC Center to IH-35
- Development of a Salado Creek Parkway, which will improve linkages between eastern and western sections of the study area.

Real estate development priorities should focus initially on revitalization of both residential and community retail space, and eventually include development of a modern planned business and light industrial development. Discussion for each topic is as follows:

<u>Residential Development</u>

Land use and planning assessments conducted for the Eastside clearly noted a lack of reinvestment in existing housing, with a median age of housing stock, which is significantly lower than the comparable level of the City of San Antonio (1952 versus 1974). Opportunities begin with the reality that home ownership trends for the Eastside and the City as a whole are reasonably consistent, with about 58% of the population owning their home. Priority efforts include renovation of homes in need of repair and assembly of properties with vacant or abandoned homes into larger tracts for redevelopment. Key goals include smart growth concepts, to include higher residential density targets for main streets and areas in proximity to public transportation.

Pursuit of an aggressive infill housing effort for the Eastside begins with a process of identifying properties that are either vacant or currently improved with abandoned homes, along with other steps. This process can include:

- Aggressive code enforcement
- Identification of properties with clouded titles and other liens
- Identification of abandoned or nuisance properties
- Identification of areas where industrial and residential uses conflict, creating dedicated routes to keep larger trucks off of residential streets.
- Opportunities for site assembly, when possible.
- Identification of sites that combine proximity to public transportation with zoning that allows for higher density residential development.

One area where several city and county agencies have achieved success is in broadening the base of potential homeowners, with programs that provide down payment assistance. Importantly, before down payment assistance efforts can begin, there needs to be a focused effort to identify problem properties and prepare them for redevelopment. One early challenge is to identify properties that have clouded titles, due typically to the presence of tax or other liens against the property. Cities such as Chicago have created special programs to identify these properties, demolish existing improvements (if abandoned), and then clean up title issues. The city then works with developers to build new housing on these sites. The City of San Antonio's Neighborhood Action Department has developed several programs to deal with these issues as well. Key programs include the Housing Asset Recovery program and a housing rehab program. The City also has a Housing Master Plan, which documents a host of current efforts to pursue affordable housing and related initiatives.

ERA concludes that residential revitalization must follow in step with infrastructure improvements, such as ones noted above. Assessments and stake holder interviews suggest that one partial reason why Springview has absorbed more slowly than predicted relates to people's continued negative perceptions of the Eastside. This reality is one reason why a focused marketing effort for the study area will become more important.

Commercial Real Estate Development

Community input strongly emphasized the limited supply and perceived poor quality of existing retail in the community, particularly with regard to grocery stores, as well as the limited array of restaurants and other retail and community services. Assessments noted opportunity for development of new retail space targeted for two areas:

- The intersection of Commerce Street and New Braunfels Avenue,
- The intersection of Commerce Street and Coca Cola Boulevard.

The Commerce Street and New Braunfels Avenue area has been targeted for a major road improvement, a roundabout that will open up new open space for parks and memorials. This improvement is expected to become a key focal point for the community, including new streetscape improvements. More importantly, this public investment will emphasize the public re-commitment to the Eastside, and could also be leveraged to encourage local retailers to renovate their properties, improving the appeal of this shopping district, particularly the HEB grocery store. ERA understands that the City's Neighborhood Action Department has been working with a shopping center located north of the HEB Grocery store to help them secure façade improvements as well.

The area around Commerce Street and Coca Cola Boulevard, adjacent to the SBC Arena includes several vacant or under-utilized commercial properties that would more readily lend themselves to commercial redevelopment. This area is proximate to the Springview subdivision, as well as other recent residential projects. As the residential density in this area expands, local residents will have a logical need for retail space and local services. There are a number of residential communities located north or east of the SBC Center who currently do not have convenient access to retail shopping areas, and need to leave the study area for shopping. This area represents a logical opportunity for retail development, following a town center style of development noted in the land use planning section.

In meetings with community members during the public involvement process, there were a number of comments about the lack of specific retail services and options available in the market. ERA considered community input, as well as a recent large-scale retail strategy for the Eastside completed by the University of Texas at San Antonio in 2000. From these sources, ERA noted strong interest in the following types of tenants:

- Pharmacy
- Cleaners
- Restaurants
- Movie rentals
- Banking and financial services
- Other services, to includes medical / dental, post office, and related services

Light Industrial Development

Land planning and public involvement efforts noted a consistent concern with conflicts between residential and industrial uses throughout the Eastside. Team experience clearly suggests that industrial development is more successful when it is packaged in a planned development with appropriate setbacks from residential areas, supported by more restrictive development restrictions and covenants which improve the image of the park, and planned to ensure that related truck traffic is diverted from residential areas. Potential tenants could include:

- Local companies who service the downtown hotel and convention industries. These companies would gain from a location close to downtown as well. Given San Antonio's relative strength as a convention destination, these service providers will need to be close to downtown.
- Opportunities to support Tier 1 or Tier 2 automotive parts suppliers, a share of which will likely move to San Antonio to support the new Toyota light truck production plant. The locational requirements of parts suppliers are driven by "just-in-time" manufacturing processes; this typically requires several core suppliers to located within very specific drive time distances from the final assembly plant.
- The community may want to avoid a distribution and warehousing park, with its associated truck traffic and generally lower wage positions.
- Potential opportunities to attract services associated with the military at Fort Sam Houston. While security requirements may limit the size of this market, opportunities may still exist.

The land use plan created by SWA Group highlights the development of a new defined park to support service businesses and light industrial users. A new, master planned light industrial / office park is proposed near I-10 at the intersection of Commerce Street and Houston Street. Because it will be sited at one of the major Eastside entries, strict design guidelines are recommended for its high-quality development.

The development approach will need to consider the following steps:

- 1. City planning officials will need to identify contiguous parcels in the defined target area that can be assembled for a business park project.
- 2. Current zoning will need to be confirmed, to ensure that proposed uses are allowable, and impacts on adjacent or proximate residential uses are mitigated with buffer zones.
- 3. Although the City of San Antonio has powers of eminent domain, which could be used to purchase vacant or abandoned properties, ERA understands that the enabling legislation for eminent domain in Texas has very specific public benefit requirements, which make its use more complicated. A development authority could have more capabilities to assemble property.
- 4. The condition of utility infrastructure will need to be evaluated to determine incremental costs to boost capacity, if necessary.

Financing Options

Assessments noted a number of funding programs that are available to assist in revitalization efforts for the Eastside neighborhood. The following discussion highlights several options that may have applicability.

COSA Incentive Programs

The City of San Antonio, through its various departments offers an impressive array of programs and incentives to assist the Arena District area. Financial-related programs include:

- Brownfield Economic Development Initiatives (BEDI)
- Economic Development Administration (EDA) Revolving Loan Fund
- Enterprise Zone Program Tax-Exempt Bond Financing
- Federal Empowerment Zone Tax Incentives Loan
- HUD-Enterprise Community Loan Program
- Industrial Development Bond (IDB)
- Inner-City Loan Program
- Section 108 Loan Guarantee
- Small Business Administration (SBA) 504 Loan Program
- Small Business Administration (SBA) Microloan Program
- Tax Increment Financing and Reinvestment Zone

The city also can also influence development opportunities through regulation, covering:

- Flexible Zoning
- Land Use Patterns
- Special Districts

• Supplemental Use Regulations

A number of specific tax incentive programs are also available:

- Brownfield Tax Incentive
- Defense Economic Readjustment Zone Project Designation
- Enterprise Zone Work Opportunity Tax Credit (WOTC)
- Federal Empowerment Zone Section 179 Expensing
- Federal Empowerment Zone Tax Credits
- Foreign Trade Zone (FTZ)
- Freeport Exemption
- State Enterprise Zone Project Designation
- Tax Phase-In Program
- Tax Phase-In Program (Bexar County)
- Tax Relief for Historic Structures

The City offers a significant number of workforce development and business advocacy programs, including:

- Economic Development Briefing Team
- First Point Business Information Center
- Historically Underutilized Business Zone (HUBZone)
- Industry/Customized Workforce Training
- Procurement Technical Assistance Center (PTAC)
- Small Business Economic Development Advocacy Program (SBEDA)

Within the broad range of programs noted above, ERA focuses on the following specific opportunities:

Tax Increment Financing – The Eastside already benefits from a tax increment finance district (TIRZ), which covers about 950 acres mostly along the commercial corridors of the Eastside. Importantly, city officials indicate that a majority of the district's near-term increment has been allocated for current projects. As well, the district does not include the majority of residential areas in the study area.

Property Tax Abatement – The ability to delay or reduce payments of property taxes from a commercial property. Importantly, while this mechanism is not allowed in San Antonio for retail projects, it can be used for industrial or business park developments.

New Markets Tax Credits – Created as part of the Community Renewal Tax Relief Act of 2000, the new markets tax credit allows urban communities to attract a new source of equity for commercial income producing projects. Run by the US Treasury, the tax credits can be used by certified community development organization to generate investment equity for use in low-income neighborhoods. The tax credits can be used in census tracts with median incomes that are below 80% of the MSA median income. Although this program is very new, and its benefits

for lower income neighborhoods have yet to be seen, it represents a key opportunity for the Eastside to consider.

Sales Tax Sharing – Municipalities are now working with developers to use the future sales tax proceeds generated by a new retail store to help facilitate development. While some municipalities have specific ordinances on their books, most structure deals on a case-by-case basis, with a development agreement that stipulates the shares of future tax revenues that are allocated back to the developer, and the share that is kept by the public sector. The agreements are based only on actual revenue collected. ERA also notes comments by city economic development officials, who indicated that current policy toward retail development would focus primarily on the provision of infrastructure, as opposed to more direct project subsidies, such as sales tax sharing.

4B Sales Taxes for Economic Development – City officials indicated that they have not yet established a 4B sales tax for economic development efforts. This would require an additional local sales tax to be assessed, and collected exclusively for economic development activities, including land assembly, infrastructure and related projects.

Local Initiatives Support Corporation – A private non-profit company that works to pool grant funding, loans, and equity from public and private resources for use by community development organizations. According to their 2001 annual report, LISC has facilitated the construction of over 121,000 homes and more than 18 million square feet of retail and commercial space. While this conduit is not currently active in San Antonio, their Houston office has facilitated the completion of several comparable projects.

State and Federal Program Options

The US Department of Housing and Urban Development (HUD) has numerous programs that have been applied to the local situation, including:

- Empowerment Zone Status The Eastside neighborhood benefits from its location in an empowerment zone, which generates several relevant benefits including tax incentives.
- Community Development Block Grants (CDBG) The CDBG program is one of the first tools cities utilize when trying to revitalize distressed communities. HUD awards CDBG funds directly to metropolitan cities and urban counties (entitlement communities), or to States for distribution to non-entitlement communities. Any activity undertaken using CDBG funds must meet one of the program's three national objectives:
 - 1. Benefit low and moderate income persons
 - 2. Prevent or eliminate slums or blight
 - 3. Address conditions that present a serious and immediate threat to the health and safety of the community

- Section 108 Loans Uses CDBG funds to create a larger potential pool of lending capacity for revitalization projects. Uses include purchases of real estate, site improvements, covering debt service reserves, infrastructure improvements
- Economic Development Initiative (EDI) Grants Provide grants to local governments to enhance the security of HUD Section 108 loans, and or offset development costs, boosting the feasibility of urban revitalization projects. The new grocery store being built at 6th Avenue and University Avenue made use of an EDI grant.

HUD also offers a range of affordable housing financing options. As the availability of affordable housing has become a more significant concern, federal, state, and local agencies, along with non-profit and for-profit groups, have developed a variety of programs to help facilitate the development of affordable housing. Importantly, the application of these programs will vary from project to project, based on the income levels of targeted resident markets, specific development costs associated with each project, and the number of competing projects. ERA's initial research noted a host of potential programs, including:

- Low income housing tax credits
- Mortgage insurance, credit enhancement, and/or risk sharing programs
- Tax exempt bonding capacity
- HUD HOME program funding
- Federal and state historic tax credits
- HUD offers numerous programs, some of which include HUD Section 202 supportive housing for the elderly, and HUD Section 221(d)(3) and section 221(d)(4) mortgage insurance for rental and cooperative housing.

ERA stresses that the above programs, including tax credits and related loan risk sharing, have specific affordable income standards that must be met. Residential tax credit programs in particular require that 20% of units must be set aside for households earning at or below 50% of area median income; alternatively a minimum of 40% of units must be set aside for households earning at or below 60% of area median income. Other options, including tax-exempt bond financing, have similar income standards. There are circumstances where more flexible rules may apply. Importantly, the use of these programs requires that the income restrictions remain in effect for the length of the loan or agreement (up to 40 years potentially) to ensure "affordability". ERA also understands that state level programs are increasingly looking at projects that provide a mix of market rate and affordable housing units.

Other Options - Brownfields Redevelopment Funding

These options may be appropriate for development of the business park, or reuse of the Aztec Ceramics site.

State of Texas Programs

The State of Texas offers state property tax incentives for Brownfields Redevelopment. Some local governments can now offer additional ad valorem property tax abatements to attract

brownfield cleanup and redevelopment. The 75th Texas Legislative Session added Section 312.211 to the Texas Tax Code, allowing municipal or county taxing authorities to provide property tax relief for the development or redevelopment of certain brownfield properties that are located within a reinvestment zone and have been cleaned up through the TNRCC Voluntary Cleanup Program. To be eligible, the property must:

- Be located in defined reinvestment zones created under the Texas Tax Code;
- Not be in an improvement project financed by tax increment bonds;
- Have received a Voluntary Cleanup Certificate of Completion from the TNRCC; and
- Have had the value adversely affected by the release of a hazardous substance or contaminants according to the two preceding appraisals by the appraisal office.

The governing body must enter into a tax abatement agreement with the owner of the brownfield property. The governing body is allowed to exempt from taxation:

- Not more than 100% of the value of the property in the first year covered by the agreement;
- Not more than 75% of the value of the property in the second year covered by the agreement;
- Not more than 50% of the value of the property in the third year covered by the agreement;
- Not more than 25% of the value of the property in the fourth year covered by the agreement.

Through its relationship with the Environmental Protection Agency, the TNRCC is able to provide technical advice, education, and project partnering (including partnering with other federal and state agencies) for some brownfields redevelopment projects owned by local governments, or where the local government is playing a key role in the redevelopment. Other tools that may be available in the future to help pay for investigations and cleanups include the Brownfield Site Assessments and revolving loan funds/grants.

The Environmental Protection Agency runs other brownfields financing programs. These programs include:

National Brownfields Pilot Award Program

This program has provided funding to 399 states, cities, towns, counties, and tribes for Brownfields Assessment Demonstration Pilots. The pilots, each funded at up to \$200,000 over two years, will test redevelopment models, direct special efforts toward removing regulatory barriers without sacrificing protectiveness, and facilitate coordinated site assessment, environmental cleanup, and redevelopment efforts at the federal, state, and local levels.

Financial and Technical Assistance by Designation as a National Brownfields Showcase City

The Brownfields National Partnership Action Agenda calls for the selection of 16 showcase communities across the country to demonstrate that through cooperation, federal, state, local, and private efforts can be concentrated around brownfields to produce environmental cleanup, stimulate economic development, and revitalize communities. An additional 12 pilots were added in October of 2001, for a total of 28.

Special Targeted Site Assessment Assistance to Cities

Through the use of existing federal Superfund assessment and investigation funds, EPA Region 6 offers site assessment and technical assistance services for local governments and non-profits.

Housing and Urban Development (HUD) Programs

Brownfields Economic Development Initiative (BEDI) grants enhance the security or improve the viability of a project financed with new Section 108 guaranteed loan authority. Section 108 is the loan guarantee provision of the CDBG program. Section 108 provides communities with a source of financing for economic development, housing rehabilitation, public facilities and largescale physical development projects. BEDI funds may be used for any eligible activities under the Section 108 Loan Guarantee program.

HUD intends BEDI and Section 108 funds to finance projects and activities that will provide near-term results and demonstrable economic benefits, such as job creation and increases in the local tax base. BEDI funds can support a wide variety of activities. For example, a local government may use BEDI fund to address site remediation costs, or a local government may use a combination of Section 108 and BEDI funds to acquire a brownfield property and convey the site to a private sector party at a discounted price from its purchase price. The redevelopment focus for BEDI-assisted projects is prompted by the need to provide additional security for the Section 108 loan guarantee beyond the pledge of CDBG funds. HUD encourages local communities to integrate projects proposed for assistance under HUD's BEDI and Section 108 program with other federal, state and local brownfields redevelopment efforts.

Community Indicators

The Action Committee can track the success of the Plan by monitoring several indicators including:

- Increase in number of residential building permits for infill projects, and the value of renovations completed on an annual basis
- Growth in the residential tax base for the study area, on an annual basis
- New jobs created in the study area
- Change in retail sales taxes generated by the neighborhood

In addition to the above, there are several key interim steps that will need to occur

- Form an Action Committee to maintain and build interest in Eastside revitalization
- Gaining approval and adoption of the Arena District / Eastside Revitalization Strategy and re-zoning effort from city council
- Initiate efforts to secure federal and state dollars to leverage local investment for transportation improvements
- Work with Bexar County and the Spurs to evaluate implications of taxes on event parking and / or event attendance, and use this revenue to pursue further transportation improvements.

Appendix 1 - Retail Financial Model

To assist our client in making the best decisions possible regarding potential retail development around the SBC Center, ERA considered a scenario of 60,000 square feet of new retail space developed in the study area. This section analyzes development costs, operating costs and operating revenue from a developer's perspective. The model assumes that a developer will build the retail center and hold it for a 10-year period, selling it in the 11th year. Year zero is considered to be the construction and lease-up period. The model considers the up-front developer equity required, as well as annual offsetting cash flows after debt service, and a residual value to the developer after the property is sold in the 11th year. This approach, known as a discounted cash flow (or residual) analysis, allows ERA to estimate the amount of subsidy that may be required to make the project meet developer expectations for return on equity.

Initial Assumptions

- 60,000 square feet of gross leasable area, configured as a neighborhood retail shopping center.
- 63,000 square feet of gross building area, assuming that an efficient building is built with a 5% core factor.
- Total construction costs (hard, soft, and land acquisition) of \$75 per square foot, with a total construction cost of about \$4.7 million. This estimate does not include any unusual costs for storm water management. Tenants are assumed to absorb the majority of build-out costs for their spaces. Only modest land acquisition costs are assumed; if land assembly is required, the development timing and cost will both likely expand.
- Triple-net lease rates starting at about \$8.50 per square foot, and reimbursement income from tenants of about \$1.40 per square foot in year 1.
- Total year 1 operating costs of about \$2.80 per square foot, including reimbursable expenses.
- Revenues and operating costs inflate at 3% per year.
- An 80 / 20 debt to equity split, with a 20-year loan term, and a 9% interest rate that compounds monthly.
- Calculation of the residual value of the retail center is based on a terminal capitalization rate of 10%, applied to year 11 NOI before debt, less costs of sale (2%) and the remaining principal balance on the loan. The model includes a 20-year amortization table to allow for calculation of this remaining principal balance.
- The model assumes that a developer's minimum internal rate of return (IRR) for this project would be 16%, with a minimum loan to value ratio of 1.2.

This theoretical development financial highlights several factors that will need to be considered if a new 60,000-square-foot retail center is to be built in the Eastside. These include the reality that the analysis has not been conducted with a specific site in mind. As such, costs for land acquisition and assembly, as well as site preparation, possible building demolition and storm water management could change significantly. ERA also notes that costs for building construction and tenant improvements are estimates, which could change as well. The financial model is attached to this report as Appendix 1.

• Within these reasonable limitations, the analysis suggests that a developer may need to benefit from subsidy to make the project's returns acceptable. The analysis indicates an internal rate of return (IRR) to the developer of 13%, which would be slightly lower than the threshold likely required by a private developer (about 16%). Perhaps more importantly, the project would not appear to meet a key financial requirement, the debt coverage ratio, which compares annual debt service costs to annual NOI before debt. Most lenders require a minimum ratio of 1.2; the initial year financial returns point to a ratio of 0.98, which would not be adequate for traditional financing.

Gross Building Area	63,000
Gross Leasable Area	60,000

Reversion Calculation	
Year11 NOI	\$537,258
Terminal Capitalization Rate	10.0%
Value	\$5,372,584
Less: cost of sale (2%)	\$107,452
Outstanding Debt-end of 10th year	<u>\$2,684,779</u>
Residual Value to Developer	\$2,580,353

Construction / Loan Estimate	
Total Cost (Hard, Soft, and Land Costs)	\$75.00
Less: Public Investment Commitment	\$0.00
Total Cost	\$4,725,000
Private Equity	20%
Public Equity (subsidy)	0%
Debt Requirement	80%
Loan Amount	\$3,780,000
Loan Term (Years)	20
Total Payments	240
Private Interest Rate	9.0%
Benefit of Public Financing	0.0%
Effective Interest Rate	9.0%
Montly Payment	\$34,009.64
Annual Payment	\$408,115.69

Year	0	1	2	3	4	5	6	7	8	9	10
Income											
Lease Income		\$525,300	\$541,059	\$557,291	\$574,009	\$591,230	\$608,967	\$627,236	\$646,053	\$665,434	\$685,397
Common Area Maintenance		\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003	\$39,143	\$40,317
Property Tax & insurance Reimbursment		\$53,303	\$54,902	\$56,549	\$58,245	\$59,992	\$61,792	\$63,646	\$65,555	\$67,522	\$69,548
Total Gross Income		\$609,503	\$627,788	\$646,621	\$666,020	\$686,000	\$706,580	\$727,778	\$749,611	\$772,100	\$795,263
Less: Vacancy Credit Loss		\$42,665	\$43,945	\$45,263	\$46,621	\$48,020	\$49,461	\$50,944	\$52,473	\$54,047	\$55,668
Effective Gross Income		\$566,837	\$583,842	\$601,358	\$619,398	\$637,980	\$657,120	\$676,833	\$697,138	\$718,053	\$739,594
Operating Expenses											
Maintenance		\$48,760	\$50,223	\$51,730	\$53,282	\$54,880	\$56,526	\$58,222	\$59,969	\$61,768	\$63,621
Taxes and Insurance		\$71,070	\$73,202	\$75,398	\$77,660	\$79,990	\$82,390	\$84,861	\$87,407	\$90,029	\$92,730
General and Admin		\$42,665	\$43,945	\$45,263	\$46,621	\$48,020	\$49,461	\$50,944	\$52,473	\$54,047	\$55,668
Advertising		\$4,571	\$4,708	\$4,850	\$4,995	\$5,145	\$5,299	\$5,458	\$5,622	\$5,791	\$5,964
Total Operating Expenses		\$167,067	\$172,079	\$177,241	\$182,558	\$188,035	\$193,676	\$199,486	\$205,471	\$211,635	\$217,984
NOI Before Debt Service		\$399,771	\$411,764	\$424,117	\$436,840	\$449,945	\$463,444	\$477,347	\$491,668	\$506,418	\$521,610
Debt Service Requirement		\$408,116	\$408,116	\$408,116	\$408,116	\$408,116	\$408,116	\$408,116	\$408,116	\$408,116	\$408,116
Pre-Tax Cash Flow		-\$8,345	\$3,648	\$16,001	\$28,725	\$41,830	\$55,328	\$69,231	\$83,552	\$98,302	\$113,494
Private Equity Commitment	-\$945,000										
Public Equity Commitment	\$0										
Net Property Reversion											\$2,580,353
Cash Flow for Developer IRR	-\$945,000	-\$8,345	\$3,648	\$16,001	\$28,725	\$41,830	\$55,328	\$69,231	\$83,552	\$98,302	\$2,693,848
Cash Flow for Project IRR	-\$945,000	-\$8,345	\$3,648	\$16,001	\$28,725	\$41,830	\$55,328	\$69,231	\$83,552		\$2,693,848
10-Year Developer IRR	13%										
10-Year Overall Project IRR	13%										
Annual Debt Coverage Ratio Annual ROE		0.98 -0.9%	1.01 0.4%	1.04 1.7%	1.07 3.0%	1.10 4.4%	1.14 5.9%	1.17 7.3%	1.20 8.8%	1.24 10.4%	1.28 12.0%

Appendix 2 - Land Use / Zoning Matrix

The following comparison is meant to be a guide, not an exact breakdown, which crossreferences Future Land Use Plan categories with comparable uses permitted in certain Zoning Districts as defined in the Unified Development Code. A Future Land Use Plan does not constitute zoning regulations or establish zoning district boundaries. Rather, it is a plan for the long-range development of a municipality used to coordinate and guide the establishment of development regulations (*Local Government Code*, Chapter 219.001-005).

Zoning Matrix

Land Use Plan Category	Recommended Zoning District	Sample Allowable Uses
Medium Density Residential	R-3, Residential Single Family R-4, Residential Single Family R-5, Residential Single Family R-6, Residential Single Family RM-4, Mixed Residential RM-5, Mixed Residential RM-6, Mixed Residential	Single family homes, accessory dwellings, duplexes, three and four family dwellings, cottage homes and townhomes
High Density Residential	MF-25, Multifamily MF-33, Multifamily MF-40, Multifamily MF-50, Multifamily (and less intense residential zoning districts)	Single family homes, accessory dwellings, duplexes, three and four family dwellings, townhomes, apartments and condominiums
Neighborhood Commercial	NC, Neighborhood Commercial C-1, Commercial	Small gasoline service stations, food stores, small neighborhood shopping centers, restaurants, medical clinics, day care centers, bed and breakfasts, office or bank buildings (stand alone), social assistance services, live/work units, businesses without drive throughs, no outdoor storage or display of goods except for outdoor dining
General Commercial Retail/Commercial/Office	NC, Neighborhood Commercial C-1, Commercial C-2, Commercial O-1, Office District	Car washes, minor automobile repair and service, amusement establishments, theaters, arcades, fitness centers, plant nurseries, paint and wall paper stores, gasoline stations with repair service, fix-it shops, community shopping centers, small motels; low to mid rise office buildings; no outdoor storage or display of goods except for outdoor dining
Regional Commercial	NC, Neighborhood Commercial C-1, Commercial C-2, Commercial C-3, Commercial O-1, Office District O-2, Office District	Automobile sales, major automobile repair, mini-warehouses, wholesale, "big box" retailers, large commercial centers, malls, large home improvement centers, large hotels and motels, major employment centers, low to high rise office buildings that promote mixed uses; outdoor operations and display permitted in areas which are screened; no outdoor storage is permitted

Land Use Plan Category	Recommended Zoning District	Sample Allowable Uses
Mixed Use	MXD, Mixed Use District TOD, Transit Oriented Development District NC, Neighborhood Commercial C-1, Commercial O-1, Office District O-2, Office District RM-4, Mixed Residential RM-5, Mixed Residential RM-6, Mixed Residential MF-25, Multifamily MF-33, Multifamily MF-30, Multifamily	Mix of uses within same building or development, transit supported mixed use development, Town Centers, low to high rise office buildings that promote mixed uses
Light Industrial	L, Light Industrial C-3, Commercial O-1, Office District O-2, Office District	Cabinet shops, lumber yards, machine shops, sign manufacturers, auto paint and body shops, warehousing; proper screening and buffering required.
Heavy Industrial	I-1, General Industrial I-2, Heavy Industrial	Manufacturing, processing, and fabricating businesses; truck stops; carting, crating, haulage and storage; cold storage plant; grocery wholesale; proper screening and buffering required.

Land Use Classifications

Classification	Description
LOW DENSITY RESIDENTIAL (single family, duplexes and accessory dwellings on lots of 8,000 sq. ft. or greater)	Low Density Residential supports the principles of concentrating urban growth, reinforcing existing neighborhoods, and supporting residential growth within walking distance of neighborhood commercial centers and schools. This development should be oriented toward the center of the neighborhoods and away from traffic arterials. Low Density Residential areas are composed mainly of single-family dwellings on individual lots. This classification describes established residential neighborhoods of low to medium density, and supports compatible in-fill development. Duplexes and accessory dwellings (carriage houses, granny flats, etc.) are allowed on lots of 8,000 square feet or greater. All off-street parking and vehicle use areas adjacent to residential activities, such as schools, places of worship and parks, are appropriate within these areas and should be centrally located to provide easy accessibility.
MEDIUM DENSITY RESIDENTIAL (single family, accessory dwellings, cottage houses duplexes, triplexes, fourplexes, townhomes)	Medium Density Residential includes small lot single-family development, accessory dwellings, duplexes, cottage houses, triplexes, fourplexes, and townhomes. Exhibiting a medium density, this category provides for a diversity of residential development while still maintaining an overall urban residential character. Typically, Low Density Residential uses are found within this classification, and should be located in the center of the neighborhood, with Medium Density Residential being located at the edges of the neighborhood.
HIGH DENSITY RESIDENTIAL (single family, accessory dwellings, cottage houses, duplexes, triplexes, fourplexes, townhomes, apartments, condominiums)	High Density Residential provides for compact development consisting of the full spectrum of residential unit types, and includes apartments and condominiums. All residential uses can be found within this classification. High Density Residential is typically located along or in the vicinity of major arterials or collectors, often in close proximity to commercial and transportation facilities. This classification may be used as a transition between Low Density Residential or Medium Density Residential uses and non-residential uses. Appropriate buffering should be required between High Density Residential uses and other residential uses. High Density Residential uses should be located in a manner that does not route traffic through other residential uses, often in close proximity to commercial and transportation facilities.
NEIGHBORHOOD COMMERCIAL	Neighborhood Commercial provides small areas for offices, professional services, service and shop front retail uses that can be served by pedestrian access. Neighborhood Commercial should have a service area radius of approximately a half-mile, and should serve a population of approximately 2,000 to 5,000 people. It permits a limited group of commercial uses that serve the neighborhood while protecting the abutting residential areas. Neighborhood Commercial should be located at the intersection of a collector and arterial street or where an existing commercial area has been established. Service yards located in the rear or side yard of the business use are screened from adjacent residential areas, and refuse enclosures are located at the rear of the site and screened. Buffer yards provide a landscaped separation between residential uses require buffer landscaping, and lighting and signage controls. No drive-through establishments are permissible. Live/work units, allowing for residential use above commercial space, are permitted. Examples of Neighborhood Commercial services are small gasoline service stations and convenience/food stores, restaurants, neighborhood shopping centers, medical clinics, day care centers, bed and breakfasts, rooming houses, social assistance services, and office or bank buildings (stand alone).

Classification	Description
COMMUNITY COMMERCIAL	Community Commercial development includes medium to high-density land uses that draws its customer base from a larger community. This classification can include a mix of uses in the same building or in the same development. Community Commercial uses are typically located at nodes on arterials at major intersections, or in established commercial areas along arterials. Community Commercial uses should incorporate well-defined and accessible entrances, shared internal circulation, limited curb cuts to arterial streets, sidewalks and shade trees in parking lots, and landscaping on planter strips between the parking lot and street. To discourage large areas devoted to parking lots, shared parking facilities and pervious pavement are encouraged. Where possible, revitalized or redeveloped community commercial centers should be designed to create safe, attractive and convenient vehicular and pedestrian linkages with adjoining land uses. Examples of Community Commercial uses include all Neighborhood Commercial uses, arcades and fitness centers, plant nurseries, exterminators, printers, sign shops, paint and wall paper stores, linen supply/diaper service, gasoline stations with repair service, fix-it shops, community shopping centers and small motels.
REGIONAL COMMERCIAL	Regional Commercial development includes high-density land uses that draw its customer base from a larger region. Regional Commercial uses are typically located at intersection nodes along major arterial highways and expressways, or along rapid transit system transfer nodes. These commercial nodes are typically 20 acres are greater in area. Regional Commercial uses should incorporate well-defined entrances, shared internal circulation, limited curb cuts to arterial streets, sidewalks and shade trees in parking lots, and landscaping on planter strips between the parking lot and street. Where it is possible, revitalized or redeveloped centers should be designed to create safe, attractive and convenient vehicular and pedestrian linkages with adjoining land uses. Pad sites between the primary use and the street frontage may be incorporated into the site design. Regional Commercial includes automobile sales, major automobile repair, mini-warehouses, wholesale, "big box" retailers, large commercial centers, malls, large home improvement centers, large hotels and motels, major employment centers, and mid to high rise office buildings.
MIXED USE (Mixed Residential/ Office/ Commercial or Town Center Development with Mixed Uses)	Mixed Use provides for a concentrated blend of residential, retail, service, office, entertainment, leisure, and other related uses at increased densities to create a pedestrian- oriented environment where people can enjoy a wide range of fulfilling experiences in one place. Nodal development is preferred around a transit stop, where the density would decrease towards the edge of the node. Mixed Use should be located at the intersection of a collector and arterial street, two arterial streets, or where an existing commercial area has been established. Mixed Use incorporates high quality architecture and urban design features such as attractive streetscapes, parks/plazas, and outdoor cafes. Mixed use evolves from surface parking for cars to a multi-modal transportation system relying on transit, centralized parking, pedestrian linkages, and an option for light rail transit service. Buffer yards provide a landscaped separation between residential and commercial uses, and for all off-street parking areas and vehicle uses areas. Mixed Uses include those in the Commercial and Residential categories and including low, mid and high-rise office buildings and hotels. This classification allows for a mix of uses in the same building or in the same development such as small offices (dentists, insurance professionals, non-profits, etc.), small storefront retail establishment (coffee shops, cafes, shoe repair shops, gift shops, antique stores, specialty retails shops, hair salons, day care, drug stores, etc.) and residential uses (live/work units, small apartment buildings, townhomes, etc.) A Mixed Use Town Center provides a central civic function with mixed uses incorporated into the peripheral development. A special district should be implemented to provide design standards for Mixed Use development.

Classification	Description
LIGHT INDUSTRIAL	This classification includes a mix of light manufacturing uses, office park, and limited retail and service uses that service the industrial uses with the proper screening and buffering, all compatible with adjoining uses. High quality development is desired. Outside storage is not permitted (must be under roof and screened). Examples of light industrial uses are cabinet shops, can recycle collection stations, lumber yards, machine shops, rug cleaning, clothing manufacturers, sign manufacturers, auto paint and body shops, and warehousing.
HEAVY INDUSTRIAL	This classification includes a mix of heavy manufacturing, processing, and fabricating businesses; truck stops; carting, crating, haulage and storage; cold storage plant; grocery wholesale; proper screening and buffering required. The uses can create a great amount of traffic and noise. This use is not compatible with residential adjacencies and should be separated from residential uses by either an intermediate land use or a significant buffer.
PUBLIC/ INSTITUTIONAL	Public/Institutional areas provide for public, quasi-public, utility company and institutional uses. Examples of this classification are public buildings and facilities (government, post offices, libraries, social services, police and fire stations), public and parochial schools, religious facilities, museums, zoological parks, fraternal and service organizations, utilities, hospitals, nursing care facilities, airports and other major transportation facilities.
PARKS/ OPEN SPACE	Parks/Open Space, which includes both public and private lands, should preserve neighborhoods and promote economic vitality by providing high quality opportunities to enhance overall attractiveness and livability, maintain property values, improve the health and wellness of the city's residents, encourage natural resource protection, and promote tourism opportunities. Recreational lands and open spaces should maximize use by surrounding residents and, where possible be located adjacent to proposed school sites, ensure optimum management and conservation of natural waterways, flood plains, and open space areas of unique environmental or historical value, and provide for noise control or visual buffer zones along road and highway rights-of-way using urban forest areas. Examples of this classification are lands that are available for active use (golf courses, playgrounds, and athletic fields), passive enjoyment (trails, plazas, and courtyards), natural areas and reserves, greenway linkages or parkways, greenbelts, urban forests, wetlands, drainages, and utility easements.

Appendix 3 - Capital Improvement Plan

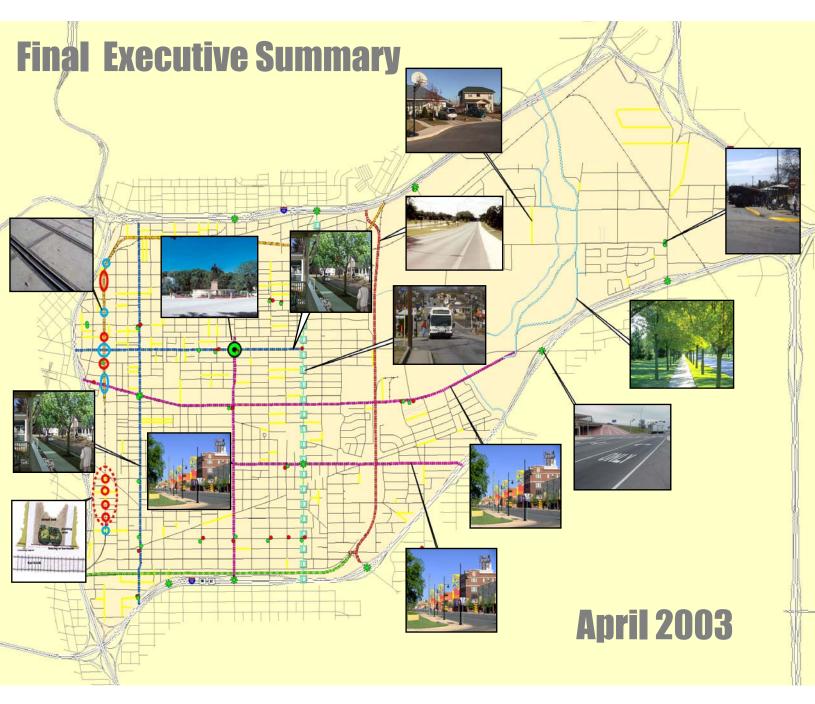
Кеу	Projects and Limits	Improvements	Project Costs	Project Status	Department/ Agency
1	Lorenzo D. Lott, 143 Prelude/City wide	Rehabilitation of rental unit-prop. Will undertake extensive repairs	\$40,000	Pending bid Proposals	Neighborhood Action Department
2	New Light Village-Commerce St. commercial corridor from Union Pacific RR tracks to Salado Creek including Spriggsdale and Coca Cola	Neighborhood Commercial Revitalization	\$225,000 over three years	In 1 year	Neighborhood Action Department
3	East Town @ Commerce-Commerce St. commercial corridor from Southern Pacific RR tracks east to Gevers.	Neighborhood Commercial Revitalization	\$225,000 over three years	In 2 nd year	Neighborhood Action Department
4	Historic E. Houston-Houston St. Commercial corridor IH 37 to New Braunfels Ave.	Neighborhood commercial Revitalization	\$225.000 over three years	In 1 st year	Neighborhood Action Department
5	Dawson Community Center Structural Repairs (2500 E. Commerce)	Structural and general repairs to the center, multi- purpose room and gymnasium; including ADA modifications	\$419,475	Under construction	Parks and Recreation Department
6	Carver Center Renovation	Major Bldg. Improvements	\$4,000,000	Underway	Department of Community Initiatives
7	Carver Academy	Preschool-8 th grade	\$5,000,000+	Underway	Department of Community Initiatives
8	CSVPA (temporary loc.)	Arts education	\$21,000	Completed	Department of Community Initiatives
9	CSVPA (Roeglein Bldg.)	Arts education	\$1,800,000	Capital	Department of Community Initiatives
10	E. Commerce St. NCR	Revitalization of E. Commerce	\$100,000	Underway	Department of Community Initiatives
11	E. Houston St. NCR	Revitalization of E. Houston	\$100,000	Underway	Department of Community Initiatives
12	Cameron E.S3635 Belgium Dr.	Wing Addition and P.E. Facility	\$2,222,161	Completion phase	S.A.I.S.D
13	Miller E.S207 Lincolnshire	Wing Addition and P.E. Facility	\$5,400,000	Under construction	S.A.I.S.D
14	Pfieffer E.S4551 Dietrich	Wing Addition and P.E. Facility	\$2,900,004	Under construction	S.A.I.S.D
15	Smith E.S823 S. Gevers	Wing Addition and P.E. Facility	\$5,171,636	Under construction	S.A.I.S.D
16	Tynan E.S925 Gulf St.	Wing Addition and P.E. Facility	\$3,004,626	Under construction	S.A.I.S.D
17	Washington E.S.	Wing Addition and P.E. Facility	\$5,733,475	Under construction	S.A.I.S.D
18	Wheatley M.S415 Gabriel	New School	\$14,408,040	Under construction	S.A.I.S.D
19	IH 410, from Salado Creek to 0.321 KM N. of FM 1346	Planning, seal coat & asphalt Overlay	\$2,674,364	FY 2001	Texas Department of Transportation
20	IH 10, on IH 10 east at Houston St.	Reconfiguring existing Interchange & landscaping	\$2,000,000	FY 2001	Texas Department of Transportation
21	IH 35,at Coliseum Rd. at Houston St.	Landscaping development	\$150,000	FY 2001	Texas Department of Transportation
22	City St., in San Antonio on Coliseum Rd. from east Houston St. to Gembler Rd	Add 7600 LF. Of 6 ft. sidewalk	\$168,000	FY 2002	Texas Department of Transportation
23	City St., in San Antonio on Coliseum Rd. from Belgium Rd. to IH 35	Widen narrow pavement for right turn lanes	\$493,706	FY 2002	Texas Department of Transportation

Кеу	Projects and Limits	Improvements	Project Costs	Project Status	Department/ Agency		
24	City St., in San Antonio on E. Houston St. from N. Braunfels to Onslow	Rehab. & widen narrow pavement W/CL TL (drainage & sidewalks)	\$4,061,000	FY 2002	Texas Department of Transportation		
25	City St., in San Antonio on East Houston St. from Onslow St. to Salado	Rehab. & widen narrow pavement W/CL TL (drainage & sidewalks)	\$3,023,700	FY 2002	Texas Department o Transportation		
26	City St., in San Antonio on Coliseum Rd and Houston St.	Install Intelligent Transportation System (ITS) and Signals	\$480,000	FY 2002	Texas Department o Transportation		
27	IH 35, SB main lanes at Coliseum Rd. To Rigsby Ave	Rehab. Bridge and Approaches	\$40,000	FY 2002	Texas Department o Transportation		
28	LP 13, Seale Rd. to IH 10	Widen existing to provide Continuous Left Turn Lane	\$1,512,000	FY 2002	Texas Department o Transportation		
29	City St., Commanche Park (US 87) to Willow Springs Golf Course St.)	Construct hike and bike trails along Salado Creek	\$3,000,000	FY 2003	Texas Department o Transportation		
30	Spring View Apts. Revitalization Bounded by S. Grimes-W, Commerce-N, MLK-S. and UP Tracks on E.	Ren. of Our Lady of Charity Convent, single family home, & Senior housing	\$48,000,000	Phase 1-2001 Phase 2-2002	Housing Authority of the City of San Antonio		
30	Houston-Bowe to Pine (MPO)	Reconstruction of Houston St. from Bowie to Pine at the existing 4 lanes (1.14 miles), includes curbs, 4' sidewalks at curbs and driveway approaches and necessary drainage	\$1,786,403 estimated	Under advertisement estimated start date- 04/01	Department of Public Works		
31	Houston-Pine to Onslow	Reconstruct existing 2 lane roadway to 2 lanes with a reversible center turn lane, curbs, 6' sidewalks at the curb and drainage	\$2,767,239 estimated	Estimated start date- 10/01	Department of Public Works		
32	Salado Creek Greenway (hike & bike)	Construct hike and bike trail from Willow Springs Golf Course to Comanche	\$2,500,000 estimated	Estimated Advertise Date-01/02	Department of Public Works		
33	Aransas: Meerscheidt to Waters	Reconstruct Aransas from Meerscheidt to Waters to a roadway width of 30' concrete curbs, sidewalks and driveways, including surface improvements. Project length: 1055'	\$310,303	Under design	Public Works		
34	Aurelia-M.L. King to Yucca Ph II	Reconstruction of Lincolnshire to a 30' width from Aurelia to Amanda. Including curbs, sidewalks, driveway approaches and storm sewer systems, replacement of water and sewer mains as necessary. project length: 615'	\$257,647	Under design	Public Works		
35	Belgium: Picarde to Coliseum	Street reconstruction to 36' width to include curbs, sidewalks, driveway approaches and provide a storm sewer system. Project length: 4190'	\$1,702,566	Under design	Public Works		
36	Cardiff-Aransas to dead end	Reconstruct to 30' width to include curbs, sidewalks, driveway approaches and necessary drainage, replacement of water and sewer mains as needed.	\$893,650	Under design	Public Works		
37	Honey St: Commerce to Aransas, Phase I	Honey St from Edna to Aransas to a 30' pavement section W/concrete curbs, sidewalks, wheelchair ramps & driveway approaches, surface runoff improvements. Project Length: (785 ft)	\$208,000	Under design	Public Works		
38	Honey St: Commerce to Aransas, Phase II	Reconstruct Honey from Commerce to Edna to a 30' pavement section w/concrete cubs, sidewalks, wheelchair ramps and driveways, Including improvements to surface Runoff. Project length: 800 ft.	\$200,000	Under design	Public Works		

Map Key	Projects and Limits	Improvements	Project Costs	Project Status	Department /Agency
39	Houston: New Braunfels to Onslow	Reconstruct existing 2 lane roadway to 2 lanes with a reversible center turn lane (38'), curbs, 6' sidewalks at the curb and drainage . (5,966ft)	\$3,805,000	Under design	Public Works
40	Kono: Gembler to Belgium	Reconstruct Kono from Gembler to Belgium to a roadway width of 27', W/concrete curbs, sidewalks, and driveway approaches. Including improvements to surface runoff. Project length: 1,365 ft	\$737,030	Under design	Public Works
41	Potomac/Paso Hondo Streets	Reconstruct Potomac St to a 30' width from Walters to Mittman & Paso Hondo from New Braunfels to Walters to include curbs, sidewalks, driveway approaches and necessary drainage.	\$438,650	Under design	Public Works
42	Robeson-Yucca to Martin Luther King	Reconstruct Robeson to a 30' width to include curbs, sidewalks, driveway approaches & necessary drainage. Also replacement of water and sewer mains as needed. Project length: 1,405 ft	\$197,385	Under design	Public Works
43	Pershing Creek	Provide storm drain pipes and box Culvert outfall to Salado Creek	\$8,344,655	Proposed, not Currently funded	Public Works
44	Springfield Extension	Reconstruct street and provide Outfall pipes.	\$10,540,000	Proposed, not Currently funded	Public Works
45	Coca Cola DrE. Houston to E. Commerce	Provide outfall drain to relieve street and building flooding	\$6,200,000	Proposed, not Currently funded	Public Works
46	Emil RdW.W. White to IH 10	Provide storm drain outfall	\$2,128,750	Proposed, not Currently funded	Public Works
47	Mengor Creek-Cisco Blvd. & area Streets	Reconstruct channel and provide street drainage	\$6,200,000	Proposed, not Currently funded	Public Works
48	Creekview, west of Currency Low water crossing at Pershing Creek		\$0	Proposed, not Currently funded	Public Works
49	King Krest, east of Longleaf Low water crossing at Salado Creek			Proposed, not Currently funded	Public Works
	*	Total	\$151,127,348.00	•	

Multi-Modal Alternatives Plan

East Corridor Multi-Modal Alternatives Plan



Prepared for: San Antonio-Bexar County Metropolitan Planning Organization





In association with:





EXECUTIVE SUMMARY

The East Corridor Multi-Modal Alternatives Plan was initiated in 2002 in conjunction with a separate Arena District Community Redevelopment planning study at the request of the City of San Antonio, Bexar County, the San Antonio Spurs and the Community Economic Revitalization Agency (CERA) to seek long-term land use and transportation improvement opportunities within the east side of San Antonio. The primary purpose of both plans was to create a future development plan and revitalization strategy for the neighborhoods surrounding the SBC Center and stretching from downtown to IH 410.

The San Antonio-Bexar County Metropolitan Planning Organization (MPO) sponsored the transportation element of these studies. This element consisted of a detailed conceptual evaluation of various transportation alternatives that would support the long-term land use changes proposed within the study area and that can result in positive physical improvements to major roadways within the area. Although the nature of many of the improvements evaluated is long-term and creates specific economic benefits to the community (as opposed strictly to improve traffic operations), several transportation options desired by the community to improve immediate infrastructure and transit service needs were also evaluated by this transportation study.

Establishment of Project Goals

The Consultant Team and the Oversight Committee initiated this study effort by defining the goals and objectives of the project. These goals and objectives were refined during several Committee meetings and at the first public meeting. The subsequent determination of a long list of transportation alternatives and how they addressed these goals and objectives was a critical aspect of this study.

Goal 1 - Encourage Economic Revitalization Through Transportation: Develop all transportation plan components with the idea that economic revitalization of east San Antonio can benefit from proper implementation of new urbanism concepts.

Goal 2 - Enhance Downtown – SBC Center Connectivity: *Improve corridor mobility, especially between the SBC Center/Freeman Coliseum and downtown San Antonio.*

Goal 3 - Protect the Natural Environment: *Provide a transportation system that has minimal impact on the natural environment.*

Goal 4 - Emphasize Positive Social and Economic Effects: *Provide a transportation system that has a positive impact on the social and economic environment.*

Goal 5 - Enhance Rail/Truck interfaces within the Study Area: *Provide a transportation system that accommodates trucks and their interface with the many existing railroad tracks within the study area.*

Goal 6 - Provide a Balanced and Coordinated Transportation System: Provide a transportation system that is balanced and coordinated with regional and local needs.

Goal 7 - Develop Non-Motorized Transportation Solutions: *Support and expand upon existing bicycle and pedestrian facilities within the study area.*

Goal 8 - Ensure Public Support for all Improvements Recommended: *Involve the public as an active participant in all aspects of the study.*



Goal 9 - Maintain Communications with the Study Oversight Committee: *Meet frequently with the Study Oversight Committee to keep all members informed as to project progress and data needs.*

Goal 10 - Develop Adequate Visitor Access to SBC Center/Freeman Coliseum: *Ensure that visitors to sporting and other events at the two venues arrive and depart with relative ease.*

Transportation Alternatives Evaluation

The East Corridor Multi-Modal Alternatives Plan considered several transportation infrastructure alternatives in support of the new proposed land use redevelopment plan for east San Antonio. Together, the transportation consultant team and the Arena Redevelopment project team worked on defining those roadway/transit elements that can be utilized to not only improve the movement of people within the study area, but also to make transportation facilities themselves stimuli for economic redevelopment.

A list of potential transportation options was presented to the public during the second public meeting held in November 2002. Shortly thereafter, this long list was refined by comments received from the public and input provided by the Oversight Committee. The final list of transportation options included 16 items, consisting of roadway, transit, pedestrian, and bicycle components.

Evaluation criteria and measures were then developed to objectively analyze these options for the East Corridor Multi-Modal Alternatives Plan study area. Based on the previously identified study goals and objectives, evaluation criteria reflective of the critical aspects of each study goal were developed. The evaluation measures provided a systematic means of categorizing and applying the criteria to the alternatives. One important evaluation measure was purposely omitted in the initial evaluation methodology. This was the measure of cost. The Oversight Committee considered this measure as unfairly "outweighing" other factors during the initial screening process. Cost was calculated for each transportation option at a later stage in this study.

This first assessment (or ranking) of the 16 transportation options was then analyzed for their probable construction and right-of-way costs prior to a presentation of these options with their costs at the final public meeting in February 2003. Some consolidation of similar or complementary transportation options was undertaken to reduce the original list of alternatives. Utilizing a simulated budget exercise, the study area residents were asked to prioritize these remaining transportation options at the third public meeting. The outcome of this final ranking became the recommended set of transportation improvements that can meet the desired needs of the East Corridor study area community, as well as meeting the goals and objectives set forth at the beginning of this project.

Recommended Transportation Options

Since the proposed land use plan advocates significant connectivity between the many neighborhoods in this community, and the green space opportunities offered by Salado Creek, the transportation plan which supports these future long term land uses is presented as a cohesive element within the overall structure of the study area. At the same time, community residents expressed their desire for short term implementation of projects to correct immediate needs within their neighborhoods. The culmination of the recommended transportation plan tries to accommodate both the immediate needs as well as the long term potential in a meaningful and achievable way.

Since no funding is currently available for any of the evaluated transportation alternatives, a two-tiered set of transportation improvements is recommended. The first tier of improvements will solve some immediate infrastructure needs of the community while establishing a basis for the long term improvements for the study area. The second tier of improvements can be more long term in its



East Corridor Multi-Modal Alternatives Plan

implementation, but creates a well-balanced transportation infrastructure system for the study area. Together, the Tier 1 and Tier 2 transportation plan components form a comprehensive set of transit, pedestrian and vehicular improvements which ultimately will help the study area achieve economic growth and improve the quality of life for the many citizens that live in east San Antonio. The two figures at the end of this Executive Summary display these recommended transportation plan components.

The funding options that are presented following each recommended transportation improvement are meant to offer potential sources of funding and are by no means exclusive for the particular project described. As most readers are well aware, funding for transportation projects is typically a dynamic process that is influenced significantly by political decisions, and any effort to prioritize the transportation options as recommended in this summary must involve this political process.

<u>Tier 1 Recommended Transportation Options</u>

1. Resurface 167 street blocks in the study area which have poor roadway pavements. Add new sidewalks along some of these street blocks where needed.

Since many of the roadway segments needing resurfacing/sidewalk improvements are scattered through the entire study area, the City can best address this transportation option by scheduling resurfacing projects one neighborhood at a time, taking into consideration other street/sidewalk maintenance needs not considered as part of this transportation option. Those neighborhoods which have the greatest amount of immediate resurfacing/sidewalk needs should be improved first. Although this recommendation meets the strongly desired short-term needs of the community residents, the limited available funding for these improvements may result in this project taking ten years or possibly longer to fully complete.

Estimated Cost	Timeframe	Possible Funding Sources	
\$6.2 million	0 to 10 years	City of San Antonio Street Maintenance Program; City bond package; Community Development Block Grants; Neighborhood Accessibility Mobility Program	

2. Install weather protection shelters at the busiest bus stops in the study area. New sidewalks will also be added to/from these bus stops as needed.

Busy bus stops are defined as having at least 35 boardings or alightings per day from all bus routes serving that particular stop. Continuous sidewalks/crosswalks are recommended from these bus stops for at least one block in all directions, depending upon the land uses served by that bus stop. Furthermore, those stops which have high numbers of boardings should also have weather protection bus shelters provided as part of this transportation option.

Estimated Cost	Timeframe	Possible Funding Sources	
\$400,000	0 to 5 years	VIA Section 5307 funds; STP Metro Mobility funds; private development; City of San Antonio Neighborhood Accessibility Mobility Program (for sidewalks); FTA Enhancement Program (for sidewalks)	

3. Convert the signalized intersection of New Braunfels Avenue and Houston Street into a traffic roundabout.

As part of the desire of establishing a focal point for the revitalization of the study area, it was proposed that the existing intersection of New Braunfels Avenue and Houston Street be converted into a feature traffic roundabout. Most of the right-of-way needs for this roundabout can be met by



East Corridor Multi-Modal Alternatives Plan

removing part of the existing wide medians on the north and south legs of this intersection. Some of the existing statues and monuments that are presently in this median will have to be removed and can be placed in the newly created roundabout center if desired.

Estimated Cost	Timeframe	Possible Funding Sources		
\$935,000	0 to 5 years	City of San Antonio; Community Economic Revitalization Agency; Bexar County		

4. Implement low cost safety improvements at the top ten crash intersections within the study area.

The following intersections had the highest number of automobile crashes reported to the San Antonio Police Department, during the period 1999 through 2001, within the study area. The cost numbers in parentheses would cover the implementation of safety improvements at these intersections. The focus of each transportation improvement is to make the intersection more visible to the drivers by installing new pavement markings, signs and improving traffic signal visibility.

IH 35 @ Walters Street (\$18,635) IH 35 @ New Braunfels Avenue (\$47,399) IH 10 @ Roland Avenue (\$17,850) IH 10 @ W.W. White Road (\$44,170) SBC Center Parkway @ IH 35 (\$13,550) IH 10 @ New Braunfels Avenue (\$19,350) IH 10 @ Pine Street (\$3,110) Martin Luther King @ Walters St. (\$25,400) Commerce St. @ Hackberry Street (\$1,800) Houston Street @ IH 10 (\$13,000)

Estimated Cost	Timeframe	Possible Funding Sources		
\$205,000	0 to 5 years	City of San Antonio Public Works; Texas Department of Transportation Maintenance Funds and Safety Funds		

5. Reconstruct several major streets within the study area into "feature" streets, incorporating street trees, on-street parking and wider sidewalks.

This transportation option arose directly from the land use planning process, facilitated from the planning notion to create strong "green" linkages which can tie the various neighborhoods together with Salado Creek. Since the western portion of the study area is primarily a grid network, the feature streets would be the key roadways within this grid network and would serve as desirable commercial and residential corridors for the betterment of the community.

Based upon a detailed travel forecasting modeling analysis of six major roadways (Commerce Street, New Braunfels Avenue, Houston Street, Martin Luther King Drive, Hackberry Street, Walters Street) for the year 2025, it is possible to reconstruct some portions of these roadways to have wider sidewalks, evenly spaced street trees, and on-street parking. In some situations, the number of travel lanes can be reduced. In others, the number of travel lanes can be increased. Each roadway can be designed to uniquely represent the neighborhoods it traverses.

Although six streets were initially evaluated as a single transportation option, this option was subsequently divided into six individual feature street options when presented to the public. The reason behind this is that the total cost of modifying all six streets is very prohibitive and could not be justified as a reasonable cost element. By breaking them apart, it was apparent that the public had specific desires as to which roadways they consider to be the most applicable for converting into feature streets. The result of both the engineering review and the public rankings is to recommend seeking funds for the conversion of three streets within the first tier of projects and two streets within the second tier of projects. The first tier feature street projects are listed on the following page.



4 **FINAL EXECUTIVE SUMMARY**

(Walters Street from IH 35 to IH 10 was the only street on the initial list to not be recommended as a feature street. This facility has limited right-of-way throughout the study area and high traffic volumes. Therefore, four travel lanes would remain much as they are currently, with only some limited possibilities of expanding sidewalks and planting street trees.)

• <u>Commerce Street from IH 37 to Houston Street</u>: This feature street would continue to serve as the major east/west corridor through the study area. Four travel lanes can be reconstructed within the existing right-of-way, even between the constrictive cemetery properties. On-street parking would be prohibited along this entire stretch of roadway. It may be necessary to maintain six travel lanes through the short portion of Commerce Street west of Cherry Street during peak hours. This is within the St. Paul Square historic district and pedestrian amenities would have to be maintained or enhanced. Street trees can be planted continuously east of Cherry Street.

Estimated Cost	Timeframe	Possible Funding Sources	
\$16.7 million	15 to 25	City of San Antonio; Bexar County; city/county bond packages; private	
	years	investment; tax increment financing district	

• <u>Martin Luther King Drive from New Braunfels Avenue to IH 10</u>: This roadway can be converted from four travel lanes into two travel lanes with a parking lane provided as necessary. This roadway is a culturally important roadway within the community. Furthermore, it offers an opportunity to showcase St. Philip's College as an integral component of the east side of San Antonio.

Estimated Cost	Timeframe	Possible Funding Sources	
\$7.4 million	15 to 25	City of San Antonio; Bexar County; city/county bond packages; private	
	years	investment; tax increment financing district	

- <u>New Braunfels Avenue from Martin Luther King Drive to IH 10</u>: This portion of New Braunfels Avenue has lower traffic volumes and the opportunity arises to create a feature street with two travel lanes and a parking lane in this corridor.
- <u>New Braunfels Avenue from IH 35 to Martin Luther King Drive</u>: Because of the higher traffic volumes, four travel lanes would generally need to be retained within this corridor. The right-of-way is fairly restrictive north of Dawson Street, so no feature elements are recommended in that section. However, south of Dawson Street, wider sidewalks and street trees can be implemented, while leaving the existing median and travel lanes intact.

Estimated Cost	Timeframe	Possible Funding Sources	
\$3.8 million	15 to 25	City of San Antonio; Bexar County; city/county bond packages; private	
	years	investment; tax increment financing district	

<u>Tier 2 Recommended Transportation Options</u>

6. Reconstruct Houston Street from IH 37 to Walters Street as a feature street.

Two travel lanes can handle the typical daily traffic requirements for this primarily residential roadway. A parking lane can be restored to certain portions of this roadway. It is important to note that an on-going City of San Antonio project has already started to convert Houston Street into a three-lane cross-section with a reversible middle lane to assist in the peak traffic flows to and from the SBC Center and Freeman Coliseum. The feature street desired for Houston Street by the community should be implemented to the degree possible complementing the traffic management improvements that the City already has underway.



Estimated Cost	Timeframe	Possible Funding Sources	
\$7.6 million	15 to 25	City of San Antonio; Bexar County; city/county bond packages;	
	years	private investment; tax increment financing district	

7. Resurface six roadways at railroad crossings and replace wooden/asphalt railroad ties with concrete ties.

Each of the listed streets below crosses the Union Pacific railroad tracks near IH 37. In locations where tracks are utilizing wooden or asphalt crossings, they should be replaced with concrete beds which are significantly more durable and offer smoother crossings for vehicular tires.

- Commerce Street
- Florida Street
- Center Street

- Houston Street
- Burnet Street
- Sherman Street

Estimated Cost	Timeframe	Possible Funding Sources	
\$702,000	5 to 10 years	City of San Antonio; Union Pacific; Federal At-Grade Railroad Crossing Safety Improvement funds; bond package	

8. Close eight at-grade railroad crossings in the study area. Add street trees in planters to block vehicle access across the railroad tracks.

Each of the street crossings proposed to be closed at the railroad tracks has less than 500 cars crossing per day, and all businesses/residents have alternate access routes. Each street would be closed on either side of the tracks, using aesthetically pleasing concrete planters, and the crossing gate arms would be removed. A mountable wide sidewalk would be provided on one side to allow fire trucks to cross the railroad tracks and not have to turn around on these small streets. A small paved area would be provided for automobiles to turn around prior to reaching the railroad tracks. Closing these smaller streets allows the freight trains to operate with 50% fewer conflict points in the study area.

•	Burleson Street	•	Iowa Street
•	Lamar Street	•	Indiana Street
•	Dawson Street	٠	Virginia Boulevard
•	Crockett Street	•	Delaware Street

Estimated Cost	Timeframe	Possible Funding Sources		
\$423,000	10 to 15 years	City of San Antonio bond package; Community Development Block Grant; Union Pacific; Federal Railroad At-Grade Railroad Crossing Safety Improvement funds		

9. Remove the Union Pacific railroad tracks between Roland Avenue and IH 35 that are adjacent to the Coliseum grounds. Maintain as a future transportation corridor.

This improvement would be a significant physical change for the East Corridor study area. The conversion of the Union Pacific right-of-way into a new two-lane to four-lane roadway offers significant future development opportunities along both sides of this rail line, by providing new access and interconnecting neighborhoods that previously had dead-end streets at the railroad. This option also provides for additional traffic capacity to handle SBC Center and Freeman Coliseum events from IH 35 and IH 10, and possibly relieve other local streets from this event traffic.

Note by City Staff: Public Works Department requests further analysis of Recommendation No. 9. It may be more advantageous to consider eliminating the railroad tracks that approximately parallel Cherry Street and IH-35 to reduce at-grade crossings.

East Corridor Multi-Modal Alternatives Plan

A major consideration for this transportation option is to replace the active 12 trains per day to the parallel train corridor which runs along IH 37. A new rail connection between the north/south and east/west rail lines near IH 35 plus other freight rail track improvements are needed as part of this transportation improvement. Union Pacific owns all of the track right-of-way in the study area, but other freight carriers such as Burlington Northern Southern Pacific also have trackage rights and will need to be involved in this process. Initial meetings with senior representatives of Union Pacific indicate their willingness to work with the City and the County to discuss how best to achieve this long term corridor exchange.

Estimated Cost	Timeframe	Possible Funding Sources			
\$33 million	20 to 25	City of San Antonio; Bexar County; Union Pacific; private development			
\$55 mmon	years				

10. Restore north/south cross town VIA bus service along Walters Street.

This transportation option would restore Route 508 along the length of Walters Street within the study area. The cost for this restoration of service is calculated on an annual operational basis and is not a one time capital expense. Operating costs include daily expenses such as labor, fringe benefits, fuel, tiers, utilities, casualty and liabilities, and other miscellaneous expenses.

Estimated Cost	Timeframe	Possible Funding Sources
\$570,000	5 to 10 years	VIA operating funds using passenger fares and local sales tax

11. Reconstruct Hackberry Street from Duval Street to IH 10 as a feature street.

The existing four travel lanes can be reduced to two travel lanes. On-street parking can be provided along certain blocks, depending upon the desirable adjacent land uses.

Estimated Cost	Timeframe	Possible Funding Sources
\$10.5 million	15 to 25	City of San Antonio; Bexar County; city/county bond packages; private
	years	investment; tax increment financing district

12. Develop a new roadway beginning at the Commerce/Houston Street intersection and continuing north to Seguin Street, roughly parallel to Salado Creek along the east bank.

All of the other improvements recommended for this transportation plan are concentrated on the western portion of the study area. This transportation option is the only recommended improvement that is located in the eastern portion of the study area and will focus attention on this area, which the proposed land use plan projects to have the most significant changes over the next 25 years.

The purpose of this new roadway is to accomplish several objectives. One objective is to relieve traffic volumes on W.W. White Road between IH 10 and IH 35. Secondly, this facility is envisioned to be a connector roadway that can bring together the Willow Wood and Skyline Park residential neighborhoods. These neighborhoods are isolated from other residential uses by large industrial/warehouse land uses. Finally, this roadway is conceptually designed as a scenic route following the east bank of Salado Creek, complementing the planned Salado Creek hike/bike trail along the west bank of the creek.

This roadway would require a significant amount of right-of-way from a few large private landowners between Houston Street and Gembler Road, and short portions of the road may have to be slightly elevated to avoid flood prone areas. The new roadway alignment begins west (or south) of Houston



7 FINAL EXECUTIVE SUMMARY

Street with a short realignment of Commerce Street so as to create a perpendicular intersection with Houston Street. After crossing Houston Street, this new roadway would become a two-lane roadway.

In addition to the new roadway along Salado Creek, Belgium Street would be connected with Director Drive by the construction of a new bridge over Salado Creek. Bexar County is currently in the process of designing a new access roadway to Pletz Park following the west bank of Salado Creek. This new access roadway would tie in with an eastern extension of Belgium Street. It is recommended that this same new county roadway also be continued to the north to link up with the current terminus of Willowood Street in order to provide a direct connection for those residents living on that street. Finally, King Krest Street can also be extended westward from the Skyline Park neighborhood to connect to the new roadway.

Estimated Cost	Timeframe	Possible Funding Sources
\$14.7 million	20 to 25	City of San Antonio; Bexar County; city/county bond packages;
	years	private investment; tax increment financing district

Conclusion

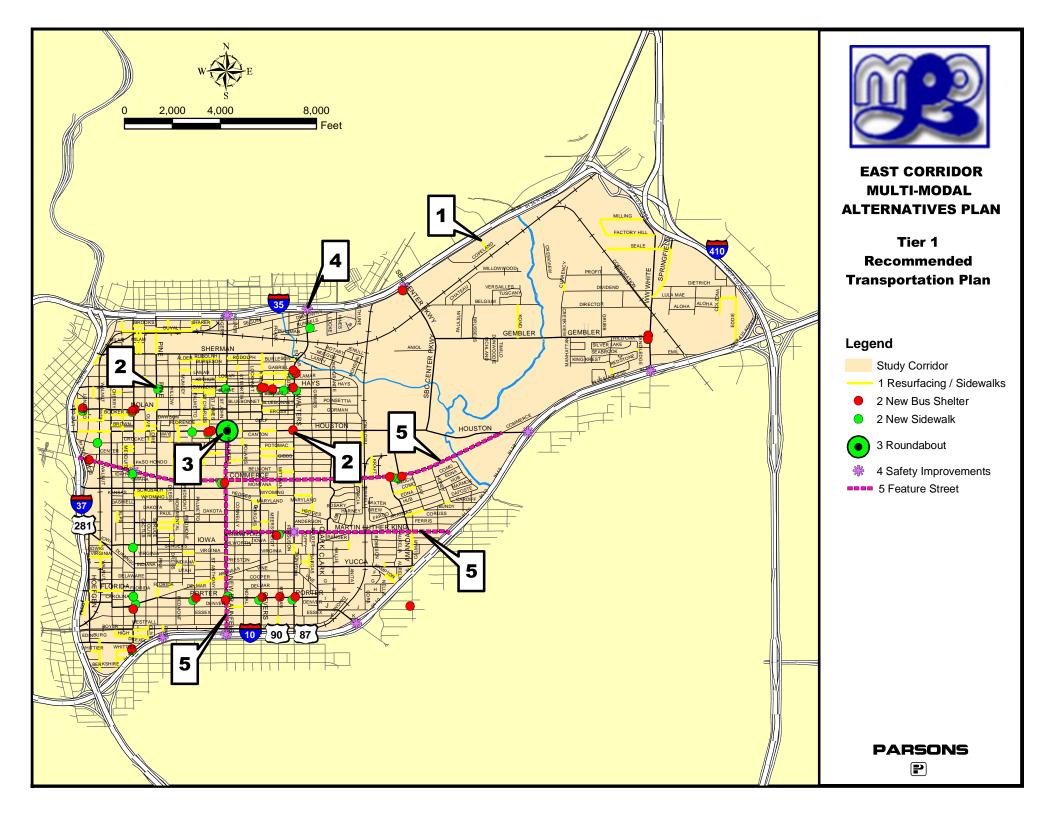
The East Corridor Multi-Modal Alternatives study shows that with an overall investment of approximately \$103 million, 12 evaluated transportation options can be constructed within the study area. The First Tier (5 improvements costing \$36 million) and the Second Tier (7 improvements costing \$67 million) would provide significant roadway, sidewalk, and transit improvements, as well as develop an enhanced "sense of place" for the community through the feature streets projects and the roundabout project. The latter elements are key components to making the proposed future long-term land use plan successful for this study area. The proposed addition of two new roadways and removal of a railroad barrier help define the long term economic opportunities and recreational opportunities for the study area.

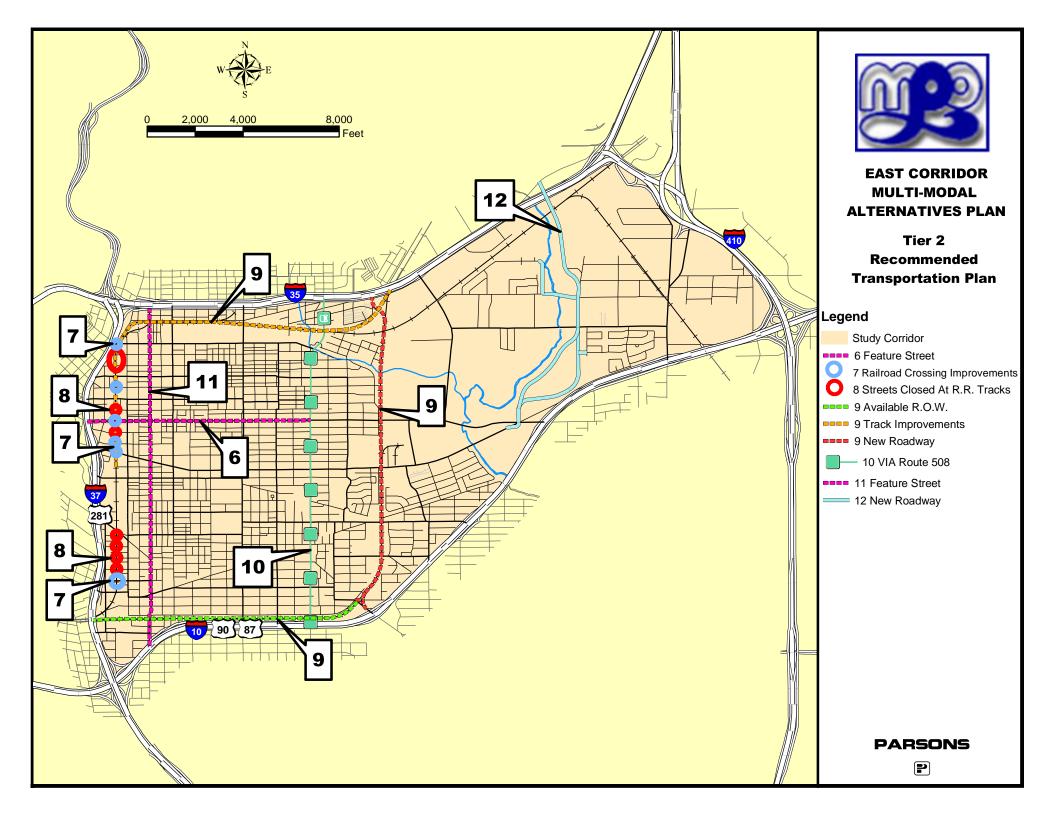
This study process developed these recommended transportation improvements from their inception as possible solutions to transportation issues brought forward by the community at the first public meeting, to their evaluation and conceptual design, followed by cost calculations and final ranking by the community at the third public meeting. The completion of the study culminates a truly community-involved process by which the resulting transportation network will significantly meet the needs and desires of the public who live and work in the study area.

It is recommended that the MPO, City of San Antonio, Bexar County, VIA, and the Texas Department of Transportation use the results of this study and its associated conceptual design plans as the basis on which to move toward funding initiatives, final design and engineering and finally, the implementation of these transportation projects. Although this study is clearly a long-range (25 year) plan, immediate action can be taken to achieve some of the recommended transportation improvements.

The residents of the study area who have been such a strong component in helping articulate their needs and desires, should continue to have a firm voice regarding the implementation of these recommended plans. The community has requested, and should be obliged, to continue receiving updates on what happens following the completion of this planning document and submission to the Metropolitan Planning Organization. A strong unified voice from the community will help define priorities citywide from among the many possible uses of limited transportation funding and can lead to innovative financing ideas for some of these improvements.







Appendices

Beyond the Alamo

Neighborhood Discovery Tours Guidebook copy:

East Side / Ellis Alley

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Neighborhood Discoveries – Eastside

This tour guide to one of San Antonio's unique neighborhoods is different than what you will find in hotel lobbies and visitor centers. More anthropological than commercial, it makes no claim to be the definitive guide to the "best of" anything. Instead, this is a tour made up of detours to the well-trodden tourist trail. We invite you to take this side road with us into some of San Antonio's overlooked, undervalued or simply unknown culturally-rich neighborhoods.

Within these pages you will find an introduction to the history as well as a contemporary exploration of some of the reasons the area is important to the larger San Antonio story. But, it cannot contain all there is to know. Hopefully, the stories and history visited here will inspire you to come back and make some true discoveries of your own.

Beyond the Alamo

Location, location, location. The old business axiom holds true for the earliest history of San Antonio. When a group of Spanish settlers needed a camp for their first expedition some 300 years ago, they picked a spot midway between the settled parts of Northern

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Mexico and the French controlled towns of East Texas. That point is near where present South Loop 410 crosses the San Antonio River. Coahuiltecan, Payay, Lipan Apache and other native peoples already enjoyed this fertile river valley-a land they called "Yanaguana." Nevertheless, the Spanish chose to call it San Antonio de Padua in honor of their arrival on this saint's celebrated day. In late April of 1719, Governor Don Martin de Alarcon led some 72 Spaniards to the area to stay. Father Antonio de Buenavent ura Olivares arrived soon after to establish the Mission San Antonio De Valero. We know this mission as the Alamo.

Today the Alamo is indeed "remembered" in history, myth, heart and controversy. Tourists come to San Antonio from throughout the world to see the legendary structure. But the story of San Antonio stretches far beyond those cool stone walls. One piece of this story is the significant role people of African descent have played in the establishment of San Antonio and continue to play in its cultural richness.

Canary Islanders

East San Antonio is generally thought of as *the* African-American section of town. Indeed, there was a concentration of African-Americans who settled the area by the early 20th Century. In addition, a bustling primarily black-owned business district developed during the years of legislated racial segregation. But African-Americans also settled in pockets across the city including areas on the far Westside and around the Monte Vista neighborhood. Furthermore, the roots of San Antonio's historically black St. Philip's College were first planted in downtown La Villita.

Interestingly, it was people of African descent who first settled in that nucleus of San Antonio. Their story is an unusual twist on the migration of most Africans to this country. Tragically, most people of African descent arrived in Texas unwillingly and were immediately forced into a life of slavery regardless of whether they were peasants or royalty back home. But a small group of settlers from the Spanish-controlled Canary Islands just off the coast of North Africa immigrated to a different reality.

In hoping to strengthen his hold on Texas, King Phillip V of Spain took his Brigadier General Riviera's advice that "One permanent Spanish family could do more to hold the country than 100 soldiers." The King promised impoverished Islanders passage to the frontier, free land and the title of *"hidalgo*" derived from the term *"hijo de algo,"* which translates literally to *"son of something"* the lowest level of Spanish nobility and a rather impotent title on the far fringes of the Spanish empire. Nevertheless, it was an attractive offer. Eventually 56 dark-skinned, mostly gray or blue-eyed Canary Island Guanches came to Texas. Guanches are the indigenous North African Berber inhabitants of the Islands who mixed with the Spanish and adopted Spanish customs and beliefs. The settlers arrived at Presidio San Antonio de Bejar on March 9, 1731. This weary group of travelers would go on to establish Villa de San Fernando Bejar, the first civil settlement in Texas. Around 1733, the same time the Islanders received permission to form their governing council or "cabildo", the budding settlement received a Spanish land grant for the croplands due east of the Islanders homes. This land would one day be developed by German and other Eastern European immigrants. Many of these families rented and eventually sold their properties to African-Americans who came to San Antonio in the years following the Emancipation Proclamation.

Juneteenth

June 19, 1865 or "Juneteenth" celebrates the end of slavery with the Emancipation Proclamation. More specifically, Juneteenth celebrates when the news of Lincoln's January, 1863, announcement finally made it to Texas over two years later. Indeed, according to a program from a 1902 Juneteenth parade and celebration, General Gordan George arrived at the port of Galveston on June 18th or 19th, 1865 and threatened "to empty his shotgun shells within the boundaries of the Lone Star state if the slaves were not set free immediately." Lincoln's proclamation had taken two years to reach Texas shores.

One hundred and two-year-old Eastside resident Augusta Whittier remembers Juneteenth celebrations in her hometown of Victoria, Texas. "We had so many floats and a big parade. It was a real celebration." Indeed, the parade described in the 1902 San Antonio celebration program lists the floats depicting work of African-Americans at the time. They included a printing press float, a stone mason float, an undertaker float and a carpenter float. Participants marched through downtown past the Alamo ending up at the old San Pedro Springs. Until the end of segregation in the mid-60s, blacks were only allowed to swim at the springs on Juneteenth.

History in the Hayloft

The 1902 program describing General George's arrival to Texas was one of several documents discovered in the old hayloft of Carter Taylor Williams Mortuary on the corner of Center and Hackberry Streets. Vera Williams Young, Director of the funeral home was cleaning some boxes in her upstairs garage when she took a closer look. Inside, Young found original posters from San Antonio Juneteenth celebrations in the late 1800's and early 1900's. Young's discovery led her to personally research Juneteenth happenings around the world. "Although Juneteenth is technically a Texas holiday, it is celebrated in Ghana, West Africa. They have celebrations in Tulsa and San Francisco and in more and more big cities. One day I hope our celebration will be as big as some that get 150,000 people. But since there are only 60 or 70 thousand blacks in San Antonio, we will need everyone to come out."

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Emily D. West (Morgan)

While the stories of the many early African-Americans in Texas before the Emancipation Proclamation have been lost, the role of one African-American in securing the future of Texas remains strong in the hearts of many San Antonio residents. Emily D. West, known by many as Emily Morgan, the name of her presumed slave master James Morgan, is who most call the "Yellow Rose of Texas." With a luxury downtown hotel named in her honor, Emily Morgan has indeed become a contemporary Texas icon. While the detail's of West's history are debated by historians and folklorists alike, her legend and cultural importance endures.

Martha Ann Turner's book The Yellow Rose of Texas describes West as a mixed-race "golden-skinned girl resembling a Latin goddess." Most people assume West was a slave. However the Texas State Historical Association's Handbook of Texas Online says West was a free black from New Haven, Connecticut who signed a contract to work a year as a housekeeper for Morgan in New Washington, Texas. Colonel Morgan was away from New Washington on April 16, 1836 when the Mexican Military invaded and looted his warehouses. Santa Anna, the Mexican commander and *presidente* saw Emily and reportedly took her as part of the loot.

According to an article by San Antonio journalist and historian Claude Stanush, Santa Anna traveled with a red and white silk tent, cases of champagne, boxes of opium, and crates of fighting cocks. The Mexican leader had recently sent his teenage "bride" Melchora Barrera back to Mexico and was presumably ready for some female "companionship."

Willingly or not, West left New Washington with Santa Anna but reportedly sent a slave boy named Turner to Texan leader Sam Houston's army to warn them of the approaching Mexicans. West's access to this kind of information has been questioned by historians. Regardless, the Texans were able to crush the much larger, better prepared Mexican army at San Jacinto on the afternoon of April 21, 1836 because they took Santa Anna and his troops by surprise. Folklorists claim that a slave admirer penned a poem for her that became the "Yellow Rose of Texas" song. She is now linked with the song and the legend of her bravery at San Jacinto lives on.

Baptist Settlement

One of the first places former slaves and free blacks settled in San Antonio was known as the Baptist Settlement. This approximately ten-square-block district has long been an area of transition. The land was part of the Mission holdings divided among Los Adaes Indians from Louisiana and some early San Antonio settlers in the late 1700s. Ownership of the area changed in the early 1900s when the San Antonio Housing Authority purchased the title for \$642,293.01. According to a 1940 article in the San Antonio

Light, 300 houses were "extracted" from the area to create a public housing development called Victoria Courts. In 2000, families were again "extracted" from their homes. This time, the Courts were demolished so that the land could be redeveloped into mixedincome residences and small commercial properties.

One of the early inhabitants of the Baptist Settlement was a well-educated, entrepreneurial school teacher named P.F. Roberts. Originally from Mississippi, Roberts settled in San Antonio after college. His first P.F. Roberts store sold meat and dry goods to Baptist Settlement residents from the corner of Victoria and Indianola. According to Roberts daughter, 86-year-old Henrietta Stevenson, the family lived behind a second store at 635 S. Pine Street. Stevenson remembered hearing her father get up early to retrieve the milk and bread that was left by delivery trucks outside the shop, "No one would think of stealing it," she mused.

Most of the houses in Baptist Settlement were front-gabled one room wide wooden homes called "shotguns." The name "shotgun" comes from an old tale that said a shotgun blast fired in the front door would come out the back. This style was common in New England during the early nineteenth century and followed the westward expansion of the railroads in the 1850s. The one-story version seen in the Baptist Settlement was popular in many southern cities. Most of the structures were built between 1880 and 1930.

The housing stock of the Baptist Settlement is similar to what was found in the neighborhoods destroyed by nearby HemisFair Plaza. According to Rev. Claude Black, lifelong San Antonio resident, former City Council Member and Pastor Emeritis of Mt. Zion Baptist Church, some of these early Baptist Settlement residents organized Mt. Zion in 1871. Despite an 1886 storm and flood, 1890 fire and 1974 arson attack, the church remains active on the corner of Hackberry and Nebraska streets. Churches such as Mt. Zion and New Light Free Mission Baptist anchored the Baptist Settlement area. Said the 84-year-old Rev. Black, "As an old man looking back at a time when I was young and I was talking to 'old men' I remember how some of them built churches by simply coming into an area and building what they called a 'brush arbor'. They just built frames and set up brush and sticks on top to try to keep the rain out the best they could. They would get some benches and they would start a church. Out of that beginning have developed some of our finest churches. I was thinking about the courage of those men, the innovation, the dedication."

A second church that began in the brush of the Baptist Settlement was Second Baptist Church. The congregation now worships in a 1000 seat sanctuary inside a striking, variegated, tan brick structure with numerous standing seam metal roofs located at 3310 East Commerce. The building, designed by a black architect named Norrell Haywood, a protégé of renowned San Antonio architect O'Neil Ford, features a picturesque central atrium surrounded by smaller buildings that is characteristic of Ford's distinct style.

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That Corner at Center and Chestnut

First organized in 1879, Second Baptist Church spent over half a century in an equally impressive building. Originally known as Macedonia Baptist Church and housed in a frame house at Indiana and Goliad in the Baptist Settlement, the church was part of a migration eastward to the area known as Ellis Alley. Church members eventually raised funds to build an impressive gothic stone building on the corner of Chestnut and Center Streets. A 1910 article in the *San Antonio Light* recalls how church members paid \$1 each for the privilege of digging the foundation for the new structure. Second Baptist's longtime minister, S.H. James Jr., was San Antonio's first black City Council member. He was instrumental in negotiating the city's desegregation ordinance in 1965. With the construction of Highway I-37, a structure some on the Eastside call the city's "Berlin Wall," the great stone church was lost.

An 1873 Augustus Koch Bird's Eye View Map of San Antonio shows a "colored" church just east on Center Street. This unidentified building was the old St. Paul's Methodist Episcopal Church, now St. Paul's United Methodist and the namesake for nearby St. Paul's Square. Established in 1866, St. Paul's is the oldest African-American church in San Antonio. Its early membership was primarily newly freed slaves who were once restricted to the balcony of Travis Park United Methodist Church in downtown San Antonio while the white owners worshipped below. According to an article in the *San Antonio Register*, St. Paul's current limestone structure at the corner of Cherry and Chestnut was built in 1922 for \$70,000. The article advertised an upcoming "Every Member Drive" to liquidate the remaining debt of \$2,700.35.

Farther east at 321 N. Center Street sits the G. J. Sutton State Office Building, also known as the SAMSCO building. SAMSCO (San Antonio Machine and Supply Company) was a machine shop and foundry that moved to existing brick buildings here in 1904. Additions were made in 1906 and 1912. The state of Texas acquired the buildings in 1975. They are named for G.J. Sutton , the first black representative to the Texas Legislature. After his death, Sutton's wife Lou Nelle succeeded him, becoming the first female in the state legislature. The Sutton name is legendary on San Antonio's Eastside. G.J.'s younger brother A.C. Sutton still directs the family funeral home on the corner of Cherry and Hackberry Streets. All fifteen of the Sutton children were born in a house connected to the business. Their father S.J. was principal of both Douglass and Wheatley schools.

The Business of Necessity

Local funeral home director, Vera Williams Young, emphasized the longtime importance of black-owned funeral homes. "There are institutions in black communities that have always lasted no matter what else happens. They are the church and funeral homes. In addition, there are black hair salons and barber shops. These areas are still generally segregated today." Indeed these are businesses that have always been fully black controlled and operated. Young said, "It is simple, you always need someone to bury you and black people know about doing black people hair." Driving through San Antonio's Eastside today, one will undoubtedly see a high concentration of churches, funeral homes, hair salons and barber shops.

One building that still stands on this once busy corner is the Beacon Light Lodge. Still owned by the Masons, a men's fraternal organization, the Lodge once housed the Odd Fellows, the Star Tom Lodge, the Free and Accepted Masons as well as O.J. Carter's (of Carter, Taylor, Williams Mortuary) first undertaking parlor. After leaving Williamson and Son Mortuary, O. J. Carter went into business with S.J. Sutton. Eventually, Carter's wife Annie ran the business as Carter Undertaking Co. The mortuary was then passed on to an adopted "niece" named Julia Taylor. Taylor and her husband ran the business with the help of Edward "Eddie" Williams. When Williams died in 1991, his sister Vera Williams Young and her family took over the still operating Carter, Taylor and Williams Mortuary. Sutton went on to open his own funeral which now operates as Sutton's Paradise Funeral Home. Other prominent African-American owned funeral homes that are still in business are the Lewis Funeral Home on Hackberry Street and Collins Mortuary on Chestnut Street. According to an oral history of Abbey Louisa McCammel, mother of Vera Williams Young, Mr. Collins once embalmed his dog and set him out in front of the funeral home.

Ellis Alley

A drive through the Eastside will also provide a glimpse of numerous alleys tucked into city blocks. When African-Americans first moved to the Eastside, most lived in these narrow enclaves. It was not until the end of the American Civil War in 1865 that Texas laws changed to allow ex-slaves to own property at all. One of these former slaves was Isabel Scott. After the Emancipation Proclamation, she declined an offer to stay and work on the Fredricksburg, Texas farm where she had been a slave. Instead, Scott moved to San Antonio, eventually met her husband Edward and purchased property at 231 Ellis Alley. Scott's great-granddaughter Nettie Brooks Hinton still lives on San Antonio's Eastside. Together with local development groups, the San Antonio Department of Historic Preservation and San Antonio Conservation Society, she has helped steer the move to salvage this early enclave of black home ownership.

What remains of residential Ellis Alley are three wood frame cottages that are representative of the housing stock at this time. According to a history of Ellis Alley written by Debs McCray for the San Antonio Conservation Society, the 1905 city directory showed that 15 houses were located on Ellis Alley, all occupied by African Americans, 10 of whom were homeowners. These plots originally belonged to Felipe Elue and Joseph de la Buame through a Spanish land grant. In 1848, they sold it to Anthony Digno wity, a Czech doctor and the namesake of Dignowity Hill to the northeast. Dignowity in turn sold some of the land to Sam Maverick, a prominent landowner of the

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day. Maverick eventually divided Ellis Alley into 25-foot lots, many of which were rented and purchased by African-Americans between 1875 and 1886. Like much of the near Eastside, the Ellis Alley area was racially mixed into the early 1900s. Maverick sold the still-standing 217 Ellis Alley to Ed Duran in 1886. He lived there until around 1910 when it was sold to an African-American family. The structure that still stands today was either built or rebuilt in 1910. The oldest remaining structure in the area is 225 Ellis Alley. It was built in 1885 and continually expanded. In 1882, Maverick sold this land to Sam Abrams who lived there with his son until 1902.

The San Antonio Register – Voice of the Eastside

Stories of the thousand small kindness exchanged in the fledgling Ellis Alley community still seem to whisper from between the boards of the small leaning houses. And since the 1930s, these stories have also lived on the pages of the *San Antonio Register*. As Edwin Glossen, editor of the *Register* tells the story the paper was born in a two story brick building on N. Center Street which held its predecessor, the *Inquirer*. When Valmo Bellinger, son of Eastside savior, kingpin, political genius and gambling legend Charles Bellinger, approached the *Inquirer* publisher G.W. Bouldin about running an ad for a slate of political candidates his father supported, Bouldin refused. "Valmo looked at him and said, you just bought yourself some competition," said Glossen. "That was 1931." Bellinger moved into offices next to the *Inquirer* and began publishing the Register. The Inquirer eventually folded.

Under Valmo Bellinger, the *Register* didn't miss a weekly edition for nearly half a century. An interview with Valmo's wife Josephine tells about the early days of the paper. She met Valmo when he called her boss at a major black benevolent association in Houston and asked if he knew a woman who could be a bookkeeper and accountant. Josephine's boss recommended her on the spot. Soon after, Josephine found herself typing articles and proofing copy for the paper. Eventually they married and Valmo asked her to do a column of her own. This became "Jo's Jottings," a popular social and personal weekly column. Other early columns included Katherine Beverly's literary "Poetry Corner" and the Butter Krust Family Photo Ads. Butter Krust, a local bread factory paid families some "dough" and some real bread for posing. In addition, the *Register* had contributors from outlying communities and for a while, other editions were published in Austin and Corpus Christi.

In late 1978, two employees walked out on Valmo and Josephine. Valmo suffered a heart attack shortly afterwards. Josephine ran the paper alone during his recovery and eventually sold it to Edwin Glossen in 1979. These days Glossen, a San Antonio native who played football and studied journalism at the university of Missouri says, "The community exists through this paper. I haven't worked in 21 years. This is not work. I enjoy every minute." As a high school football star at all-black Phyllis Wheatley High

School, Glossen and his teammates were bussed every two weeks to play the nearest team in their division in Houston. Glossen said that they got mere mentions in the mainstream *Express-News*. "I grew up in this paper (the *Register*.) I have a whole scrapbook full of clippings and they are all from the *Register*. No one else covered the black sports."

When asked what keeps the paper community focused, Glossen replied, "People grow up in this paper. Kids sell it. I've sold it. I've done everything. Heck, I delivered a stack of papers this morning. People meet me and know me.. So I write articles of encouragement to kids. With a paper like this, it all comes back to me."

Commerce Street Commerce

This sense of accountability is one characteristic of the self-reliance that resulted from segregation. In response to denial of services and access, African-Americans in San Antonio created their own. Most importantly, the businesses created in this area were supported by the entire community. The tightly-woven fabric of that community changed radically with integration and the disbursement of people and resources. When asked about the history of the area, Rev. Claude Black responded, "Before you talk about the history of an area like this you must know the context. History is not made by wealth. It is made by creativity, by doing without and by overcoming limits. This is all part of the history of black people. In talking about poverty areas, you must know the history that led to that area."

The history of today's East Commerce Street begins in 1905 when the Spanish laid the initial route. A painting by artist Herman Lungkwitz dated 1854 shows East Commerce (then called La Alameda) as an area with sparse development and cottonwood trees for vegetation. Had Lungkwitz painted a century later, he would have depicted a mix of restaurants, doctor's offices, grocery stores, theaters and nightclubs. In many ways San Antonio has always been a "tourist town." Whether providing saloons to cowboys or allnight clubs, restaurants and lodging to travelers or WWI troops coming through the Southern Pacific Station, Commerce Street was hopping with visitors and locals alike.

Longtime East San Antonio residents recall the popular Lifesaver Grill in the 1300 block of East Commerce. Demolished in 1995, the Lifesaver was a reliable spot for a reasonable meal, a jukebox and occasional live music. In the same block, Maggot's Grocery remains open after nearly 120 years. Larry Maggott owns the store that his Polish grandfather Theodore opened as a general store in 1881. His grandparents lived in a house attached to the back of the store which then had a wood façade. Most days, Magott can be found stocking shelves and bustling around much as he did as a youngster. He recalls many of the other family-owned businesses in the area that have disappeared. "The Lifesaver was next door to what's now my parking lot. They would bring all the really great black athletes down for a meal and when I was a kid we would get to go meet

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them. Mrs. Brown cut hair across the street. There was a paper company and a liquor shop and lots of barber shops." Although the daily stop of the "Sunset Limited" route stopped in 1970, train travelers still come to Magotts for provisions. After 35 years at the checkout, Rose Stevenson knows most customers by name. She remembers walking by the store when the area was still primarily German and Polish. "I used to go to the Chocolate Bar across the street. But this was all German and we couldn't come in here. Things started to change in the 40s when more black people came." Many of these newcomers were military men who started businesses and bought property.

Eighty-three year old Sylvester Mitchell has lived on East Commerce Street for 77 years. He recalls that, "Everybody went to Sam Woo's," a Chinese restaurant demolished by the building of I-37. According to playwright and third generation Eastsider Sterling Houston, the popular lunch spot navigated the limits of segregation by having two front doors that opened to two counters angled back towards the same kitchen. "Blacks would use one door and whites the other and they would sit there looking at each other," said Houston.

Area gambler and political boss Charles Bellinger had a taxi stand on Commerce Street and would often round up local young men and take them to the nearby Cameo Theater. A.C. Sutton of the politically active Sut ton family recalls how Sporty Harvey used to box in the Froggy Bottom club on Commerce (also destroyed by I-37.) Sutton does not mince words in condemnation of the highway's placement. "Black business were doing too well and getting too close to downtown. Some people didn't like it and the highway stopped it."

As with S.J. Sutton and P.F. Roberts who ran businesses in addition to being educators, most people needed more than one occupation to make ends meet. Some of this extra income came from speakeasies that brewed "white lightning." Other Eastside residents worked for companies centered around the railroad tracks such as Alamo Iron Works and Steves Lumberyard. Many worked as porters, waiters, mail clerks and repairmen on the rails. Some found work in construction even pouring Eastside sidewalks. The name of Avis Bland, a black contractor, can still be seen in front of the Fredrich Air Conditioning Factory. Another contractor, A. Hamel's, had a stone works store located across the street from the factory at 1122-24 East Commerce.

St. Paul's Square and Sunset Depot

Just east of I-37 is St. Paul's Square and the Southern Pacific "S unset" Depot. In the mid-1800;s, San Antonio was the only major city without rail service and mule trains utilizing as many as 330 mules per train of carts regularly traveled city streets. An 1877 *San Antonio Express-News* article mentions the presence of the Corps of Engineers, camped "on the hill near Mrs. Dignowity's place," as they surveyed for the rail line. And on February 19, 1877, the Galveston, Harrisburg, and San Antonio railroad established a depot at the foot of the hill below Fort Sam Houston, then known as Rattlesnake Hill.

The railway was later purchased by the Southern Pacific Company. Immigration of Germans and other eastern Europeans centered on this area. In addition, many African-Americans who worked on the railways settled in housing along the rails.

Then in 1903, the Southern Pacific Railroad built a new station on East Commerce and residential development shifted south and east. The Southern Pacific Depot was built of brick on a concrete foundation and with a red clay roof. It cost \$115,000 to build and was designed by John D. Isaacs, the Assistant Engineer of the Maintenance-of-Way for the Southern Pacific Company in San Francisco, California. The waiting room of the station was lit with some 500 incandescent electric lights distributed on arches, panels, and around each of the two stained glass rose windows. Additional lighting was by combination of gas and electric fixtures. During the first few years, the building became known as the "house of 1000 lights." In the north gable, a stained glass window shows the medallion of the Sunset Route with the year "1902" Roman Numerals. The depot is often called "Sunset Station" for the famous "Sunset Limited" train route across the south from California to Florida.

With the arrival of the new station, the surrounding area became a busy commercial district. Most of the buildings in the area were constructed between 1900 and 1920. The structures housed hotels, saloons, night clubs, retail stores and boarding houses. The area was named St. Paul's Square after the St. Paul's Methodist Church on Center Street. The train brought a wide range of visitors who used these services. The first train into the Southern Pacific station carried "distinguished Boer visitors from South Africa." A relay team from Mexico comprised of Tarahumara Indians arrived at the station March 22, 1927 to compete in a University of Texas track meet. The Indians, known for their endurance running, went to visit the meet site, returned to San Antonio and then ran the 82 miles to Austin to compete. President Calvin Coolidge and his wife arrived at the station on February 16, 1930 and Judy Garland came on January 30, 1937. The depot has also been the site of many movies including of The Alamo with John Wayne, Get Away with Steve McQueen as well as parts of Selena and The Newton Boys.

Several factors led to the deterioration of St. Paul Square during the 50's and 60's. These include the passenger transportation shift from trains to automobiles, populace moving with the city's growth northward, the opening of HemisFair Plaza which turned Commerce into a one-way street diverting traffic from the neighborhood, and the construction of I-37. In the final preparation for the 1968 HemisFair, city leaders decided the traffic pattern would be better served if Commerce Street were a one way street. However, "In the black Mecca of business, they found themselves closing down," said Lou Miller, Executive Director of the African-American Chamber of Commerce. "They were no longer able to bring people from downtown. There was no traffic flow." From 1981 to 1987, citizens and Eastside leaders fought the Texas Department of Transportation on plans for Commerce Street and I-37. The citizens wanted a two-way Commerce Street to facilitate traffic into the St. Paul Square area. In 1987, the partial

one-way compromise we have today was passed. One still cannot exit east on Commerce when traveling north on I-37.

Cameo Theater and Entertainment District

One of the focal points of the old St. Paul's Square area was the Cameo theater, the first white-owned theater to open its doors to African Americans in San Antonio. Since 1919, the walls of the Cameo have heard every sound from the notes of Count Basie, Ma Rainey and Bessie Smith, to the dialogue of Native Son, the sermon's of Rev. Claude Black, to wailing 1980s heavy metal and to the now current silence before a hoped-for revival.

Writer Sterling Houston, recalls "going to the Cameo at least twice a week" as a boy. Houston laughed as he recalled his baby-sitter. "From when I was six to ten years old. She would take me to the theater. She was the one who talked to me about race for the first time. She was also a madam at a rather notorious bordello on Cherry Street." Houston said the theater showed, "everything. You had your cartoon, your short subjects, previews and of course Saturday serials. It was 10 cents for a double feature." Houston also recalls the vaudeville acts that would come. He would see the performers costumes hanging on the clotheslines of neighborhood women who provided a room for the night.

Rev. Claude Black remembers when, as a young minister, he held services in the Cameo. In order to use the theater for Sunday services, Black had to clean up from Saturday 1940s kiddie cowboy movies. In a 1999 article about the potential restoration of the Cameo, Black told the *San Antonio Express-News*, "there was everything from popcorn boxes to ice cream left in there. It was a job to clean up but they never charged me rent." The art-deco tiles of the front and deep colors of the theater's façade were restored in the 1980s. The Zaccaria family's Cameo Theatre Corporation now owns the theater and an adjacent office building. Future proposals for the site have included everything from a dinner theater to a salsa club.

Old San Antonio City Cemeteries Historic District

One of the most significant "living" records of geographical and social change during 19th century San Antonio is the Old San Antonio City Cemeteries Historic District. Recently named to the National Register of Historic Places, the District encompasses over 100 acres on the city's near Eastside. Noted cemetery historian Maria Watson Pfeiffer led this effort to attain national designation and provided comprehensive research on the area. Before City Council's move to designate a new city cemetery in the mid 1800s, San Antonio burials were conducted at the old public and Catholic burial grounds on the city's near west side (now Milam Park and Santa Rosa Hospital.) These eight acres in the center of the city were inadequate for the rapidly growing city center. However, there were no City funds to spend on improving or buying land. So on October 2, 1850, City Alderman Onesiums Evans proposed that the City look at land the city already owned near what was known as Powder House Hill. This land was a part of San Antonio's original town tract granted to the municipality in the 18th century by the King of Spain and was named for the ruins of buildings apparently used as weapon and gunpowder storage by the Spanish.

The decision to use the Powder House land was in line the East Coast Rural Cemetery movement began by Jacob Bigelow in the1830's. This effort proposed moving cemeteries from increasingly congested urban centers. Other benefits of the Powder House land included its rocky soil unsuitable for farming, good drainage and ventilation, fine views of countryside for visitors and a sense that the higher land was symbolically closer to heaven. Two years elapsed between the original request to consider the Powder House Hill and the actual survey of the area. Finally, in 1852, officials decided that one-half of the area would be sold at public auction, one-quarter reserved for free burials and onequarter held for sale at a future time. Also during this time the Council had the old Catholic cemetery leveled and cleaned up. It is not known why the city had control over the Catholic Cemetery. There is also no documentation of the time and place of disposal for the old city and Catholic cemetery burials. The public auction of land meant that mayors and doctors or clerks and drivers, all contributors to San Antonio's development were buried in the same cemetery.

Additional land was sold to private ethnic, religious and fraternal groups and the complex eventually included 31 individual cemeteries, 24 primarily Anglo-American and seven primarily African-American. During the 19th century, most Latinos were interred at San Fernando Cemetery on San Antonio's West Side. This ethnic division mirrored that of the living; Anglos and Blacks east and Latinos west of downtown. The last public City Cemetery (#7) was created in November 1904 and was designated as a pauper's cemetery.

Fraternal Organizations

On November 28, 1853, Alamo Masonic Lodge purchased 16 acres of land from the city for its burial ground immediately west of City Cemetery #1. The Alamo Masonic Lodge, sold the Independent Order of Odd Fellow, San Antonio Lodge #11 six acres of its cemetery land on the same day it was purchased from the city. Other Masonic orders were established in 19th century San Antonio but Anchor Masonic Lodge #424 was the only other lodge to purchase and develop a cemetery in the area. Four lodges and four "sister" lodges of the Order of the Sons of Hermann were active in San Antonio. Harmonia Lodge #1 purchased property east of City Cemetery #5 and south of the Polish Catholic (St. Michael's) cemetery. Membership in this order increased and the Hermann Sons eventually purchased 4.2 acres at the southern end of the cemetery complex. This property was sold to the Hermann Sons Cemetery Association. The Hermann Sons remains an active fraternal organization in San Antonio and maintains its headquarters

building at 515 South St. Mary's Street. Other early lodges include the Knights of Pythias who received a gift from the city of a tract between the St. Joseph Society and Anchor Masonic cemeteries. The African American Pythian lodge was apparently excluded from this gift and petitioned for its own burial ground in 1894.

Indeed, the sale of cemetery plots to private organizations was especially important to African-Americans in San Antonio who depended on such groups for insurance and death benefits. Often denied membership in the United States, African-American groups got their charters from Canadian and British Organizations. Most African-American fraternal organizations that petitioned for cemeteries received lots subdivided out of City Cemetery #3. These include the Grand United Order of Odd Fellows, the United Brothers of Friendship, St. Elmo's Lodge who all received plots in 1894-5. The Beacon light lodge petitioned the city for burial land in 1890 and did not receive it until 1902 when it purchased five lots out of City Cemetery #3. This group held their meetings in the historic Beacon Light Hall at 220 Chestnut near the Southern Pacific Depot. Previous to the establishment of African-American private cemeteries, there was a "Colored Peoples" burial ground set aside in 1876 west of the military cemetery. However in 1884 the military cemetery was later expanded to encompass that land. It is not known how many "colored" burials took place between 1876 and 1884 and there is no record of how and where graves were disposed.

National Cemetery

The expanded military cemetery corresponded with the expansion of Congress's intent to include all honorably discharged veterans in addition to those who died in battle in military cemeteries. Soldiers who were originally interred in forts across West Texas and at other Army posts were re-interred at the San Antonio National Cemetery as the remote installations were abandoned. This included more than 300 Buffalo Soldiers. By 1907, the government realized it had to find a new larger area. The Fort Sam Houston National Cemetery, originally called the Post Cemetery, was established adjacent to Fort Sam Houston in 1922.

Religious Cemeteries

The Cemetery District also includes a number of private religious and family cemeteries. When Elenora Lorch, a Philadelphia woman visiting her daughter and son-in-law, Regina and Siegmund Feinberg, found that there was no Jewish cemetery in San Antonio she contributed \$100 in 1855 to purchase four acres for a cemetery. The following year the San Antonio Hebrew Benevolent Society was founded and the Feinbergs transferred a portion of the cemetery to the Hebrew Benevolent Society in 1873 to create the first private religious cemetery. While most Catholics in the 19th century were buried in San Fernando Cemetery on the west side, German Catholic members of St. Mary's church were buried in the upper half of City Cemetery #1. Other churches to have private cemeteries include St. Michael's Church (1887) which was part a thriving Polish neighborhood. Now largely Hispanic, the church remains active and continues to care for

this lone remaining evidence of San Antonio's large Polish community. St. Joseph's Roman Catholic Benevolent Association was formed to care for several German Catholic congregations and received plots in 1889. During this time, San Antonio's first African-American Catholic congregation was formed and St. Peter Claver Church was given land in City Cemetery #3. The cemetery is now cared for by the members of Holy Redeemer Catholic Church. Lutherans were the only Protestant denomination to bury members in its own cemetery in San Antonio. St. John's Lutheran Church received land in 1866 and received a plot east of the German Catholic cemetery. As the church expanded, it took additional plots south of Commerce St. Emmanuel Lutheran Church also petitioned for plots in 1892. The two churches merged in 1922 and the cemeteries consolidated in 1926.

Family Cemeteries

The majority of early San Antonio families of note were buried in group cemeteries. Two exceptions are the Dignowity and Dullnig plots. Anthony Michael Dignowity, a Czech physician who came to San Antonio in 1846 purchased a large amount of property during land sales of the 1850s. He built a home on a hill several blocks north of the cemeteries in 1854. The site is now a City park that bears the family name as does the local historic district where many of the cemeteries are housed. In 1855, Dignowity sold land to Seigmund Feinberg to establish the Hebrew Benevolent Society's burial ground, today Temple Beth-El cemetery. About 1872, Dignowity's wife Amanda established the family's cemetery on a two acre tract west of the Society's land. Family members were buried at the southeast corner of the cemetery while the remainder of the land was sold to non-family members. After her husband's death in 1876, Amanda Dignowity advertised land in the San Antonio Express-News as "laid off as a private cemetery with reasonable lots." In 1947, the area was declared abandoned and ownership was assumed by the City of San Antonio. Members of the Dullnig Family are buried at the northern edge of City Cemetery #5. There is no official title to this land. The Dullnigs, like other families, purchased lots from the city, built a private walled enclosure and buried family members there. George Dullnig was born in Austria in 1846 and came to the United States as a child. With little education, he established a small shoe store that grew into the city's largest early department store. The family home still stands at 124 Nolan.

Design and Landscape

Former San Antonio Mayor, Sidney Lanier, wrote the following words about the Cemetery District: "...the visitor may stroll off to the eastward, climb the hill, wander about among the graves of heroes in the large cemetery on the crest of the ridge, and please himself with the noble reaches of the country east and west and with the perfect view of the city."

Indeed, a walk through the Old San Antonio City Cemeteries District still provides some of the city's finest vistas. Although San Antonio's cemeteries do not have many of the Romantic design elements common in cemeteries of the same era, many 19th and 20th

century fences, columns, grave markers and mausoleums remain. Noted monument maker, Otto Zirkel had his marble and granite company on the near Eastside adjacent to the Southern Pacific tracks. Other stone cutters, florist and gardeners lived and work near the growing cemetery complex. Both the range of population and artifice make the Historic District a striking monument to the history of what was then Texas's largest city.

The Martin Luther King Jr. March and Freedom Bridge

It is best not to refer to San Antonio's annual Martin Luther King Celebration Jr. as a "parade." Assistant City Manager Travis Bishop will quickly correct the error. "The first thing everyone needs to understand is that it's a march." What may seem to be a technicality is fundamental to the spirit that guides San Antonio's nearly month-long series of events to honor the slain civil rights leader. King's birthday on April 15 was first made a federal holiday in 1986. That year, former San Antonio mayor, Henry Cisneros, attended an Atlanta observation of the holiday. Cisneros returned to San Antonio questioning why the city had no event of its own. So in the fall of 1986, he gathered a diverse group of some 100 community leaders to plan a celebration that would include all aspects of human freedom for which King fought. Some fifteen years later, San Antonio's Martin Luther King Jr. Celebration includes a city-wide series of events culminating with a march that attracts nearly 40,000 people. According to Aronneta Pierce, chair of that first Martin Luther King Jr. Commission, the success of San Antonio's MLK march is no accident, "From the beginning we said, 'let the process of our coming together as planners exemplify the spirit of King.' From the beginning, we were not just planning an event, we were building a community." Indeed, the community created by the MLK Commission continues to pay homage to the past while building future coalitions. The march is always led by a garbage truck in memory of the garbage collector's strike King was supporting in Memphis when he was assassinated. According to Bishop, the march continues to highlight current social justice issues such as voting rights and welfare reform. The Commission also takes the celebration of King's life seriously. For nearly a month leading up to the march, city schools, universities, churches and art centers stage commemorative events including a yearly ecumenical church service. And, on the 3rd Monday in January, as a swelling crowd that includes everyone from NAACP groups to Girl Scouts marches nearly three and a half miles over the New Braunfels Street Martin Luther King Jr. Freedom Bridge to MLK Plaza in the heart of San Antonio's Eastside, the inclusive community of King's vision marches on.

Dignowity Hill

The peeling grandeur of Dignowity Hill sits regally atop a sloping hill east of Hackberry Street. Found on the National Historic Registry of Neighborhoods, it is named for Anthony Michael Dignowity, a Czech-American writer, public official and medical doctor who was born in Kuttenberg, Bohemia in 1810. Dignowity immigrated to the US in 1831. He came to San Antonio from Nachez, Mississippi with a group of volunteers for the Mexican War. According to a story in Physicians of the Republic of Texas, he was taking his first meal in San Antonio when he was summoned to take care of some

men hurt in a street fight. He decided to remain in San Antonio and put his skills to use. A noted abolitionist, Dignowity was forced to leave the South in 1861 because he was against secession. His wife remained in San Antonio while he worked in Washington DC during the Civil War. He returned to Texas in 1869 and died in 1875. His widow, Amanda J. Dignowity, also studied medicine although women were not allowed to practice at the time. She ended her studies to accompany her husband to Texas. Despite her husband's difficulty and loss of property during the war, Mrs. Dignowity, a native of Virginia, is quoted in Indian Wars and Pioneers of Texas as saying, "I am every inch a Texan...I have no higher wish than to here pass in the quiet of my home, surrounded by my children and grandchildren, the remainder of the years allotted to me on earth."

Dr. Dignowity built this home, often called Harmony House, on a hillside with a fine view of downtown San Antonio. The land remains as present day Dignowity Park. He sold plots of the surrounding land with its fine breezes to his various well-heeled friends. Noted San Antonio families such as the Friedrichs, Elmendorfs, Lockwoods and Otts built homes in this area. According to the San Antonio Historic Society, the area was first settled as estates with one house per block in the 1850's. The homes were typically two story, constructed of limestone and brick, and reflected the best designs of their time.

Emil Elmendorf House

One example of the distinctive design of the Digno wity Hill area is the Emil Elmendorf house on Burleson Street. Designed by prominent architect Alfred Giles, it is one of the few remaining Victorian raised-cottages and is gracefully integrated into the sloping hill of the site. It has a raised main floor and is constructed of random-coursed ashlar limestone with porches across the front and the rear. While there is decorative woodwork concentrated in the front of the house, it is secondary to the spacious and comfortable structural style Giles desired. Giles designs are also seen in the historic King William Neighborhood and in many Southern Texas courthouses. According to A Guide to San Antonio Architecture, Giles was the seventh son of a wealthy Englishman who came to San Antonio in 1873 to find a warmer climate for his rheumatic heart. He worked for master builder John H. Kampmann who taught him the characteristics of local building. According to an1883 *San Antonio Express-News* article, Alfred Giles took bids for the two story, rock, Elmedorf house that were between \$7,400 and \$10,000. The house was built in 1884.

Elmendorf himself was born in New Braunfels, Texas in 1850 and was a respected local businessman who ran a series of hardware stores begun by his father known as Elmendorf and Company. The successful company built a new three-story building on Military Plaza in 1890, carried stock valued at \$100,000 and traded throughout Texas and Mexico. Emil and his brother Henry operated the business after the death of their father, Charles, for whom nearby Elmendorf, Texas is named.

Hays Street Bridge

Looking down Hays Street from Dignowity Hill one can glimpse the trusses of the iron Hays Street Bridge. In 1982, the city put up steel gates at both ends to prevent cars from falling through the rotted wood deck. The bridge originally carried narrow gauge trains across the wild swamps of the Atchafalaya River in Louisiana. The parts of the Whipplestyle bridge were moved to San Antonio between 1908 and 1910. The bridge is actually two different iron truss bridges linked together, a "whipple" and a "phoenix" style. Only five other Whipple-style bridges exist in Texas. The phoenix style is more common. There is ornate 19th Century scroll work in the upper corners of the trusses. The City of San Antonio named the bridge a historically significant landmark in 1982. Some hope to open it again to pedestrian and bike traffic providing an additional link between Eastside neighborhoods and downtown San Antonio.

Denver Heights

When the railroad station moved from Government Hill down to East Commerce Street, both residential and industrial development shifted. African-Americans began to move farther east. In addition to incoming African-American households, the blocks that surround the rail station were home to German, Jewish, Irish, Polish, Indian, Mexican and Chinese families. The area, known as South Heights, extended out east past New Braunfels Street and North to Nolan Street. In 1916, it was renamed Denver Heights. After the Depression, many Anglos began to move out and establish San Antonio's first northern suburbs. Many sold their homes to African-American families. While many of the houses were already deteriorating, the proximity to the railway and streetcar lines leading to jobs made them attractive purchases.

Much of Denver Heights was destroyed in the building of the Alamodome. Carlos Richardson, president of the Denver Heights Neighborhood Organization and Director of New Community Builders, is working to salvage what historic homes are left. One is the old Bellinger Clinic on Hackberry Street, which was owned and run by the daughter of Charles Bellinger, Dr. Ruth Bellinger. Another important structure in the neighborhood, the old Leonard Pharmacy, sits on the corner of Iowa and Pine Streets. Owned by W.H Leonard and his wife Belle, the Pharmacy was connected to a movie theater and the old Keyhole Club, a gathering place for political rallies, parties and dancing. Whether for a soda in the pharmacy or something stronger at the Keyhole, nearly every older Eastsider has a story about the shell of the elaborately tiled building at Iowa and Pine. Diagonally across the street from Leonard's is Han Lee Grocery. In the mid 1900s Wong Shee and Shung Lew bought the store from previous owners and moved into the attached house. The owners of Han Lee are descended from the Chinese families that General Pershing brought to San Antonio from Mexico during his 1916 Punitive Expedition. Most worked at Fort Sam Houston for a number of years before receiving legal immigrant status and moving into the community. The shells of numerous Chinese grocery stores dot the eastside as landmarks to this unique immigration story.

Denver Heights is also home to the Frederick Douglass School. In 1914, the San Antonio Independent School District built this school to serve as the new location for the former Rincon School (located on what is now Convent Street in downtown San Antonio.) This school was established in 1869 to serve African-American students of all ages. It was first called the Rincon Street School, then Riverside School in 1884 and finally renamed for the African-American abolitionist and statesman in 1902. The first principal of Douglass High School at this new campus was S.J. Sutton who began serving the old school in 1891. He remained at Douglass until 1933. In 1924 Douglass incorporated a junior high school into its facility as part of the creation of junior high schools in the city becoming the first junior high in Texas for African-Americans. In 1933, Phyllis Wheatley high School was built for African-Americans and Douglass became solely a junior high. Then in 1969 as a part of school desegregation, Douglass became a nonsegregated elementary school which it remains today.

In 1920, Dr. Charles Austin Whittier brought his young bride Pearl Augus ta to their new home in San Antonio. The building still stands on the southeast corner of Crockett and Hackberry Streets. Dr. Whittier went on to establish the Whittier Clinic in a building attached to the house. His widow, now 102, recalls that the clinic had two overnight rooms where Whittier performed minor surgery and kept patients overnight. According to Shirley Boteler Mock's, *San Antonio, Texas, 1900-1940: A Period of Mutual Aid*, there was a ratio of 4,970 black Texans for every black physician in 1932. To address this deficiency, Whittier began training black interns in his clinic. Always politically active, Whittier later became the first black doctor to integrate downtown Santa Rosa Hospital. As State Director of the NAACP Legal Defense Fund, Whittier helped bring a suit that brought an end to the exclusion of Negroes from voting in the Texas Democratic Primaries. His widow remembers that the contentious Whittier consistently resisted the limits of segregation. She said, "I would want to go to the plays that came downtown. I mean I really wanted to go but he would say, 'I'm not spending my money to go in someone's back door.' And he wouldn't. And I never did get to go," she mused.

Charles Bellinger 1875-1937

The past promise and prosperity experienced by the Eastside owes much to Charles Bellinger. Born in Lockhart, Texas on April 15, 1875, Bellinger was a youngster when he was first hired by a white gambler to run his game. Savvy young "Charlie" not only made the man rich, he earned enough to move his own young family to San Antonio in 1905. Indeed, one story says Bellinger was on his way to Reno, Nevada when he stopped for a poker game in San Antonio and won \$10,000. He immediately declared San Antonio was "his Reno" and called the city home. This gambler's luck continued during his prosperous life as a true political boss whose power spanned beyond the edges of the Eastside.

Eventually Bellinger won enough to open several saloons, a real estate firm, a finance company, the first black theater, cafes and other businesses that provided countless jobs

for African-Americans. However, Bellinger made his real money in the "numbers." Under the turned-away eye of local police, Bellinger's lotto consisted of the numbers 1 through 80. A correct pick of nine or ten won the jackpot. Five to seven correct won a player smaller amounts of money. Everyone from black maids and porters to rich white ladies played the "numbers." The money Bellinger made on this lottery and his other enterprises transferred to immense political power. By organizing black voters into a powerful and desirable voting block for political candidates, Bellinger brokered favors and services for the Eastside. His support for then-mayor, John Tobin, is said to have resulted in paving, lights, plumbing, a meeting hall and a branch library for the Eastside. Indeed, the power Bellinger enjoyed was a rarity for an African-American. San Antonio was one of the few cities in Texas that allowed African-Americans to vote in Democratic Primaries. He controlled city elections for nearly fifteen years due to his control of the votes of nearly 1/4 of the voters.

One oft-told story holds that a young nervous would-be politician showed up at Bellinger's office seeking his approval. After waiting nervously outside Bellinger's door to be admitted, the young man was finally seen. Bellinger gave the politician his support and the young man went on to a long successful career in politics. His name was Lyndon B. Johnson. One politician who publicly decried Bellinger's influence was the legendary Maury Maverick. Maverick at one time tried to repeal the fought-for presence of African-Americans in the election primaries simply because he resented that Bellinger's power prevented Maverick from gaining a permanent political foothold in the city.

Sterling Houston recalled how his father became one of Bellinger's proteges and eventually opened his own clubs and businesses. "When you think about it," said Houston, "There were not many options." Such employment paved the way for the children of Bellinger and his associates to educate their children, many of whom went on to great success in more legitimate fields. It was a risky business. A 1936, "failure to pay income taxes," that was revealed by a disgruntled politician got Bellinger an 18-month sentence in Leavenworth prison and a \$30,000 fine. However, rumor has it that connections to FDR secured his parole shortly thereafter.

Inman's Barber Shop

Some have said that the civil rights movement in San Antonio was born in Mr. Inman's barber chair. Indeed, faded blue and red barber stripes on the front of the building's shell at 827 Hackberry still recall an era when the plans and politics swirled around the heads of Eastside leaders and local boys alike. According to *San Antonio Express-News* columnist Cary Clack, who grew up on the Eastside, "Going to Inman's meant many things: going to get a haircut, going to get religion, going to talk politics, going to organize or going for fellowship." And while the legendary shop stands empty, the legacy of John Inman thrives.

Born in 1896 to a farmer and his wife in a settlement of some 12 to 15 African-American families southeast of San Antonio, Inman cut hair while getting his degree at Guadalupe Seminary College in Seguin. He went on to use that degree to teach from behind the chair rather than inside the pulpit. During WWII Inman was kicked off of Kelly Air Force Base where he was living and had his first barbershop. Later, Inman opened his shop on Hackberry during the 1920's and it was soon the spot where you could find information on issues affecting the African-American community. As A.C. Sutton once said, "Anything that looked like a movement, he would be a part of." At the Hackberry St. Shop nearly all his income came from within the African-American community and he was free from sanctions from the white community for his activism.

The role of the black barber is not that different from that of the African "griot" or storyteller who held onto the stories of a village. He spread the news of the community and initiated young boys into the talk of politics, sports and women. Indeed, within the walls of Inman's, black men and boys found a safe space to talk, to plan and to protest.

In 1928, Inman was elected president of the local NAACP. Over the years, he organized Eastside residents to sign up for the poll tax and to petition City Hall for more fire hydrants on the Eastside. When pecan workers organized for better wages and working conditions during the Depression, Inman encouraged them to use his shop as a meeting place. He also actively pushed African-Americans to patronize businesses that did not racially discriminate. In interviews before his death at 100, John Inman recalled the rocky years of 60's when he participated in restaurant sit-ins in San Antonio. He once said, "The harder they fought me the harder I fought back. I was never afraid of risking my life for the cause of justice and freedom."

Carver Cultural Center

Another story of risk and commitment on the Eastside is that of Ms. Norva Hill. During the 1960s, the building now known as the Carver Community Cultural Center had fallen into disuse. As the story goes, bulldozers arrived and Hill and other employees of a social service agency called United Citizens Project Planning and Operating Committee stood in protest before the machines. The women demanded that the city save the building that housed the literary and cultural soul of the Eastside. The bulldozers stopped.

The story of the Carver is nearly a century old. From 1905 to 1929 a Colored Library Association organized by Eastside civic leaders provided library services for the African American community with help from the Carnegie Library board. The library was originally housed in a wood frame structure. In 1919, the association received the support of the War Services Board to finance construction of a larger assembly building. In the early 1920's the City of San Antonio retired the outstanding notes on the property and became the owner. Then in 1929 the old buildings were demolished and a new structure was funded by a \$75,000 appropriation of a city bond issue. Some claim that

city officials simply did not want African Americans to use the new downtown Municipal Auditorium. Benevolent in intention or not, the new building was renamed the Carver Library Auditorium.

Nearly every elderly Eastsider has a story about the Library Auditorium. Henrietta Stevenson remembers her kindergarten graduation and watching with awe as an older cousin went off to a dance. Joyce Sowells met her husband on the stage at one of the Center's many fashion shows. "It is a real love story, the Carver and me."

In addition to community events of all kinds, the Carver was a stop on the "chitlin circuit," a semi-official name for the tour of clubs, churches and community centers that African-American entertainers would play during segregation. According to Bernice Williams, who included the Carver in a project on lost jazz shrines, performers such as Etta James, Redd Foxx, Gatemouth Brown, Duke Ellington, Charlie "Bird" Parker, Count Basie and many others regularly played the Carver. Many of these performers played whites-only shows at the Majestic Theater or other venues and then came and jammed after-hours in black clubs.

After desegregation, changes in housing patterns and poor maintenance of the building led to its closure and resulted in the demolition order which Hill's protest halted. Eventually the efforts she spearheaded convinced the city to renovate the building. The remodeled structure opened in 1976. The Carver Development Board, a city-appointed independent 501(c) 3 governing body hired Jo Long as Director. She served the center until 1999. With Long's arrival, the focus of the center became multi-cultural visual and performing arts with an emphasis on African-American culture. Long's skill in developing diverse programming garnered national praises for the center.

In September of 1997, the Carver Development board announced plans for the Carver Complex. The \$12 million plan is anchored by a \$5 million dollar commitment from San Antonio Spurs center David Robinson and his wife Valerie through the David M. Robinson Foundation. Plans for the complex include the Carver Academy, a privately financed and governed school for 220 children from kindergarten through eighth grade; the Little Carver Civic Center housed in the historic Porter Memorial Church, new facilities for the Carver School of Visual and Performing Arts, a renovated Carver Center and rehabilitated housing in the area. Indeed, the "spur" of Robinson's gift has sparked interest in the housing stock and other abandoned properties including a plan to renovate the 472,000 square foot Friedrich Air Conditioning factory building.

Carver Public Information Officer Ross Horner said "I think the truest legacy of the Carver is seen when an elderly man stops at the historic plaque on the outside of the building and tells his grandson, "I checked out my first book here." With the Carver's big plans for multifaceted development, that child may one day tell his own grandson, "This is where I decided to be a dancer or a painter or a writer. This is where I learned about my community and the world."

Colored YWCA/Delta House/Myra Davis Hemmings Resource Center (MDHRC)

South of Dignowity Park at 328 N. Pine Street is a renovated gray Victorian house with a wide wraparound porch. Inside the glass-paned front door, the row of portraits that hang on a wall of the Myra Davis Hemmings Resource Center (MHDRC) seem to watch over what goes on inside the house. Indeed, the faces in the photos, past Presidents of San Antonio's Delta Alumni Chapter of Delta Sigma Theta, Inc., could tell stories about all that has passed by these sturdy walls. The most important story would explain how this building has housed a century of service and commitment to African-Americans in San Antonio.

One of the faces on the wall is Joyce Sowells. In addition to being a past Delta President, Sowells was the teen program director of the YWCA from 1946-49. The MHDRC is located in what was the YWCA's building. In response to San Antonio's African-American community's desire for a YWCA, a branch was opened on the Eastside in 1918. For over 60 years, the center served as an important meeting place for African-Americans from all parts of the city. "We planned all kinds of activities," said Sowells. "We would have 'Friday Hops' and charm classes. Young people would come by all the time just to see what we were having."

But like many Eastside institutions, the "Y" discontinued programming by 1970. And like many houses in the area, the building deteriorated and was vandalized. The house remained vacant until 1980 when the Deltas asked the city for permission to purchase the building, which sat on four city-owned lots. The sorority got a loan to purchase the house. They acquired the property on July 27, 1981 and eventually secured \$300,000 in community Development Grants for the restoration project. Today, the building includes a living room, dining room kitchen, office, four meeting rooms, two complete baths, a library, elevator, handicapped access, central heat and air and a large auditorium on the second floor. The building was formally dedicated on September 7, 1986 and the women burned the mortgage September 19, 1993.

The MDHRC is named after longtime San Antonio resident Myra Davis Hemmings. Hemmings taught English and drama at Douglass and Phyllis Wheatley Schools. Together with her husband John W. Hemmings, she founded the San Antonio Negro Little Theater Company in 1931. According to a December 18, 1931 article in *The Register* (San Antonio), the Company performed "Bought and Paid For" in the Carver Library Auditorium that year. The entire proceeds of the play were given to charity.

Ella Austin Community Center

Farther north on Pine Street is yet another organization with a century long commitment to the Eastside. On any given day, over 150 children will receive comfort and care, hundreds of meals will be served to senior citizens, and established San Antonio artists will meet with young "Artists in the Making." If visitors are lucky, they might catch folk artist Rev. Seymour Perkins leading the morning Senior Nutrition Program's Gospel Choir. In the corner of the room where the Senior Nutrition Program gathers and sings is a lone picture of a woman. She has upswept hair, fine features and dark determined eyes. Her name is Ella Austin and this work happens in her name.

Housed in the former Ralph Waldo Emerson Junior High School, the Ella Austin Community Center operates in tribute to a woman whose name is more known than her history. What is known is that, in 1897, the married but childless Sunday school teacher became appalled by a lack of social services on the Eastside and started taking homeless children into her own home. Austin's original orphanage at 1920 Burnet St. now houses the Ella Austin Health Center. This clinic provides medical and dental care for more than 7,000 children and adults yearly on a sliding scale, pay-as-you-can basis.

In the early 1900s, Austin, with the help of the Women's Progressive Club, purchased that property on Burnet Street and built a two-story building that served as an orphanage for decades. A 1915 notebook of Progressive Club's minutes found in the papers of Mrs. Annie Carter lists the names of the committees working for the orphanage. Carter was on the Transport Committee that used the horse and buggy from her Carter Undertaking Company. 102-year-old Augusta Whittier remembers that she was on the Food Committee. Whittier, who joined the club in 1920 does not remember meeting Austin. "I think she was gone before my time," she said. The Progressive Women's Club still leases the Burnet Street building to the Health Center for \$1/year. Over the years the building was rebuilt after a fire; it also served as a day care facility for senior citizens. In 1968 the board decided to close the orphanage in favor of the multi-service center. In 1980, the health service center, which maintained its Burnet Street location, was officially separated from the community center.

The San Antonio Light once reported that Austin lived from 1856-1902 and that her husband was a barber. A barber named Edward Austin is registered as a 'colored' man in the 1900 city census which says he was married to an A.S. Austin born in 1856 in Ohio. The couple had one child who was not living at the time of the census. Their address was listed as 926 W. Houston. Whether the census taker misunderstood or misspelled Ella or if the details of her personal life remain a mystery, her commitment to social service on the Eastside endures.

Artemisia Bowden and St. Philip's College

A 1902 early letter to Artemisia Bowden from James Steptoe Johnson, bishop of the West Texas Dioscese of the Episcopal Church reads:

I include \$32 to defray expenses in San Antonio. I have old fashioned thoughts about you traveling on Sunday, and do not think it should be done unless necessary... In order for your identification you will please have a bow of red ribbon about 1/2 inch on your left shoulder.

The woman who stepped off of a train with a ribbon on her shoulder stepped into a legendary place in the story of education of African-Americans San Antonio. Bowden served for 52 years as dean of the college. But the St. Philips story begins before her time.

In 1885 a small group of educated blacks approached Johnson with request to form St. Philips College. St. Philip's Church was part of the Protestant Episcopal Church. Johnson then began what was called St. Philip's Normal and Industrial School. This first school offered weekend sewing classes for six black girls held by a Miss Cowan in an old adobe house at what is now 502 La Villita, the original location where the Canary Islanders settled.

In 1902, Johnson hired Bowden as administrator and teacher. Under her supervision the school grew from an industrial school for girls into a high school and later a junior college. During this period the institution was known as Bowden's School. In 1917 Bowden moved the school from La Villita to the Eastside of San Antonio. In 1925 the school built the Johnson Memorial Building. Joske of the Joske Department store donated \$6,000 to the \$41,844 of the building.

St. Philip's remained a private Episcopal school until the Depression when the church and Diocese of West Texas could not handle financial responsibility. Bowden took on the responsibility of keeping the school financially soluble. Her first act was campaigning to have the San Antonio Independent School District take over the institution because it supported all white schools. Finally, in 1942 after numerous refusals, the board reluctantly agreed to incorporate St. Philip's. It became a municipal junior college affiliated with San Antonio College under the auspices of the San Antonio Independent School District. The name St. Philip's Junior College was retained.

Elderly African-Americans, like Georgia, in the neighborhoods still remember the early days when "Miss Bowden came knocking on doors to get mamas to take their kids to school." Georgia went to school at St. Philips. She and her brother Sylvester both graduated from St. Philip's College. Sylvester remembers years later when you wouldn't see Bowden for months "because she would be out

raising money on the East Coast." By all accounts, Bowden was a ceaseless advocate and a tireless fundraiser.

The transition to a public junior college increased the diversity of St. Philip's population. A district board of trustees eventually replaced the SAISD and was called the San Antonio Union Junior College District (now Alamo Community College District). Under this administration in, 1955, St. Philip's college began admitting white students and black students were admitted to San Antonio College. The current student body is 47% Latino, 30% Anglo, 21% Black, 3% Other.

Artemisia Bowden began a tradition of commitment to educating a diverse population and providing focused career-based training. Her motto...."Learn to do something, and do that something well," still holds as true today as the 1902 afternoon she stepped off of that train.

St. Peter Claver/ Healy Murphy Learning Center

This will be my work someday; it is the great need of this time. The Holy Spirit has helped me to make this decision. –Mother Margaret Mary Healy Murphy

No one who overheard these words, uttered to a friend by an Irish woman one Sunday morning in1887, knew that they would continue to impact education in San Antonio in the 21st Century. But the details of Mother Margaret Mary Healy Murphy's early life of compassion and service might well have predicted her future. No doubt the legacy of St. Peter Claver School and the ongoing work of Healy Murphy Learning Center prove her commitment to filling great needs of the time.

When Margaret Mary Healy Murphy moved into a house at 215 Blum in San Antonio (near today's Rivercenter Mall) she was both a widow and an orphan. She was born Margaret Mary Healy to Richard and Jane Healy in Cahirciveen, County Kerry, Ireland on May 4, 1833. Her mother died when she was only five. She immigrated to the United States with her father, a physician, in 1845. They settled in West Virginia where education was considered the responsibility of the family. Together with other German and Irish immigrants, the Healy family began a Sunday School for adults and children. They also taught reading and writing to many of the African-American plantation workers in the area. Exposure to the plight of these workers sensitized the young Healy Murphy to the importance of education. Eventually her family moved to New Orleans. Shortly thereafter she lost her father. The family then moved to Matamoros, Mexico to settle in an enclave of Irish immigrants. Tragedy continued when both of Margaret's brothers and an uncle left Mexico for the California Gold Rush and never returned. Margaret remained with her aunts and soon met an Irish entrepreneur named John Bernard Murphy. They were married in the Matamoros Cathedral on May 4, 1849, her sixteenth birthday.

The Murphys built a ranch in San Patricio County and the lessons Healy Murphy learned from her physician father helped her care for the ill throughout the rugged region. One morning, she encountered an abandoned Mexican girl named Delphine. She was never able to locate the girl's family and soon the girl became her close companion. Many years later, Delphine was the woman who heard Healy Murphy's comment after church about helping educate African-Americans in San Antonio.

The Murphys relocated to Corpus Christi and Bernard Murphy became a successful lawyer and eventual mayor of the town. Healy Murphy again found herself in constant service tending to victims of a yellow fever epidemic in the town and a devastating 1875 hurricane. Again, she endured personal loss when her husband became ill and died in 1884.

That tragic turn sent Margaret first to Temple, Texas to make an unsuccessful attempt at starting a school for black children. She eventually came to San Antonio. It was 1887 and the 13th Amendment had theoretically made slaves citizens. However, Jim Crow laws and immeasurable social discrimination had left the black illiteracy rate at more than 80%.

Furthermore, the legal requirement of educating the races separately obstructed the construction of sufficient public schools for the African-American population. Using money from her husband's estate, Healy Murphy bought property at the corner of Live Oak and Nolan for \$2,800. She opened St. Peter Claver School at this site on September 17, 1888 and dedicated an adjoining church on September 18, 1888. It was the first private school in Texas dedicated to serving African-American children. The school was named for the newly canonized Jesuit Saint who had devoted his life to helping slaves. By January, St. Peter Claver School had 60 children but Healy Murphy's hardships continued, this time they were financial. There was much discrimination against the school and little funding. According to Sr. Mary Boniface O'Neill, former principal of St. Peter Claver, "a banker said to Mother Mary, 'Yes, if you change your mission (to educate black children) you can have all the money you want." Eventually, Healy Murphy began a religious order, the Sisters of the Holy Ghost to stabilize staffing at the school. Beginning in 1896, she made numerous recruitment trips to Ireland to bring young nuns back to serve with the Order.

Sister Boniface was one of those nuns. She taught at the school for 36 years before becoming director in 1970. Academics at St. Peter Claver were excellent. The school persisted through both World Wars and the Great Depression. By the 1940s Catholic schools in San Antonio had began to integrate. Public schools followed in the late 1950s and by the 60s there was less need for the institution. Led by Sister Boniface, the school refocused its vision and changed its name to the Healy Murphy Learning Center (HMLC). Now an alternative high school and Day Care Center, HMLC serves dropouts, pregnant girls and other students who do not succeed in conventional school

environments. No longer a religious school, HMLC is chartered by the state of Texas and includes vocational and traditional academic training. While different in nature, the mission of HMLC echoes the original hopes of Mother Margaret Mary Healy Murphy: to find a great need and fill it.

Holy Redeemer Catholic Church

Bishop John Anthony Forest was the 3rd Catholic Bishop of San Antonio and was witness to remarkable growth in the diocese in the early 1900s. His most lasting achievement was overseeing the increase in charitable institutions. He established the Home for the Colored Poor in San Antonio in 1901. This home became the core of Holy Redeemer Parish. In February of 1901 Rev. A. J. Dumolin, pastor of St. Peter Claver's Church for Catholic African-Americans, sought to obtain four lots held by the diocese at what was then called East-End between Vargas and Gevers Streets. Dumolin petitioned Forest for the property, received it and began construction later that year. The first buildings were completed in April and mass was celebrated that Thanksgiving. East-End African-American Catholics continued to be served by leaders of St. Peter Claver until 1910 when Father Welbers set up Holy Redeemer Parish as a separate and independent unit. A Josephite Priest, Welbers, was pastor of Holy Redeemer for 37 years. During his tenure the church, school and rectory were built. The church continued to grow. Holy Redeemer Credit Union was founded in 1950. A new convent was started in 1960. The Parish school closed in 1968 when the Josephite sisters withdrew from the parish.

Conclusion

Indeed, the streets of San Antonio's Eastside are lined with legends. Some are living, some are only stories and some are coming back to life. When Rev. Claude Black speaks at Mt. Zion Baptist Church, one can imagine the early thatched lean-tos in the Baptist settlement swelling with praise and promise. It is a promise of community still seen in the craftsmanship of the early German and Eastern European settlers who built the wooden houses that line the shady streets. It is the promise of struggle felt in the tens of thousands of feet that march in memory of Martin Luther King every January. It is the promise of rebirth with each new nail that strengthens the renovated Ellis Alley Settlements and with each child that learns to dance, sing and imagine at the Carver Community Center. It is a promise of progress yet to come, a promise of a vibrant past not to be forgotten.

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Neighborhoods Acting Together

Councilman Mario Salas and the Fair Share Agreement Committee

Alamo City Chamber of Commerce

African-American Chamber of Commerce

Community of Churches for Social Action

Express-news Archives at http://mysanantonio.com

The Handbook of Texas online. www.tsha.utexas.edu/handbook/online/

The University of Texas, San Antonio. Microfilm collection of the Register

The San Antonio Public Library, Main Library, Texana collection. Microfilm collection of the San Antonio Light

The San Antonio Public Library, Main Library, Texana collection. St. Philip's College Archives

The Private Collection of Vera Williams Young

Special thanks to the input of community historians and their generous work to ensure that this history is not lost.

Mark Barnes, archivist at St. Philip's College Rev. Claude Black, pastor, Mt. Zion Baptist Church and former city councilperson Travis Bishop, Assistant City Manager Edwin Glossen, editor of The Register *Nettie Hinton. eastside activist* Ross Horne, lifelong eastside resident Sterling Houston, playwright Larry Maggott, owner of Maggott's grocery Sylvester Mitchell, eastside resident Aaronetta Pierce, Martin Luther King Commission Carlos Richardson, President, Denver Heights Neighborhood Association Henrietta Stevenson, eastside resident A.C. Sutton, Director, Sutton's Paradise Funeral Home Augusta Whittier, Widow of CA Whittier and lifelong eastside resident Bernice Williams, artist and community activist Mariah Pfieffer, community historian Vera Williams Young, Director, Carter, Taylor, Williams Mortuary

About the writer:

Jenny Browne has a bachelor's degree in African American studies from University of Wisconsin, Madison. She has worked and studied in Africa, Central America, Eastern Europe, and Asia as a travel correspondent. In San Antonio, she works as a journalist and as a poet in residence for the Texas Commission on the Arts, Arts San Antonio, and Gemini Ink. She was nominated for a 2000 Pushcart Prize and her poems will be featured with the other Texas poets in the Poetry Society of America's Poetry in Motion Project in Austin, Texas. Her first collection, Glass was published in 2000 by Pecan Grove Press.

About Gemini Ink:

When the Office of Cultural Affairs began to work on developing the Neighborhood Discovery Tours, it contracted with Gemini Ink to handle the researching, writing and editing of the manuscripts.

Gemini Ink is San Antonio's non-profit, literary arts center. It is located in new offices at 513 S. Presa, San Antonio, Texas 78205.

Their phone is 210-734-WORD (9673) or Toll-free 877-734-WORD (9673). Fax is 210-737-0688 and email is info@geminiink.org

The mission of Gemini Ink is:

? to celebrate art in literature

? to expose as wide a segment of the area's population as possible to the best current and classical literature in an entertaining, educational and enlightening fashion

? to design a program of the humanities, involving professional performers from several artistic disciplines for each performance, including writers, actors, singers, musicians, and academic scholars

? to celebrate individual bodies of literature which identify with various cultural or ethnic groups, thereby encouraging cross-cultural acceptance? to offer university-and master-level classes in various types of writing, literature, theory, philosophy, psychology, and the related arts

<u>AACOG</u> – Alamo Area Council of Governments. An independent board that acts as a liaison between the Federal Government and localities that has programs that address: aging, criminal justice, natural resources, economic development, transportation, workforce development and housing.

Abut or Abutting - Having property lines in common.

<u>Access Management</u> - a plan showing the design of access, or the vehicular approach, for lots on a road segment, often developed jointly by the state, county, and local governments.

<u>Accessory Apartment</u> – A Dwelling Unit located within the Principal Dwelling, and that is accessory, supplementary, and secondary to the Principal Dwelling Unit. An Accessory Apartment may be constructed as an attached addition to the principal use or occupied as an accessory to the principal use. An Accessory Apartment is located within the same building as the Principal Dwelling Unit.

<u>Accessory building</u> – A building subordinate to the use of the primary building located on the same lot, such as a detached garage, out-building, or storage building.

<u>Accessory Dwelling Unit</u> – A <u>dwelling unit</u> that is accessory, supplementary, and secondary to the principal dwelling unit that may be constructed as an addition to the principal structure or as an accessory to the principal structure.

<u>Acequia</u> – Spanish term for irrigation ditch.

<u>ADA</u> – American with Disabilities Act.

<u>Adaptive reuse</u> – The development of a new use for an older building or for a building originally designed for a specific purpose.

<u>Affordable Housing</u> – A unit of housing, which does not exceed in cost 30% of the gross household income, including utilities and maintenance, for families as defined by the U.S. Department of Housing and Urban Development (HUD).

<u>AIA</u> – American Institute of Architects.

<u>Alley</u> – A road primarily used to access the rear of residences and businesses, not designed for general traffic.

<u>Amortization</u> – As related to zoning, a method of eliminating <u>nonconforming uses</u> by requiring the termination of the nonconforming use after a specified time period.

<u>Annexation</u> – the procedure by which additional territory, usually previously unincorporated, is added to an existing municipality and becomes a part of it.

<u>Annual Improvement Project Report (AIRP)</u> - An annual report prepared by the Planning Department in coordination with the Housing and Neighborhood Action Team (HNAT) that details the capital and operating needs identified in neighborhood and community plans.

<u>Arterial Street</u> – A route used primarily for the movement of traffic, which may be both local and non-local in nature. Several classifications include:

<u>Primary Arterial</u> – A major thoroughfare, with limited at-grade access, which expands and links to the expressway system and is designed primarily for the movement to through traffic between activity centers of medium intensity.

<u>Secondary Arterial</u> – A major thoroughfare, with limited at-grade access, which supports the primary arterial system by providing essential system linkages to expressways, primary arterials, and activity centers of medium intensity.

Also see expressway, collector street, local access street, and alley

<u>At-Grade Crossing</u> – The general area where two or more roadways, railways, and/or pathways join or cross. For example, an at-grade railroad crossing has a street going across the railroad tracks.

<u>Base Flood</u> – The flood having a one percent chance of being equaled or exceeded in any given year. (i.e. 100-Year Frequency Flood)

<u>Best management practices (BMP)</u> - An effective integration of stormwater management systems, with appropriate combinations of landscape conservation, enhancement, structural controls, <u>impervious cover</u>, schedules of activities, prohibitions of practices, maintenance procedures and other management practices which provide an optimum way to convey, store and release runoff, so as to reduce peak discharge, remove pollutants, and enhance the environment.

<u>Bicycle Lane</u> – A portion of the roadway that has been designated for preferential or exclusive use by bicycles, usually by striping, signing and/or pavement markings.

<u>Bicycle Path</u> – A designated paved travelway intended for bicycle use, to the exclusion of routine motor vehicle use.

<u>Bicycle Trail</u> – A bicycle facility designed to accommodate bicycle travel on unpaved roads and trails.

<u>Board of Adjustment (BOA)</u> – A quasi-judicial appellate body responsible for holding hearings and making decisions on special exemptions to the zoning requirements of the <u>Unified</u> <u>Development Code</u> and the <u>Sign Ordinance</u>. In specific cases authorizes <u>variances</u> to the UDC where hardship is not solely financial and will not be contrary to the public interest. Appeals to the board's decisions can be made to district court. The Board has eleven members and 4 alternates appointed by City Council for two-year terms. Meets the 1st and 3rd Mondays of each month at 1:30 PM in Development Business Service Center.

 $\underline{Bollard}$ – A post or similar obstruction that prevents the passage of vehicles. The spacing of bollards usually allows the passage of bicycles and pedestrians. Bollards may incorporate lighting.

<u>Buffer</u> – A strip of land that physically and/or visually separates two <u>land uses</u>, especially if the uses are incompatible, or to shield or block noise, lights or other nuisances. This can include fences and berms as well as shrubbery and trees.

<u>Buffer Yard</u>—A unit of yard together with enough planting to eliminate or minimize potential negative impacts such as dirt, litter, noise, glare of lights, signs and unsightly buildings between different land use intensity classes.

<u>Building coverage</u> – The percentage of the lot area covered by the building area.

<u>Bungalow</u> – Historic term popular in the early 20th century describing most any small, affordable, comfortable American suburban house.

<u>Bungalow Style</u> - Developed from a blend of Oriental, Arts and Crafts, and Prairie School influences, characteristics of this architectural style include low pitched roofs and wide eaves; exposed rafter ends and knee-brace eave brackets, asymmetrical facades with front porches supported by massive, battered piers, sometimes of rustic materials.

<u>Bus Shelter</u> – A roofed structure with at least three walls located on or adjacent to the right-ofway of a street, and which is designed and used primarily for the protection and convenience of bus passengers.

<u>Bus stop bulb</u> – A portion of the sidewalk that extends out to the lane of traffic at a bus stop providing wider sidewalk space and more room for waiting bus passengers and street furniture. This provides a minimum loss of on-street parking by allowing buses to pick up and drop off passengers while stopped in the traffic lane next to the bulb. Buses do not have to re-enter the flow of traffic, thus saving valuable transit time.

<u>Bus only lanes</u> – Curb lane segments on high-volume arterials that are dedicated exclusively to buses and other high-occupancy vehicles in order to help the speed and reliability of buses.

<u>Bus pullout/turnout</u> – A section of pavement at a bus stop that allows buses to leave the flow of traffic while stopped to load and unload passengers.

<u>Bus zone landing pad</u> – A paved area between the sidewalk and the curb for bus riders to board and disembark without having to step in the grass or mud in the planting strip. Especially useful for riders in wheelchairs or with strollers.

<u>CAPCBC</u> – College Access Project for Corporations and the Business Community.

<u>Capital Improvements Program</u> – The list of recommended capital improvements to be constructed during the forthcoming five-year period.

<u>CDC</u> – Community Development Corporation. A corporation established 1) by investors or membership, which develops housing, fosters economic growth and revitalization, creates small businesses, and supports other community development initiatives; 2) within a defined neighborhood or area; and 3) whose profits, dividends, tax credits and other distributions from equity investments or interest income are devoted to activities that primarily promote the public welfare.

<u>Census tract</u> – Small areas into which large cities and adjacent areas have been divided for statistical purposes. Each census tract is based upon an average population of four thousand people.

<u>Certificate of occupancy ("C of O")</u> - A certificate indicating that the premises comply with all the provisions of this Chapter and the building code. Note: the certificate of occupancy is issued after approval of a building permit and construction has occurred pursuant to the building permit.

<u>Charrette</u> – Is a brainstorming exercise that results in a quick visual presentation of the generated ideas.

<u>Chicane</u> – A set of three landscaped curb bulbs that extend out into the street in order to narrow the road and force motorists to decrease vehicle speed. Also known as deviations, serpentines, reversing curves and twists.

<u>Choker</u> – A set of two curb bulbs that extend out into the street that narrows the road and causes motorists to slow their speed. Can be located at the intersection or in mid-block. Also known as pinch points, constrictions, mid-block narrowings and mid-block yield points. Similar to <u>curb bulbs</u>.

<u>CIP</u>—Capital Improvements Program. The list of recommended capital improvements to be constructed in the forthcoming five-year period.

<u>Clear Vision Area</u> - The triangular area adjacent to the intersection of any street within which no obstruction may be placed which would block the sight lines for vehicular traffic.

<u>Cluster development</u> – A design technique that concentrates buildings in specific areas on the site to allow the remaining land to be used for recreation, common open space, and/or preservation of environmentally sensitive features.

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<u>Collector street</u> – A street that carries traffic from minor streets to the major system of arterial streets and highways.

<u>Community Development Block Grant (CDBG)</u> – Federal entitlement funds that provide housing programs, street and drainage reconstruction, parks, neighborhood facilities, and other public services to directly benefit low and moderate income communities. The funds are administered by the City's Housing and Community Development Department in compliance with the U.S. Department of Housing and Urban Development regulatory and policy requirements.

<u>Community Facilities</u> – Services or conveniences provided for or available to a community. Examples include parks, libraries, fire/police stations, etc.

<u>Community Policing</u> – The practice of crime prevention by assigning a police officer permanently to a specific sector for surveillance by foot or bicycle patrol. Community policing differs from the common practice of responding to emergencies by patrol car on a city-wide basis.

<u>Community Revitalization Action Group (CRAG)</u> – A 24 member blue-ribbon committee appointed by the City Council to identify impediments to revitalization, analyze methods for revitalization inside Loop 410, and focus on private investment and private/public partnerships.

Conservation District - See Neighborhood Conservation District.

<u>Conservation Easement</u> – A nonpossesory interest of a holder in real property that imposes limitations or affirmative obligations designed to 1) retain or protect natural, scenic, or open space values of real property or assure its availability for agricultural, forest, recreational, or open space use; 2) protect natural resources; 3) maintain or enhance air or water quality; or 4) Preserve the historical, architectural, archeological, or cultural aspects or real property.

<u>Consolidated Plan</u> – A five year comprehensive plan and strategy developed to assess housing, infrastructure, and social service needs that is submitted with an application for federal funds under the Housing and Urban Development's formula grant programs.

 \underline{COP} – Cellular On Patrol. A program that prepares neighborhood residents to be the "eyes and ears" of the police and promote cooperation between residents and the city agencies that exist to serve them.

<u>Corridor District</u> – an <u>overlay zoning district</u> that addresses special siting and compatibility issues along arterials and expressways in the <u>Major Thoroughfare Plan</u>. Corridor Districts address site development standards such as signage, landscaping, building materials, tree preservation, and setbacks. Unlike <u>Neighborhood Conservation Districts</u>, a Corridor District does not include <u>design standards</u>.

<u>COSA</u> – City of San Antonio.

<u>CPS</u> – City Public Service. San Antonio's municipal utility service provider.

<u>Crosswalk</u> – The marked or unmarked portion of the roadway designated for pedestrians to cross the street.

<u>Curb bulb</u> – An extension of the curb line into the roadway. This improves pedestrian crossings by providing better visibility between motorists and pedestrians, shortening the crossing distance, and reducing the time that pedestrians are in the street. They also prevent vehicles from parking in a <u>crosswalk</u> and may encourage motorists to drive more slowly. Intersections may have full or half-corner curb bulbs. Also known as flares.

<u>Curb cut</u> – An opening in the curb where vehicles may enter or leave the roadway. Where there is no curb, the point at which the driveway meets the roadway pavement is considered the curb cut.

<u>Curb radius</u> – Refers to the degree of curvature of the curb at a corner. Other conditions being equal, a large curb radius allows right-turning vehicles to turn more quickly than a small curb radius. A reduced curb radius shortens the pedestrian crossing distance, improves visibility between pedestrians and motorists, reduces the speed at which motorists can turn, and may add parking spaces to the street.

<u>Curb ramp</u> – The area of the sidewalk, usually at the intersection, that allows easy access/transition for wheelchairs, strollers, and other wheeled equipment, between the sidewalk and the street.

<u>Demolition</u> – The complete or partial removal of a structure from a site.

<u>Density</u>—An objective measure of the number of people or residential units allowed per unit of land, such as employees or residents per acre.

<u>Design Enhancements</u> – Means unique artworks in a variety of media that are an integral part of eligible capital improvement projects, and produced by professional visual artists or craft persons, or an artist or craft person in collaboration with an architect, landscape architect or engineer. Works may be permanent or temporary, functional or non-functional.

<u>Design Standards</u>– Design standards are intended to provide a framework of design criteria within which physical planning can take place. The standards provide suggestions for the design of new homes/businesses and repair/rehabilitation of existing homes/businesses in order to maintain the overall character of the neighborhood. Generally, character-defining elements such as front porches, roof slopes, etc. are emphasized in residential standards while setbacks, canopies and signage may be emphasized in commercial standards.

<u>Development</u> – Any man-made change in improved and unimproved real estate, including but not limited to buildings or other structures, mining, dredging, filling, grading, paving, excavation, drilling operations or storage of equipment or materials.

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<u>Downzoning</u> – The reduction of the intensity of a zoning district through a formal zone change process.

<u>Drainage swale</u> – A shallow, grassy drainage channel that accommodates surface water runoff, treating the runoff as it passes through the channel by catching sediments. Used on streets without curbs and gutters. Can be planted with wildflowers or perennials.

<u>Duplex</u> – A building used exclusively for residential purposes containing two <u>dwelling units</u>.

<u>Dwelling</u> – A building or portion of a building designed exclusively for residential occupancy, but not including motels and hotels.

<u>Dwelling Unit</u> – A building or portion or a building designed exclusively for residential occupancy by one family and provided with sanitation and cooking facilities.

 $\underline{\text{Easement}}$ – A grant of one or more of the property rights by the property owner to and/or for the use by the public, a corporation, or another person or entity.

Economic Base – The foundation on which a neighborhood relies for economic sustainability.

<u>Economic Development</u> – Describes the process by which the functioning of economic markets is improved. Economic development may include equipping residents with the skills and resources to enable them to take advantage of the new market opportunities.

<u>Effective sidewalk width</u> – The width of the sidewalk area available for walking or wheelchair travel, unobstructed by street furniture, telephone poles or other impediments.

Egress – A means of exit.

<u>Eminent domain</u> – The authority of a government to take, or authorize the taking of, private property for public use. The Fifth Amendment to the U.S. Constitution requires just compensation for any taking and prohibits the taking of private property for private use unless declared blighted.

<u>Empowerment Zone</u> – Program run by the Department of Housing and Urban Development designed to generate new investment and employment in declining sub-areas of cities through targeted fiscal incentives and regulatory relief. The program provides tax incentives, grants and loans and regulatory relief to produce employment and expand enterprise. It also focuses on activities to support people looking for work such as job training, child care and transportation.

 \underline{EPA} – Environmental Protection Agency. Established pursuant to federal law, EPA's mission is to protect human health and to safeguard the natural environment — air, water, and land — upon which life depends.

Expressway – A limited access, normally grade-separated, thoroughfare designed for the movement of large volumes of vehicular traffic operating at high speeds for long distances, connecting principal or regional activity centers.

<u>Extraterritorial Jurisdiction (ETJ)</u> – The unincorprated area generally within five miles of the San Antonio City Limits. Within the ETJ, the City may regulate the subdivision of land and the formation of special districts, such as Municipal Utility Districts.

<u>Façade</u> – the exterior wall of a building exposed to public view.

<u>Family</u> – (as defined by the Census Bureau) A group of two people or more (one of whom is the householder) related by birth, marriage, or adoption and residing together; all such people (including related subfamily members) are considered as members of one family. Beginning with the 1980 Current Population Survey, unrelated subfamilies (referred to in the past as secondary families) are no longer included in the count of families, nor are the members of unrelated subfamilies included in the count of family members. The number of families is equal to the number of family households, however, the count of family members differs from the count of family household members because family household members include any non-relatives living in the household.

<u>Family Households</u> – (as defined by the Census Bureau) A household maintained by a householder who is in a family, and includes any unrelated people (unrelated subfamily members and/or secondary individuals) who may be residing there. The number of family households is equal to the number of families. The count of family household members differs from the count of family members, however, in that the family household members include all people living in the household, whereas family members include only the householder and his/her relatives.

<u>FHWA</u> – Federal Highway Administration.

<u>Flood Hazard Boundary Map</u> – An official map of a community, issued by the Federal Emergency Management Agency, where the areas within the boundaries of special flood hazards have been designated as Zone A.

<u>Floodplain</u> – Any land area susceptible to being inundated by water from any source.

<u>Four Square</u> – A type of 1- or 2-story American house popular from 1910 - 1940, characterized by a pyramidal roof, central front dormer and symmetrical façade. The name reflects a square plan with four rooms per floor, sometimes divided by a central hall.

<u>Frontage</u> – That distance where a property line is common with a street right of way line.

<u>Full street closure</u> – A physical barrier that closes the street to motor vehicles. Usually landscaped, a full closure can be build to allow passage of pedestrians, bicycles and wheel chairs.

<u>Garage Apartment</u> – A single unit apartment located above a garage and sited behind the primary residence.

<u>Gateway</u> – A physical threshold that mark one's arrival or departure from a place.

<u>Goal</u>—An ideal future end, condition or state related to the public health, safety or general welfare toward which planning and planning implementation measures are directed.

<u>Grade-separated crossing</u> – An interchange between roadways, railways, or pathways, that provides for the movement of traffic on different levels.

<u>Granny Flat</u> – A free-standing, single unit apartment located behind the primary residence.

<u>Hazard Elimination Safety Program (HESP)</u> – Each fiscal year 10% of the Surface Transportation Program funds apportioned to a state must be used for hazard elimination activities or rail-highway crossing activities. Funding for HESP activities may be used on any public road. The program is competitive and is administered by the Texas Department of Transportation.

Heritage Tree – A tree, or any species, having a trunk size of thirty (30 inches) DBH or larger.

<u>Historic Preservation</u> - The protection, rehabilitation and restoration of districts, sites, buildings, structures, and artifacts significant in history, architecture, archeology, or culture. This includes managing, stabilizing, and at times sensitive reuse of historic buildings.

<u>Historic Tax Credits</u> – Ad Valorem tax (property tax) exemption is available to City of San Antonio home and commercial property owners who substantially restore or renovate their historic properties. If a commercial property is listed on the National Register of Historic Properties or a contributing structure in a National Register Historic District, commercial property owners may be eligible for a federal income tax credit for completing a restoration or renovation of the historic property.

<u>HOME</u> – Home Investment Partnerships Program. HOME provides formula grants from the U.S. Department of Housing and Urban Development to states and localities that communities use-often in partnership with local nonprofit groups-to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

<u>Homestead Exemption</u> – A general residential exemption by the Bexar Appraisal District if the subject property is the applicant's residence homestead, and a residence homestead exemption is not being claimed on any other property. To qualify for the exemption, an applicant must own and reside in his or her home on January 1 of the tax year. Applicants may also receive the Over-65 Homestead Exemption, the Over-55 Surviving Spouse of a Person who Received the Over-65 Exemption, or the Disability Exemption upon qualifying for the homestead exemption, if eligible.

 $\underline{\text{Household}}$ – (as defined by the Census Bureau) Consists of all the people who occupy a housing unit.

<u>Housing Unit</u> – (as defined by the Census Bureau) A house, an apartment, a mobile home or trailer, a group of rooms, or a single room that is occupied as a separate living quarters, or if vacant, is intended for occupancy as a separate living quarters.

<u>HOV</u> – High occupancy vehicle; typically referring to a transit vehicle, carpool, or vanpool.

<u>Impervious Cover</u>—Roads, parking areas, pools, patios, sheds, driveways, private sidewalks, and other impermeable construction covering the natural land surface; this includes but is not limited to all streets and pavement within a community.

<u>Indicator</u>—A way to measure the impact of local actions to determine the progress of a community plan.

<u>Infill Development</u> – New buildings constructed on vacant lots or open sites in an area that is predominantly developed.

<u>Infill Housing</u> – New housing constructed on vacant lots in an area that is predominantly developed. The new housing can include: single-family, duplexes, townhouses, apartments, senior housing, etc.

<u>Infrastructure</u>—Facilities and services needed to sustain any type of development—residential, commercial or industrial activities. Includes water and sewer lines, streets, electrical power, fire and police stations.

<u>Jobs-Housing Balance</u> – A tool that measures the degree of equilibrium between the number and types of jobs with the amount of cost of housing in a given region. The jobs-housing ratio divides the number jobs in an area by the number of employed residents. A ratio of 1.0 indicates a balance. A ratio greater than 1.0 indicates a net in-commute (more jobs than housing); a ratio less than 1.0 indicates a net out-commute (more housing than jobs).

 $\underline{\text{Kiosk}}$ – A small freestanding structure either open or partially closed, where merchandise is displayed, advertised, or sold, or where notices are displayed.

<u>Landscaping Ordinance</u> – Implemented in 1994 and revised in 2001 and 2003, the primary purpose of the City's Landscaping Ordinance is to increase the attractiveness of commercial developments and reduce their negative environmental impact while adding value to the property. See also <u>Tree Preservation Ordinance</u>.

<u>Land Trust</u> – local, regional or statewide nonprofit conservation organizations directly involved in helping protect natural, scenic, recreational, agricultural, historic, or cultural property.

<u>Land Use</u> – The manner in which land is used. For example, low-density residential land uses primarily include single-family houses.

<u>Land Use Plan</u>—A plan that graphically depicts future land uses. A land use plan serves as a guide in the preparation of zoning ordinances and zoning district maps.

<u>Linear Parks</u>– Provides a physical link between two or more areas. Linear park trails can accommodate bicycling, hiking, jogging, and walking. The width of a linear park system is important because the amount of land included in the corridor is intended to reflect a park-like environment.

Livable Wage – An income sufficient to meet a family's basic needs.

<u>Live/Work Units</u> – Living units which also are zoned to allow small businesses to operate from a portion of the structure, generally identified by small retail or service oriented businesses or artist studies.

<u>Local Access Street</u> – A roadway, primarily a residential street, designed to provide direct access to individual homes, shops, abutting land, and similar minor traffic destinations with no provision for through traffic.

<u>Major Thoroughfare</u> - Street routes that are identified in the <u>Major Thoroughfare Plan</u>, and as may from time to time be amended. Major thoroughfares are devoted to moving large volumes of traffic over long distances.

<u>Major Thoroughfare Plan</u>– That part of the City's Master Plan designating the location, dimensions, and dedication requirements of expressways, primary arterials and secondary arterials.

<u>Marketing Studies</u> – A detailed study of the potential consumers in a certain area. This type of study helps businesses determine whether or not it would be beneficial to them to locate to, develop in, or service an area.

<u>Mass Transit</u> – The transportation of passengers by surface, overhead, or underground means of transportation, or combination of those means, including motor bus, trolley, coach, rail, and suspended overhead rail transportation.

<u>Master Plan</u> – The City's Master Plan Policies, adopted May 1997. The Master Plan Policies are intended to provide guidance in the evaluation of future decisions on land use, infrastructure improvements, transportation, and other issues, and ordinances that are proposed and considered after the adoption of the Master Plan Policies. It should be consistent with the relevant goals and policies contained in the Plan. The primary objectives of master plans are to coordinate public and private investment; minimize conflict between land uses; influence and manage the development of the community; increase both the benefits and cost effectiveness of public investment; predict infrastructure and service needs in advance of demand; and ensure that community facilities are located to best serve the community.

<u>Mean</u> – The arithmetic average.

<u>Median</u> - 1) A solid yellow or cross hatched pavement marking or a physical barrier such as a long raised island at least 18" in width, which divides any street into two or more roadways.

Medians decrease accidents and give pedestrians a safe place to stop as they cross the street. By providing areas for planting street trees and ground cover, medians can make the street more attractive and pleasant. **OR** 2) The middle point in a mathematical distribution.

<u>Mediterranean</u> – An architectural style influenced by designs in the various European countries bordering the Mediterranean Sea, usually resulting in buildings with exterior walls of stucco and low pitched tile roofs.

<u>Metropolitan Transportation Plan (MTP)</u> – A 20- to 25-year master plan that identifies the existing and future land use trends and transportation needs, develops coordinated strategies to provide necessary transportation facilities, and assures the continuation of federal transportation funds for the San Antonio area. The MTP is administered by the Metropolitan Planning Organization(see <u>MPO</u>).

<u>Microenterprise</u> – A small business entity, usually employing less than five people.

<u>Mixed Use District</u> – A zoning district that provides residential, retail, service, or office uses in a concentrated environment subject to <u>design standards</u>.

<u>Mission Revival</u> – An architectural style beginning in the late 19th century influenced by Spanish missions of the U.S. Southwest, and characterized by curvilinear parapets, stucco walls with occasional ornamentation and bell towers.

<u>MPO</u>—San Antonio/Bexar County Metropolitan Planning Organization. An agency created by federal law to provide local input for urban transportation planning and allocating federal transportation funds to cities with populations of greater than 50,000.

<u>Municipal Management District</u> – A defined geographic area that established a separate taxing entity to provide funds for improvements within that area. Examples are TIFs (<u>Tax Increment Financing districts</u>) and PIDs (<u>Public Improvement Districts</u>).

NAD – The City of San Antonio Neighborhood Action Department.

<u>NAMP</u> – Neighborhood Accessibility and Mobility Program. A program administered by the City's Public Works Department that funds a variety of neighborhood transportation projects such as sidewalks and bicycle routes.

<u>NAs</u> – Neighborhood Associations.

<u>Neighborhood Commercial Revitalization (NCR)</u> – A program administered by the City's Neighborhood Action Department (<u>NAD</u>) that provides financial support to revitalize older commercial districts to create jobs, economic opportunity and a better quality of life in older neighborhoods.

<u>Neighborhood Conservation District (NCD)</u> – is an <u>overlay zoning district</u> that includes the application of neighborhood based design standards, individually tailored to address specific redevelopment issues.

<u>Neighborhood Planning Process</u> – A procedure by which neighborhood residents and property owners can develop neighborhood plans suitable for recognition as components of the City's Master Plan by the Planning Commission and City Council.

<u>Neighborhood Unit</u> – A neighborhood unit encompasses an area that includes residences, businesses, parks, schools, and other community facilities. Populations may range from 4,000 to 10,000 people depending on the geographic area and boundaries. A neighborhood unit usually contains at least 1,500 housing units.

Node – A center of activity or development, often located at a major intersection.

<u>Nonconforming Use</u> – Generally, the use of an existing property or structure that does not comply with the use regulations applicable to the zoning district in which the property is located.

<u>Nonpoint Pollution</u> – Pollution that can not be traced to a single location. For example, exhaust from cars is a source of nonpoint pollution whereas a pipe dumping pollutants into a stream would be a point source of pollution.

<u>Objective</u>– A specific end, condition, or state that is an intermediate step toward attaining a goal. An objective should be achievable and when possible measurable and time specific.

Off-street parking – Publicly or privately owned parking outside the street right-of-way.

<u>Open Space</u> – Land and/or water area with its surface open to the sky or predominantly undeveloped, which is set aside to serve the purposes of providing park and recreation opportunities, conserving valuable resources, and structuring urban development and form.

Ordinance – A municipally adopted law or regulation.

<u>Overlay Zoning District</u>– Is a <u>zoning district</u> that defines an additional set of requirements over and above the base zoning requirements. It is commonly used to show natural site limitations that may inhibit or prohibit the use of land as otherwise zoned. An example of an overlay zone is a Neighborhood Conservation District.

<u>Pedestrian friendly</u> – Describing an environment that is pleasant and inviting for people to experience on foot; specifically, offering sensory appeal, safety, street amenities such as plantings and furniture, good lighting, easy visual and physical access to buildings, and diverse activities.

<u>Pedestrian refuge island</u> – A defined area in the center of the street that protects the pedestrian from moving traffic and provides a safe place to wait as they cross the street. They allow the

pedestrian to cross one half of the roadway with a safe place to stop before crossing the second half of the roadway.

<u>Pedestrian scale lighting</u> – Overhead street lighting which is typically over the sidewalk instead of the roadway, and at a lower height than typical street light fixtures; providing illumination for pedestrians instead of motorists.

<u>Planned Unit Development (PUD)</u> - A zoning classification created to accommodate master planned developments that include mixed uses, varied housing types, and/or unconventional subdivision designs. In San Antonio, public access to these areas may be restricted.

<u>Planning</u> – The process of setting development goals and policy, gathering and evaluating information, and developing alternatives for future actions based on the evaluation of the information.

<u>Planning Commission</u>—A nine member, at large body established pursuant to the City Charter that acts as an advisory body to the City Council on the City's Master Plan and which approves plats and subdivision variances. Meets the 2nd and 4th Wednesday of each month at 2:00 PM at the Development Business Services Center.

<u>Planning Commission / City Council Recognition</u> – The Planning Commission reviews community plans to ensure the document is inclusive, consistent with city policies and an accurate reflection of the community's values. After Planning Commission recognition, the plan is forwarded to City Council for adoption as a component of the City's Master Plan. An approved plan is used by city departments, boards and commissions as a guide for decisionmaking.

<u>Planting strip</u> – The street right-of-way area lying between the constructed curb and the sidewalk.

<u>Plat</u> – A complete and exact map representing a tract of land, showing the boundaries and location of individual lots, easements, and streets which has been approved by the Planning Commission and recorded in the Office of the County Clerk.

<u>Preservation</u> – Retaining the historic appearance of a property through continued maintenance and use.

<u>Principal Dwelling</u> – A Dwelling Unit that constitutes the principal building or principal structure on a lot or parcel, in which the principal use is conducted.

Public Improvement District (PID) – See Municipal Management District.

<u>Public Works</u> – A City department charged with the design, engineering and implementation of street and drainage projects; management of municipal building and parking facilities; managing public rights of way; public art and design enhancements; and other functions as directed by the

City Manager and City Charter. In 2001 solid waste and environmental services were switched from Public Works to the Environmental Services Department.

<u>Rehabilitation</u> – A project that combines preservation, restoration, and adaptive use, generally to allow a property to retain its historic integrity while meeting modern requirements.

<u>Replat</u>—See subdivision.

<u>Restoration</u> – The return of a property (or an element such as the exterior or interior) to its appearance at a particular time during its history.

<u>Revitalization</u> – A coordinated program to capitalize on inner city assets such as commercial and residential buildings, an untapped workforce, and proximity to downtown to ensure the sustainability of the urban core.

<u>Residential Parking Zone</u> – A designated zone in which on-street parking for the general public is restricted. Residents of the area are exempted from the parking restrictions by permit.

<u>Rezone</u> – To change the zoning classification of particular lots or parcels of land.

<u>Right-of-way</u> – 1) A strip of land platted, dedicated, condemned,, established by prescription, or otherwise legally established for the use of pedestrians, vehicles or utilities; 2) the legal right of one vehicle, bicycle, pedestrian or device to proceed in a lawful manner in preference to another vehicle, bicycle pedestrian or device.

<u>RIO</u> - River Improvement Overlay District. A series of six <u>overlay zoning districts</u> created in 2002 to protect, preserve and enhance the San Antonio River and its improvements by establishing <u>design standards</u> and guidelines for properties located near the River.

<u>Riparian Land</u> - Land that is traversed or bounded by a natural watercourse or adjoining tidal lands.

<u>Roof Pitch</u>—The slope of a roof as determined by the vertical rise in inches for every horizontal twelve-inch length ("the run"). Pitch is expressed with the rise mentioned first and the run mentioned second. For example, a roof with a four-inch rise for every horizontal foot has a 4:12 pitch.

<u>Roundabout</u> – A raised traffic island, usually landscaped, located in the middle of an intersection of arterial streets. Similar to a traffic circle but located in a busier intersection at a larger scale. Traffic circulates counter-clockwise around the island. Cars in the roundabout have the right of way, while cars entering must yield. Traffic slows but does not stop because left turns are not possible.

SAC – San Antonio College. A branch of the Alamo Community College District.

<u>SADA</u> – San Antonio Development Agency. The mission of the San Antonio Development Agency is to define and resolve problems of slum and blighting influences regarding both residential and commercial developments within the Greater San Antonio area, conserve existing housing stock and provide affordable housing opportunities for area residents.

<u>SAFFE</u> – San Antonio Fear Free Environment is a <u>community policing</u> program that consists of officers who focus on identifying, evaluating and resolving community crime problems with the cooperation and participation of community residents. SAFFE officers are assigned to specific areas within the city, and work closely with both residents and the district patrol officers assigned to those areas.

<u>SARA</u> – San Antonio River Authority. An authority created by the State of Texas to preserve, protect and manage the resources and environment of the San Antonio River and its tributaries. The SARA district spans Bexar, Goliad, Karnes and Wilson counties.

<u>Sandwich boards</u> – Stand-up A-shaped signs often placed on the sidewalk or street right-of-way to advertise a business or an attraction.

<u>Sanitary Sewer</u> – A piped system which is owned, operated, and maintained by a local municipality or sanitary district, and that is designated to carry only sewage.

<u>SAWS</u>—San Antonio Water System. A public utility owned by the City of San Antonio. In addition to water and wastewater service, SAWS has a planning role in watershed protection including the enforcement of certain city ordinances related to <u>subdivision</u> development.

<u>School Zone</u> – An established reduced speed area around a school.

 $\underline{Screen} - A$ wall, a trellis or a dense planting of trees or shrubbery designed specifically to define a space, mask an undesirable view, or create a more private open space.

<u>Section 8 Housing Assistance (HUD-8)</u> – A rent subsidies program administered by local governments to eligible tenants – low (50 percent of median) income, elderly, disabled and handicapped tenants.

<u>Setback</u> – The required or actual placement of a building a specified distance away from a road, property line or other structure.

Shoulder – The paved or unpaved area between the roadway edge and the property line.

<u>Sign, billboard (off-premise)</u> – Any outdoor sign, description, device, figure, painting, drawing, message, placard, poster, structure or thing which directs the attention of the travelling public to a business, commercial product, commercial activity, or commercial service, conducted, sold or offered at a location other than the premises on which the sign is located.

<u>Sign Ordinance</u> – Rules and regulations that govern the posting of signs in a city. This includes billboards as well as signs affixed to a structure, window or other structural element.

<u>Single-family detached dwelling</u> – A dwelling that is designed for and occupied by only one family and surrounded by open space or yards and is not attached to any other dwelling.

<u>Smart Growth</u>—A term that describes the efforts of communities across the United States to manage and direct growth in ways that minimize damage to the environment and which build livable towns and cities.

<u>Special Districts</u> – As it pertains to <u>zoning</u>, a special district is a <u>zoning district</u> that addresses unique situations and replaces the standards and requirements of the base zoning district.

<u>Sprawl</u> - Uncontrolled growth, usually of a low density nature, in previous ly rural areas and some distance from existing development and infrastructure.

<u>Statewide Transportation Enhancement Program (STEP)</u> – A reimbursement program funded through the Surface Transportation Program, and administered by the Texas Department of Transportation for the Federal Highway Administration of the U.S. Department of Transportation, transportation enhancement projects must establish a relationship to the surface transportation system. Eligible projects may include pedestrian and bicycle facilities, safety and education activities for pedestrians and bicyclists, acquisition of scenic <u>easements</u> and scenic or historic sites, scenic or historic highway programs including tourist and welcome center facilities, landscaping and other scenic beautification, <u>historic preservation</u>, rehabilitation and operation of historic transportation facilities, preservation of abandoned railway corridors, including conversion and use for pedestrian and bicycle trails, archaeological planning and research, environmental mitigation, and transportation museums. A 20% local match is required.

<u>Strategic Planning</u> - A methodology that focuses on specific issues and action plans toward implementation.

<u>Streets</u> – See <u>expressway</u>, <u>arterial</u>, <u>collector street</u>, <u>local access street</u> and <u>alley</u>.

<u>Street closure – partial</u> – A curb bulb that physically blocks one direction of traffic at an intersection on an otherwise two-way street.

<u>Street furniture</u> – Accessories and amenities placed on sidewalks for the convenience and accommodation of pedestrians. These may include such things as benches or other seating, trash receptacles, drinking fountains planter, kiosks, clocks, newspaper dispensers, or telephones.

<u>Street tree</u> – A tree planted along a street or roadway behind the right-of-way line or between a sidewalk and the edge of the paved surface of the roadway.

<u>Street tree grates</u> – Grates, usually metal and often decorative, that cover street tree pits and allow air and water to reach the soil.

<u>Street tree pits</u> – Cutouts from a sidewalk or paved planting strip, to allow air and water to reach the trees planted in the cutout.

<u>Streetscape</u> – A design term referring to all the elements that constitute the physical makeup of a street and that, as a group, define its character, including building frontage, street paving, street furniture, landscaping, awnings, marquees, signs, and lighting.

<u>Subdivision</u>—A division of any tract of land into two (2) or more parts for the purpose of layout out lots, streets, alleys, or parks or other portions intended for public use, or the use of purchasers or owners of lots thereon or adjacent thereto. A subdivision includes a <u>replat</u>.

<u>Sustainable Development</u> - responsible development that enables a society to meet its needs without depriving future generations.

 $\underline{\text{T-intersection}}$ – The meeting of two streets, usually perpendicular, where one street does not continue through.

<u>Tax Increment Financing (TIF)</u> – A technique used by local governments, through Chapter 311 of the Texas Tax Code, to capture the future tax benefits of publicly financed improvements to pay the present cost of implementing the improvements. The developer will front related costs to finance public improvements. To repay the developer, the taxing jurisdiction agrees to set aside all tax revenues above the predefined base level (tax increment) generated in that area during the financing period. A TIF project should act as an economic stimulus to the surrounding areas. By leveraging private investment for certain types of development within a targeted area, TIF can be a tool used to assist in financing needed public improvements and enhancing infrastructure.

<u>TEA-21</u> – The Transportation Efficiency Act for the 21^{st} Century.

 $\underline{\text{Townhouse}}$ – A one-family dwelling in a row of at least three such units in which each unit has its own front and rear access to the outside and each unit is separated from another unit by one or more common fire resistant walls.

<u>TPWD</u> – Texas Parks & Wildlife Department.

<u>Traditional Neighborhood Development (TND)</u> – A type of development that combines a variety of housing types with commercial and civic uses in a compact, walkable neighborhood setting. TNDs feature a highly interconnected street network and setbacks appropriate to create a public realm built on a human scale.

<u>Transfer of Development Rights (TDR)</u> – A market based technique that encourages the voluntary transfer of growth from places where a community would like to see less development (the "sending area"), to places where a community would like to see more development occur (the "receiving area").

<u>Traffic calming</u> – Of or relating to transportation techniques, programs, or facilities intended to slow the movement of motor vehicles.

<u>Traffic circle</u> – Raised circular islands constructed in the center of an intersection of two local streets that cause motorists to decrease speed in order to maneuver around the circle. Can take the place of a 4-way stop sign. A traffic circle is similar to a roundabout but at a smaller scale.

<u>Transit oriented development (TOD)</u> – Similar to <u>traditional neighborhood development</u>, but typically incorporates higher densities and an orientation to transit and pedestrian travel. Retail services and other uses are clustered in a "town center" and a range of housing densities is offered, providing an alternative to typical suburban growth patterns. Usually a 1/4 mile radius around a transit stop and core commercial area that is designed to emphasize a pedestrian-oriented environment where it is convenient for residents and employees to travel by transit, bicycle or foot, as well as by car.

<u>Transit signal queue jump</u> – A traffic lane on a major arterial that allows transit vehicles in the outside lane to continue through to the far side of the intersection, permitting buses to "jump" ahead of the normal flow of traffic.

<u>Transportation Improvement Plan (TIP)</u> – A short-range, three-year programming document that allocates funding for all transportation projects and activities in the area. The TIP must include all roadway and transit projects that are to receive federal funds. The TIP is reviewed and approved by the Metropolitan Planning Organization.

<u>Tree Preservation Ordinance (TPO)</u> – Implemented in 1997 and revised in 2003, the primary purpose of the City's Tree Preservation Ordinance is to create commercial land uses that not only are attractive but add value to the property. Landscaping includes preservation of existing trees, understory plants, and natural areas in addition to installing new trees and plants. The TPO works in conjunction with the Landscaping Ordinance.

<u>Two-way left turn lane</u> - A lane in the center of the street that can be used by left-turning vehicles travelling in either direction.

<u>TxDOT</u> – Texas Department of Transportation. Formerly known as the Highway Department.

<u>TxABC</u> – Texas Alcohol and Beverage Commission.

<u>Uncontrolled intersection</u> – An intersection where the right-of-way is not controlled by a stop sign, yield sign, or traffic signal.

<u>Unified Development Code (UDC)</u>—Chapter 35 of the Municipal Code of Ordinances. The UDC establishes standards and procedures for new development in the City and its extraterritorial jurisdiction.

<u>Urban Design</u> – A process to creatively shape the City's physical form, image or identity that incorporates broad community and professional involvement to visually improve the character of the City at a scale and level ranging from streetscapes, to individual buildings, to neighborhoods and to the City as a whole.

 $\underline{\text{Use}}$ – The purpose for which land or structures thereon is designated, arranged, or intended to be occupied or used, or for which it is occupied, maintained, rented or leased.

<u>Utility Conversion District</u> – A zoning overlay district that identifies and designates specific urban corridors to require the various utility companies to implement projects as part of public works or civic improvement projects and to require property owners and utility customers to modify their property as necessary to receive utility services from underground, relocated or redesigned distribution systems.

<u>Variance</u> - A request for permission to vary or depart from a requirement of the Municipal Code where, due to special conditions, a literal enforcement of the requirement will result in an unnecessary hardship. Variance requests from the <u>zoning text</u> and the <u>sign ordinance</u> are heard by the <u>Board of Adjustments</u>. The Planning Commission hears variance requests from the <u>subdivision</u> ordinance.

<u>Vegetative Buffer Yard</u> – A unit of yard together with the required installation of landscaping and screening materials to minimize potential negative impacts such as dirt, litter, noise, glare of lights, signs and unsightly buildings between different land use intensity classes.

<u>Vested Rights</u> – The right of a property owner or developer to complete a project under the rules, regulations and ordinances in effect at the time the project was initiated through a permit as defined in the <u>Unified Development Code</u>. When vested rights exist for property within the boundaries of a project, certain ordinances passed after the date the project is initiated shall not apply to the project except as specifically provided by State Law or the Municipal Code.

VIA—VIA Metropolitan Transit. Public transit operator for San Antonio and Bexar County.

<u>Viewshed</u> – Any area of open sky or view behind: 1) the major entrance to a designated historic landmark, building, object, site or structure; 2) the primary access point or points to a designated historic district; 3) the primary access to a major tourist attraction or amusement park; or 4) the primary view or access point to the San Antonio Riverwalk, a city lake or amusement park that has been defined as a viewshed in the <u>Unified Development Code</u>. An <u>overlay zoning district</u> may be established for viewshed protection.

<u>Walking Distance</u> – Defined as the distance that may be covered by a five-minute walk at an easy pace from the outer limit of the neighborhood proper to the edge of the neighborhood center. This is the distance that most persons will walk rather than drive, providing the environment is pedestrian-friendly. This dimension is by convention one-quarter of a mile or 1,320 feet. In conventional suburban development, the extent of parking lots and the length of shopping malls is systematically disciplined by this gauge of walking distance.

<u>WIC</u> – Women Infants and Children. A U.S. Department of Agriculture program designed to safeguard the health of low-income women, infants and children up to age five who are at nutritional risk by providing nutritious foods to supplement diets, information on healthy eating, and referrals to health care.

<u>Zero Lot Line</u>—The location of a building on a lot in such a manner that one (1) or more of the sides of the building lies directly on or immediately adjacent to the lot line.

<u>Zoning</u>—Regulates building size, bulk, density and the way land is used through the establishment of <u>zoning districts</u>.

<u>Zoning Commission</u>—an eleven-member body appointed by City Council district which is advisory to the City Council on <u>zoning district</u> boundaries and the regulations to enforce <u>zoning</u>. Meets the 1st and 3rd Tuesday of each month at 1:00 PM at the Development Business Services Center.

<u>Zoning Districts</u>—Zoning districts are established to promote compatible patterns of land use. Distinct zoning districts exist for residential, office, commercial and industrial uses. Furthermore, specific use restrictions, site development regulations or performance standards may apply to zoning districts combined with special <u>overlay zoning districts</u>.

Zoning Map—The zoning map shows the locations of adopted zoning districts.

<u>Zoning Text</u>—The zoning text establishes <u>zoning districts</u> and sets forth regulations governing land use and development. The <u>Unified Development Code</u> contains the City's zoning text.

RESOLUTION NO. 03-09-01

RECOMMENDING THE ARENA DISTRICT/EASTSIDE COMMUNITY PLAN TO CITY COUNCIL TO BECOME A COMPONENT OF THE CITY'S COMPREHENSIVE MASTER PLAN AS IT CONFORMS TO THE APPROVAL CRITERIA SET FORTH IN THE UNIFIED DEVELOPMENT CODE, SECTION 35-420, PERTAINING TO "COMPREHENSIVE, NEIGHBORHOOD, COMMUNITY, AND PERIMETER PLANS."

WHEREAS, the 1997 Master Plan Neighborhood Goal 2 calls for strengthening neighborhood plans; and

WHEREAS, the San Antonio Planning Commission has approved the 1998 Community Building and Neighborhood Planning Program; and

WHEREAS, the Unified Development Code (adopted May 3, 2001), Section 35-420, sets forth provisions for the development and approval of Comprehensive, Neighborhood, Community and Perimeter Plans; and

WHEREAS, the Arena District/Eastside Community Plan area is bound by IH-35 and the Government Hill Neighborhood Plan boundary on the north; IH-Loop 410 on the east; IH-10 on the south, and IH-37/US 281 and the Downtown Neighborhood Plan boundary (Monumental) on the west; and

WHEREAS, the plan area is approximately 7.9 square miles and includes about 32,062 residents located in City Council District 2; and

WHEREAS, the Arena District/Eastside Community Plan is a project of the Eastside Community with the City of San Antonio, Bexar County, Community Economic Revitalization Agency, and the San Antonio Spurs, the four funding partners; and Economics Research Associates prepared the real estate, land use and community facilities plan elements; and

WHEREAS, the San Antonio-Bexar County Metropolitan Planning Organization jointly participated in the community planning process through the development Eastside Multi-Modal Alternatives Plan by Parsons Transportation Group, which was accepted by the Metropolitan Planning Organization on April 28, 2003; and the executive summary of the Eastside Multi-Modal Alternatives Plan is the transportation element of the plan; and

WHEREAS, the public involvement process included a series of community meetings hosted by the planning partners at St. Philips College on October 8, 2002, November 19, 2002 and February 11, 2003; and

WHEREAS, the San Antonio Planning Commission has reviewed the Arena District/Eastside Community Plan and found the plan to be consistent with City policies, plans and regulations and in conformance with the Unified Development Code, Section 35-420, therefore meeting all requirements; and

WHEREAS, a public hearing was held on September 10, 2003.

NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING COMMISSION OF THE CITY OF SAN ANTONIO:

SECTION 1: The Arena District/Eastside Community Plan attached hereto and incorporated herein by reference is to be submitted to the City Council with this Commission's recommendation for approval by the City Council that it be adopted as a component to the City's Comprehensive Master Plan.

PASSED AND APPROVED ON THIS 10th day of September 2003.

Approved:

Heriberto Herrera Chairperson San Antonio Planning Commission

Attest:

Executive Secretary

San Antonio Planning Commission

AN ORDINANCE

98562

ADOPTING THE ARENA DISTRICT/EASTSIDE COMMUNITY PLAN AS A COMPONENT OF THE MASTER PLAN OF THE CITY IN AN **AREA BOUNDED BY IH-35 AND THE GOVERNMENT HILL MASTER** PLAN ON THE NORTH, IH-410 ON THE EAST, IH-10 ON THE SOUTH, AND IH-37/U.S. 281 ON THE WEST.

WHEREAS, the City of San Antonio adopted a Master Plan on May 29, 1997; and

WHEREAS, the Arena District/Eastside Community Plan includes 7.9 square miles and approximately 32,062 residents; and

WHEREAS, the planning process was initiated in August 2002, a Steering Committee established, and more than 654 hours of citizen participation were devoted to the development of the plan in 3 community meetings; and

WHEREAS, a public hearing allowing all interested citizens to be heard was held on September 10, 2003; and

WHEREAS, the San Antonio Planning Commission reviewed the Arena District/Eastside Community Plan on September 10, 2003 and found the plan to be consistent with City policies, plans and regulations and in conformance with the Unified Development Code, §35-420; and

WHEREAS, the Planning Commission recommends adoption of the Arena District/Eastside Community Plan as a component of the Master Plan of the City, NOW THEREFORE;

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The Arena District/Eastside Community Plan is hereby adopted as a component of the Master Plan of the City of San Antonio. A copy of the plan is attached hereto and incorporated herein by reference for all purposes as Attachment I.

SECTION 2. This ordinance shall take effect on December 14, 2003.

PASSED AND APPROVED on this 4th day of December 2003.

Mary Lon Modury ATTEST:

MAYOR EDWARD D. GARZA

APPROVED AS TO FORM Ity Attorney

ARENA DISTRICT / EASTSIDE COMMUNITY PLAN



CITY OF SAN ANTONIO, TX

December 2003