

AN ORDINANCE **2010-06-24-0623**

AUTHORIZING THE ADOPTION OF THE UPDATE TO THE 2009 SAN ANTONIO STRATEGIC PLAN FOR COMMUNITY DEVELOPMENT INCLUDING UPDATING GOALS AND BENCHMARKS FOR 2009-2012, APPROVING REINVESTMENT PLANS COMPLETED IN PREVIOUS YEARS, APPROVING CATALYTIC PROJECT FUND CRITERIA, AMENDING INNER CITY REINVESTMENT / INFILL POLICY, AND APPROVING GUIDELINES.

* * * * *

WHEREAS, City Council adopted the Strategic Plan for Community Development (SPCD) on September 4, 2008 to establish a vision for community development, create a Community Development Advisory Committee, define Reinvestment Planning as a tool to focus public and private investment in targeted areas, adopt methods to increase inter-departmental coordination and public-private partnerships and establish a schedule to update the Strategic Plan; and

WHEREAS, the SPCD is a three-year rolling plan designed to be updated annually while establishing goals and objectives projected three years; and

WHEREAS, this update to the SPCD provides for updating goals and benchmarks for 2009-2012, approving re-investment plans completed in the previous year, approving Catalytic Project Fund Criteria and amending the Inner City Reinvestment / Infill Policy and approving guidelines; and

WHEREAS, this update to the SPCD is consistent with City Council's goal of revitalizing the inner city; **NOW THEREFORE**,

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

SECTION 1. The 2009 San Antonio Strategic Plan for Community Development is hereby adopting with updated goals and benchmarks for 2009-2012. A copy of the updated goals and benchmarks for 2009-2012 is attached as **Attachment "A"** and made a part hereof and incorporated herein for all purposes.


SECTION 2. The 2009 San Antonio Strategic Plan for Community Development is hereby updated by approving Reinvestment Plans completed in the previous year. A copy of the Reinvestment Plans completed in the previous year is attached as **Attachment "B"** and made a part hereof and incorporated herein for all purposes.

SECTION 3. The 2009 San Antonio Strategic Plan for Community Development is hereby updated by approving Catalytic Project Fund Criteria. A copy of the Catalytic Project Fund Criteria is attached as **Attachment "C"** and made a part hereof and incorporated herein for all purposes.

SECTION 4. The 2009 San Antonio Strategic Plan for Community Development is hereby updated by amending the Inner City Reinvestment / Infill Policy and approving guidelines. A copy of the Inner City Reinvestment / Infill Policy and guidelines are attached as **Attachment "D"** and made a part hereof and incorporated herein for all purposes.

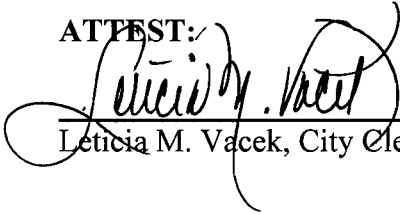
SECTION 5. This ordinance shall be effective immediately upon passage by eight or more affirmative votes; otherwise, it shall be effective on the tenth day after passage.

PASSED AND APPROVED this 24th day of June, 2010.




M A Y O R
Julián Castro

ATTEST:



Leticia M. Vacek, City Clerk

APPROVED AS TO FORM:

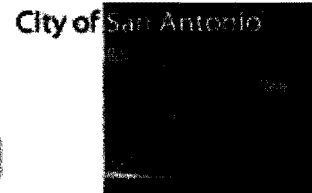


Michael Bernard, City Attorney

For



Request for
**COUNCIL
ACTION**



Agenda Voting Results - 47

Name:	7, 8, 9, 10, 11, 12, 13, 14, 16, 19, 20, 21, 22, 25, 26A, 26B, 26C, 27, 28, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42A, 42B, 43, 44, 47, 49, 51, 52, 53, 54, 55, 57, 58, 59, 61, 62A, 62B, 63, 64, 66						
Date:	06/24/2010						
Time:	03:30:59 PM						
Vote Type:	Motion to Approve						
Description:	An Ordinance authorizing the adoption of the update to the 2009 San Antonio Strategic Plan for Community Development including updating goals and benchmarks for 2009-2012, approving Reinvestment Plans completed in previous years, approving Catalytic Project Fund Criteria, amending Inner City Reinvestment / Infill policy, and approving guidelines. [Pat DiGiovanni, Deputy City Manager / Interim Director, Center City Development]						
Result:	Passed						
Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Julián Castro	Mayor	x					
Mary Alice P. Cisneros	District 1		x			x	
Ivy R. Taylor	District 2		x				
Jennifer V. Ramos	District 3		x				
Philip A. Cortez	District 4		x				
David Medina Jr.	District 5		x				
Ray Lopez	District 6		x				x
Justin Rodriguez	District 7		x				
W. Reed Williams	District 8		x				
Elisa Chan	District 9		x				
John G. Clamp	District 10		x				

City of San Antonio Strategic Plan for Community Development

October 1, 2009 - September 31, 2012

Final Draft prepared for adoption by San Antonio City Council

Table of Contents

EXECUTIVE SUMMARY	3
1. BACKGROUND.....	4
2. COMMUNITY DEVELOPMENT ADVISORY COMMITTEE (CDAC).....	8
3. REINVESTMENT PLANNING	11
4. COORDINATING CITY RESOURCES	17
5. LEVERAGING PRIVATE SECTOR INVESTMENT	20
6. COMMUNITY DEVELOPMENT INDICATORS	24

EXECUTIVE SUMMARY

The City of San Antonio adopted this update to the Strategic Plan for Community Development by Ordinance No. [NUMBER] on [DATE], 2010.

The Strategic Plan is originally the product of stakeholder input gathered at the Community Development Summit in June of 2007 and at subsequent meetings. The operational definition of Community Development used by stakeholders was very inclusive: *all elements of the living and built environment that constitute a sustainable community*. This update to the Strategic Plan incorporates work done during 2008-2009, the inaugural year of the Community Development Advisory Committee, who started meeting in January of 2009. This update also incorporates feedback from stakeholders who attended the 2009 Community Development Summit.

The Strategic Plan for Community Development is organized around three strategic reinvestment approaches (1-3) informed by reliable, up-to-date, and objective data (4):

1. Reinvestment Planning
 2. Coordinating City Resources
 3. Leveraging Private Sector Investment
 4. Community Development Indicators
-
1. **Reinvestment Planning.** Three Reinvestment Plans were completed in 2008-2009, and are included in this update.
 2. **Coordinating City Resources.** The proposed Inner City Reinvestment / Infill Policy is currently the primary vehicle for coordinating City resources to encourage reinvestment in the core of the City. The Policy, which implements goals of the Strategic Plan for Community Development, and corresponding implementation strategies are included in this update.
 3. **Leveraging Private Sector Investment.** The major institutions of higher education have started to come together to explore possibilities to work together to support the SPCD.
 4. **Community Development Indicators.** A Community Development Indicators project has kicked off, in partnership with AACIS and others, to implement the goals of this Strategic Plan by measuring conditions in the city over time and helping direct limited resources to targeted areas. The bulk of the coming year will be devoted to community outreach and feedback on this project.

1. BACKGROUND

WHAT IS THE STRATEGIC PLAN FOR COMMUNITY DEVELOPMENT?

The Strategic Plan for Community Development coordinates decision-making and investment in community development. Within its three-year "rolling" time span, the Plan proposes a rationale for focused investment strategies to address all elements of the living and built environment that constitute a sustainable community.

The Strategic Plan includes three innovative elements:

- Coordination of public and private sector investments are facilitated through the Community Development Advisory Committee (CDAC)
- The annual identification of Reinvestment Plan Areas focuses the resources of multiple departments, agencies, and stakeholders in targeted areas to stimulate comprehensive community development
- Implementation proposals, reporting, and evaluation rely on measurable outcomes derived from Community Development Indicators, including a city-wide real estate market value analysis (MVA)

The Strategic Plan builds on previous and ongoing community development efforts by the City of San Antonio, local public agencies, non-profit organizations, community development corporations, neighborhoods, and the private sector. Many of these efforts and resources were first recognized by stakeholders during the initial Strategic Plan work sessions.

WHAT IS A THREE-YEAR "ROLLING" PLAN?

The Strategic Plan encompasses three years, but is evaluated annually. At the end of each year, success is determined on the basis of adopted timelines and performance measures and presented to the public at a Community Development Summit. During this event, the CDAC and community development stakeholders also work together to set new goals for one additional year, establishing a new three-year period.

GUIDING PRINCIPLES

The following principles were emphasized during the Plan's development and shape its implementation:

Citizen Involvement - Ongoing and relevant input from the citizens of San Antonio in the development of Reinvestment Plans and Strategic Plan updates, especially from the consumers and providers of affordable housing and economic development services, as well as community and neighborhood organizations.

Inclusiveness - Involvement of the consumers and providers in the activities identified in the Strategic Plan to ensure efficient and effective results.

Ownership - Community-wide support and participation in implementing the Strategic Plan's goals and objectives.

Comprehensiveness - The identified strategies, goals, and objectives address the holistic needs of the community, neighborhoods, households, and individuals.

Product Oriented - The Strategic Plan is an accomplishment-oriented document with measurable outcomes and results.

Relevant - The Strategic Plan and Reinvestment Plans will serve as a user-friendly document to guide the community's affordable housing, community, and economic development activities in assisting those with the greatest need.

HOW WAS THE STRATEGIC PLAN CREATED?

The Strategic Plan was initiated by a diverse stakeholder group that met in June and July of 2007. Through a series of group and breakout sessions, the ideas that form the basis of the Strategic Plan were discussed and developed. These ideas were established in a few key documents: vision for community development, critical success factors, initial focus elements, critical community development public policies, and plan implementation steps. *(See Appendix A: Implementation Tables)*

HOW ARE STAKEHOLDER IDEAS PRESENTED IN THIS DOCUMENT?

This document is founded on the work of stakeholders, and the ultimate success of the Strategic Plan is based on stakeholders' continued support. Stakeholder ideas are presented in a number of ways throughout this document. The ideas that address the big picture – the vision, critical success factors, and initial focus elements – are reproduced immediately below. The implementation ideas – public policies and implementation steps – are included in the tables in the “Community Development Implementation” section.

Vision for Community Development

At the June 26, 2007 Community Development Summit, one of the first questions stakeholders were asked to consider was, “What would our community be like if we were to succeed in accomplishing our community development goals?” The response was the following:

We seek to create and sustain a connected community comprising:

- sustainable neighborhoods that are safe, walkable, mixed-use, diverse, compact, green and well designed;
- an ample supply and diverse range of affordable, quality and green housing that is well-integrated into mixed-use neighborhoods;
- multi-modal, integrated, accessible, efficient and comprehensively planned transportation options;
- physical infrastructure that supports community development;

- economic opportunity accessible to residences in the form of jobs and workforce education resulting in living wages and increasing per capital income;
- equitable services;
- well-preserved historic and cultural resources; and
- a clean and healthy environment with safe places and ready access to medical and health services.

Critical Success Factors

To achieve the vision of successful community development stakeholders must excel at and commit to:

- strong, continuous, committed and effective leadership in public and private sectors to help achieve the vision for community development
- ongoing access to multiple sources of flexible capital and adequate and consistent funding
- collaborative working relationships within and between public and private sectors
- create and actively implement a workable Strategic Plan for community development
- informed, engaged and supportive citizens
- educational opportunities that support people and capacity building
- maintaining low cost of living while increasing living wages through workforce development and job creation
- supporting and replicating successful projects/programs while encouraging innovation and experimentation
- acting in an environmentally sound manner
- developing and employing high standards for community development

Initial Focus

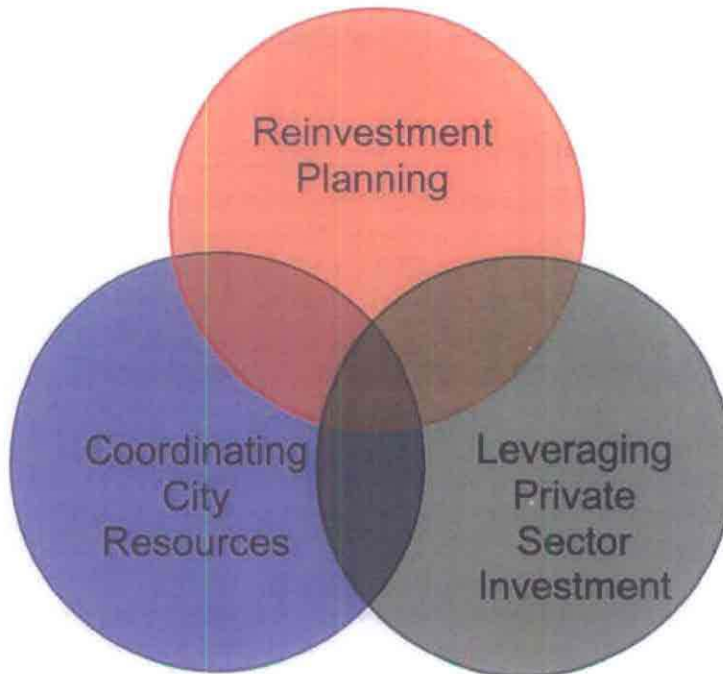
In order to take the necessary first steps toward realizing the vision for community development, stakeholders agreed that the Strategic Plan should focus on the following eight elements for the next three fiscal years.

- Incentives/fees for successful community development
- Sources of capital
- Multimodal public transportation
- Real estate market analysis
- Pilot projects
- Affordable housing in mixed use areas
- Educational opportunities (including job/workforce training)
- Local business development

WHAT ARE THE COMPONENTS OF THE STRATEGIC PLAN?

The successful implementation of the Strategic Plan for Community Development requires the close coordination of a diverse array of resources. This coordination is conceptualized as three components:

1. Reinvestment Planning (Section 3 of this document)
2. Coordinating City Resources (Section 4)
3. Leveraging Private Sector Investment (Section 5)



The responsibility for overseeing implementation progress among these three components lies within a new body, the Community Development Advisory Committee (CDAC). The roles and responsibilities of the CDAC are described in Section 2 of this document.

The work of the CDAC is supported by up-to-date reports and analysis in the form of Community Development Indicators and a city-wide real estate market value analysis (MVA) as described in Section 6.

2. COMMUNITY DEVELOPMENT ADVISORY COMMITTEE (CDAC)

WHAT IS THE CDAC?

The CDAC is responsible for overseeing the implementation of the Strategic Plan for Community Development. As the coordinating body for community development initiatives, the CDAC reviews proposed policy changes regarding community development and makes recommendations to City Council. The CDAC works to forge community partnerships and identify specific roles and responsibilities as needs and opportunities are identified.

WHAT ARE THE RESPONSIBILITIES OF THE CDAC?

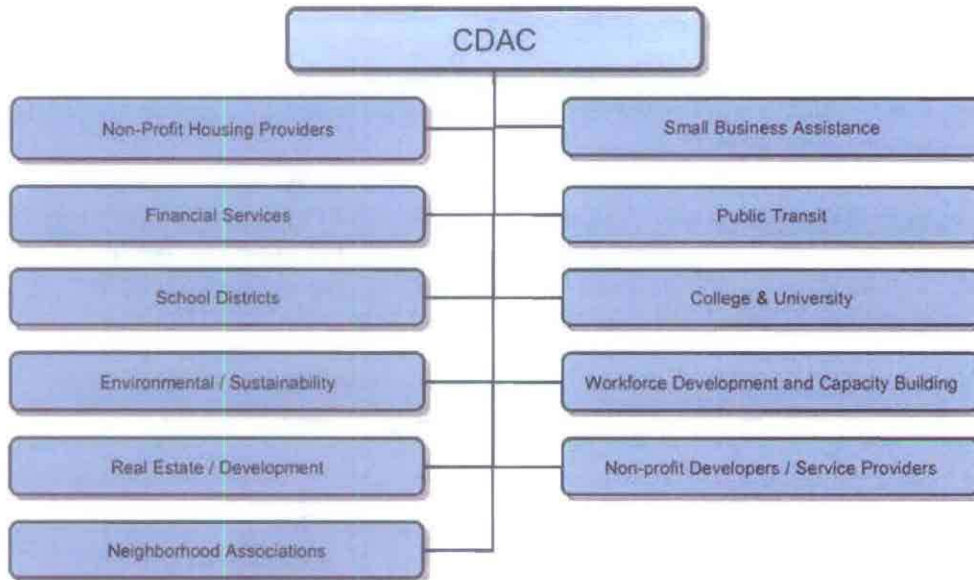
The CDAC is responsible for selecting Reinvestment Plan Areas on a regular basis. These geographic selections, based on criteria described in the following section, are presented at the Community Development Summit, or immediately thereafter if the Summit is used to gather stakeholder feedback on Reinvestment Plan Area selection. When new Reinvestment Plans and Projects are proposed for consideration, the CDAC evaluates the proposals against the goals of this Strategic Plan for Community Development.

The CDAC adopts key community development indicators, such as the MVA, by which to monitor the progress of Reinvestment Plans, as well as the long-term progress of the Strategic Plan for Community Development itself.

The CDAC recognizes exemplary successes in the community, including projects and plans that define best practices in community development. In a related vein, the CDAC also identifies best practices in other communities that merit consideration as pilot projects for implementation in San Antonio.

WHO PARTICIPATES IN THE CDAC?

The membership of the CDAC reflects the holistic and inclusive approach to community development that stakeholders envisioned and articulated. Representatives are invited to serve from the many sectors that impact the goals of the Strategic Plan for Community Development. The following diagram illustrates the general categories and ideal size of the CDAC.



The Community Development Section of the City's Planning & Development Services Department provide staff support to the CDAC, including meeting support, best practice research, inter-departmental and inter-agency coordination, indicator reports, and other assistance as required.

HOW DOES THE CDAC REPORT TO THE COMMUNITY?

Strategic Plan Updates and the Community Development Summit

Community development stakeholders and the public at large are kept informed of progress by means of an annual presentation at the Community Development Summit and semi-annual progress reports and presentations. The Summit itself serves as a large-scale clearing house for new ideas and discussions.

Reinvestment Plan Area Updates

The Planning & Development Services Department holds regular meetings in each of the selected Reinvestment Plan Areas to provide mid-year progress updates, to market the Plan, obtain community buy-in, and ensure that there is broad based community and organizational support for the Plan.

Workshops

The Community Development Section sponsors quarterly workshops with City Council, stakeholders, and administration highlighting best practices in community development. Some suggested topics for workshops include HUD training, financial literacy, new urbanism, and walkable communities.

WHAT DID THE CDAC ACCOMPLISH IN 2008-2009?

The inaugural year of the CDAC was a short nine months. Those nine months were intensively used by the CDAC to take significant first steps toward implementation of the Strategic Plan for Community Development.

The Strategic Plan for Community Development was adopted by Council on September 4, 2008, and the first Community Development Summit was held later that month. During the Summit, special presentations were made informing attendees about the Strategic Plan, the role of the CDAC, and opportunities to serve in the CDAC.

The first meeting of the CDAC took place on January 7, 2009. Between that date and October of 2009, the CDAC accomplished the following:

1. Established CDAC goals and procedures
2. Engaged community stakeholders in Strategic Plan progress
 - Mid-year Event, May 15
 - Community Development Summit, Sept 16 -17
3. Applied the City-wide Real Estate Market Value Analysis to ongoing projects, such as the Inner City Reinvestment / Infill Policy and Reinvestment Plan selection process
4. Drafted Inner City Reinvestment / Infill Policy for City Council consideration
5. Completed three Reinvestment Plans
6. Kicked off Community Development Indicators initiative, including the development of additional sets of indicators for use in Reinvestment Plan selection
7. Initiated Pilot Projects meetings with representatives of Trinity University, St. Mary's University, Alamo Colleges, and the University of Texas at San Antonio.
8. Initiated discussions regarding Community Development needs and resources
 - Small Business assistance (Grow SA Fund)
 - Coordination with SA Housing Trust

Next Steps:

September 2010: Secure and allocate funds to support CDAC, including training, education, presentations, and Community Development Summit activities

September 2010: Develop CDAC protocol for subcommittees

September 2010: Elaborate and recommend to Council community development policies for specific Market Value Analysis categories

September 2010: Explore CDAC role in ensuring implementation of Reinvestment Plans

3. REINVESTMENT PLANNING

WHAT IS A REINVESTMENT PLAN?

A Reinvestment Plan identifies the strengths and needs of a defined geographic area, articulates a vision for the future of that area, and establishes strategies for implementation, including funding and financing. Generally speaking, a Reinvestment Plan area comprises two or more adjacent neighborhoods, connected by a transportation corridor and/or a natural feature. In order to address reinvestment in a comprehensive manner, such an area also typically includes a mix of residential and commercial activity areas.

Reinvestment Plans set comprehensive community development goals for their areas of study, including strategies for targeted reinvestments in physical elements (infrastructure, housing, transportation, parks) and social elements (education, health, workforce development, economic opportunity). Each strategy includes measurable milestones and/or defined projects to be addressed within specified date ranges during the Reinvestment Plan's time span, typically 5-10 years. Reinvestment Plans also include an action element that identifies lead partners, cost estimates, phasing, and funding mechanisms. While the specifics of a Reinvestment Plan will vary according to the individual conditions of an area, other common elements include:

- Reinvestment analysis of existing conditions
- Community goals and strategies report
- General land use and/or form-based plan
- Specific projects, short-term and long-term
- Comprehensive re-zoning plan
- Funding and financing plan

Reinvestment Plans may also include strategic revitalization diagrams, corridor plans, and/or urban design plans, to assist with development phasing and marketing efforts.

Some Reinvestment Plans implement the goals and objectives adopted in existing Neighborhood, Community, or Perimeter Plans. In these cases, Reinvestment Plans inventory projects that have been completed, and strategically implement some or all of those that remain incomplete. In essence, these Reinvestment Plans function as updates to the existing Neighborhood, Community, or Perimeter Plans.

REINVESTMENT PROJECTS

Reinvestment Projects can be identified both within and outside of a Reinvestment Plan. Reinvestment Project areas are smaller in size than Reinvestment Plan areas, and the planning process is more limited in scope. When a Reinvestment Project is defined outside of a Reinvestment Plan area, a process appropriate to the conditions of the project area is defined and presented to the CDAC by staff. The Reinvestment Project plan establishes strategies for implementation, including funding and financing.

HOW WILL REINVESTMENT PLANS IMPLEMENT THE STRATEGIC PLAN FOR COMMUNITY DEVELOPMENT?

Reinvestment Plans are specific implementation instruments of the Strategic Plan for Community Development. This section outlines both procedural goals as well as specific development outcomes by which to measure the success of individual Reinvestment Plans.

Process

The Reinvestment Planning process is guided by a commitment to a collaborative working relationship with the community. The selection of Reinvestment Planning Areas is based on transparent criteria (listed below). Once areas are selected, a planning process is initiated that engages residents, employees, visitors, and anyone else interested in the Reinvestment Plan Area. This engagement serves to confirm initial analyses, establish a vision for the future, prioritize projects, and generally vet the proposed goals, projects, and timelines of the Reinvestment Plan.

Prioritized Development Outcomes

The adopted development outcomes of individual Reinvestments Plans are based on the individual needs and opportunities of each area, as articulated by planning process participants. Additionally, the Strategic Plan for Community Development adopts specific development goals that have been identified by stakeholders as supportive of the sustainable neighborhood concept. The following development outcomes were specifically mentioned by stakeholders as indicative of successful community development. This list is designed to be augmented and refined as community development best practices are researched, presented, and incorporated into the Strategic Plan by the CDAC.

1. Multi-modal and transit-oriented design and development

Reinvestment Plans should be located in areas where existing and planned transit investments are ready to be integrated with community development efforts. Reinvestment Plans would promote transit-supportive development standards, and transit plans would provide multimodal transportation options.

Options include station areas along the proposed VIA Metropolitan Transit's fixed-guideway transit corridors (currently bus rapid transit (BRT) corridors). Other options include Austin-San Antonio Intermunicipal Commuter Rail station areas.

The City and VIA are currently reviewing the UDC to identify code issues related to transit oriented development. A transit oriented Community Development Reinvestment Plan would engage VIA, the MPO, TxDOT, and other stakeholders to support compact, clustered development in the selected station area(s).

One area specifically mentioned by stakeholders is the vicinity of the proposed Westside Multimodal station. Located near Cattlemen's Square and the downtown UTSA campus, this station could provide the combined services of VIA, Amtrak, commuter rail, and Greyhound. A comprehensive Reinvestment Plan for the area,

completed in 2009, serves as a Project Plan for a City-initiated tax increment reinvestment zone and seeks to engage UTSA, the Westside Development Corporation, transit and transportation agencies, and others to finance transit-supportive development that meets community development goals.

Other techniques to support transit and multimodal transportation include:

- Initiate a comprehensive rezoning in station areas based on station area land use plans
- Involve Public Works, MPO, and TXDOT to accelerate implementation of the Bike Master Plan to develop new and safer bike facilities
- Implement best practices in pedestrian safety and comfort, including pedestrian-shed planning, SmartCode transect zones, higher levels of street connectivity, traffic calming, and Traditional Neighborhood Development rating systems

2. Provide workforce housing in mixed-use areas

Reinvestment Plans should be selected to include or be near mixed-use areas and should be designed to encourage mixed-income neighborhoods.

The MVA shows that some of the highest-valued and most stable neighborhoods in San Antonio contain a relatively high mix of commercial and residential properties, and a high mix of ownership and rental housing options. Accordingly, the Strategic Plan for Community Development acknowledges that sustainable neighborhoods in San Antonio include a healthy balance of rental and ownership opportunities available to all income ranges. Stakeholders have also recommended that Reinvestment Plans ensure a minimum of 15% workforce housing as part of a sustainable neighborhood.

The specific strategy to achieve this goal will vary by market condition. In active markets, Reinvestment Plans should seek to tap the current market-driven production of market-rate housing to also generate workforce housing opportunities -- effectively creating mixed-income neighborhoods.

In areas with weak housing markets, alternative strategies will need to be developed. One technique is to issue taxable and/or tax-exempt bonds to help qualified families purchase homes in neighborhoods with rapidly appreciating property values. The subsidies could be provided to developers who reduce the sale price of their units, as well as directly to the homebuyers.

Other options include:

- Establish a Home Ownership Tax Increment Reinvestment Zone, Homestead Land Trust, inclusionary zoning, or other mechanism authorized by the Texas Legislature
- Focus on rehabilitation / reconstruction efforts in areas where such an approach is more productive than new construction

- Identify opportunities for "traffic reduced housing", where homes are made available at lower cost to persons who work nearby or commute by other means than private vehicles
- Take advantage of land identified by City as available for community development, as a result of a review of SADA and City-owned land and resources
- Complete initial assessment of workforce housing needs – e.g., layering MVA with income data to provide a fine-grained assessment of affordability and demand for workforce housing
- Coordinate with SAHA – Reinvestment Plans that engage SAHA in the planning process are best positioned to provide the fullest range of housing options for sustainable neighborhoods

3. Continue and expand commercial corridor support

Reinvestment Plan areas should be selected to include existing Neighborhood Commercial Revitalization program areas. This allows stakeholders to combine existing incentives with additional funding opportunities, and provide development support to these commercial areas.

4. Support educational opportunities

Each Reinvestment Plan should incorporate programs and partnerships that provide educational opportunities to current residents of the area. Some implementation ideas include:

- Establish satellite campuses in Reinvestment Plan areas when appropriate
- Fund distributive education and continuing educational opportunities for residents of Reinvestment Plan areas
- Work with local schools in Reinvestment Plan areas to start or support after school programs, computer labs, and mentoring programs
- Provide focused financial literacy and home buyer education opportunities in Reinvestment Plan areas

5. Support local business development

Reinvestment Plan areas should fund and finance tools that assist local businesses who participate in the reinvestment of their neighborhoods. Some initial ideas include:

- Provide targeted business technical assistance in Reinvestment Plan areas
- Increase access to procurement opportunities for small businesses in Reinvestment Plan areas
- Provide additional funds for façade-improvement, sidewalk repair, and other physical improvements
- Finance construction of shared parking to minimize parking burden on small businesses

HOW MANY REINVESTMENT PLANS WILL BE COMPLETED PER YEAR, AND HOW WILL THEY BE SELECTED?

The number of Reinvestment Plans initiated and completed per year is decided by the CDAC at the beginning of that year. Three Reinvestment Plans were completed during the first year of the Strategic Plan for Community Development. Implementation of each Reinvestment Plan follows a multi-year schedule specific to and outlined in each Reinvestment Plan.

Generally speaking, Reinvestment Plan areas are selected based on the ability to maximize the quantity and quality of resources in a particular area. This means that selection is based on a combination of a number of factors, including Community Development Indicators (including MVA findings), policy strategies, the goals of other adopted plans, and stakeholders' interest and commitments.

Community Development Section staff make recommendations for Reinvestment Plan selections to the CDAC and the CDAC announces the final selection during the Summit or immediately thereafter if the Summit is used to gather stakeholder feedback on Reinvestment Plan Area selection. The CDAC selection is then taken to Council with the updated Strategic Plan for Community Development, for Council consideration and adoption.

The criteria on which staff recommendations are based include the following:

- Low levels of education
- High crime rate
- High poverty
- Presence and engagement of an anchor institution (university, school, major employment center, etc.)
- Low median income
- High unemployment
- High level of private sector support
- High level of neighborhood association support
- Organization(s) in place with capacity to implement plan
- High rates of births with late or no prenatal care
- High rates of diabetes deaths
- Recently adopted neighborhood plans
- High rates of heart disease deaths
- Market Value Analysis (Potentiality Index)
- Opportunity to use Tax Increment Reinvestment Zone
- Proximity to Ft. Sam Houston

Criteria above are listed in order of importance based on stakeholder feedback gathered during the 2009 Summit. Stakeholders also provide a ranking of potential Reinvestment Plan areas. *(See Appendix B: 2009 Summit Feedback Ballot)*

Staff processed the quantitative aspects of both sets of feedback and applied qualitative assessments for the following criteria: “High level of private sector support”, “High level of neighborhood association support”, and “Organization(s) in place with capacity to implement plan”.

WHICH REINVESTMENT PLANS WERE COMPLETED IN 2009?

Three Reinvestment Plan Areas were completed in 2009:

- Dignowity Hill
- Roosevelt / Mission Drive In
- Westside TIRZ

The CDAC reviewed these Reinvestment Plans and adopted them into the Strategic Plan for Community Development on September 8, 2009. Appendices C, D, and E contain, for each of the Reinvestment Plans, a reference, a summary, and an action matrix.

WHICH REINVESTMENT PLAN AREAS WERE SELECTED FOR 2010?

Staff prepared, and the CDAC endorsed, initial recommendations regarding Reinvestment Plan Area selections for 2010. Those recommendations were brought to the City Council’s Quality of Life committee in December of 2009. The committee’s recommendation was to focus on the implementation of existing Reinvestment Plans and not create any new Reinvestment Plan Areas in 2010.

Next Steps

September 2010: As part of the adoption and implementation process of the Inner City Reinvestment / Infill Policy: recommend refinements and amendments to program policies as necessary to incorporate Reinvestment Plan areas in program decision-making; and recommend streamlined mechanisms for comprehensive rezoning in Reinvestment Plan areas

September 2010: Develop mechanisms to facilitate stakeholder identification of their possible contributions to Reinvestment Plan Areas (financing, market rate and/or affordable housing production, education, technical assistance, etc.)

September 2010: Formalize partnerships that bring together institutions of higher education, schools, small businesses, and corporations

4. COORDINATING CITY RESOURCES

Many City departments are currently engaged in community development activities. Coordination of these activities across departments and programs is crucial to increasing the return on the public's investment in community development.

HOW WILL CITY RESOURCES BE COORDINATED TO IMPLEMENT THE GOALS OF THIS PLAN?

The Strategic Plan for Community Development commits new and existing funding sources and financing mechanisms toward implementation of its goals. Currently, the primary vehicle for doing so is the Inner City Reinvestment / Infill Policy. The full Policy and corresponding implementation strategy, which were developed under the direction of the CDAC, can be found in Appendix F.

WHAT IS THE INNER CITY REINVESTMENT / INFILL POLICY?

It is the policy of the City of San Antonio to promote growth and development in the heart of the City, specifically in areas that are currently served by public infrastructure and transit, but underserved by residential and commercial real estate markets. It is the intent of this policy to coordinate public initiatives within targeted areas in order to stimulate private investment in walkable urban communities that are the building blocks of a sustainable region. To accomplish the objectives of the Inner City Reinvestment / Infill Policy, the entire range of public incentives is provided under this policy, including regulatory, procedural, and financing incentives.

The goals of the Inner City Reinvestment / Infill Policy are:

1. Increase new development (housing and commercial) on vacant lots
2. Increase redevelopment of underused buildings and sites
3. Increase rehabilitation, upgrade, adaptive reuse of existing buildings
4. Improve maintenance of existing buildings and sites
5. Increase Business recruitment and assistance

A strategy has been developed to coordinate incentives within targeted areas. The primary target area follows an expanded version of the CRAG boundaries. The key incentives include not assessing City fees in projects in the target area, targeting all City incentives in the target area, Land Banking, and the creation of an Interdepartmental Oversight / Single Point of Contact.

WHAT ADDITIONAL COORDINATION CAN ASSIST IMPLEMENTATION OF THE STRATEGIC PLAN FOR COMMUNITY DEVELOPMENT?

- Prioritization of CDBG / HOME fund allocations to designated Reinvestment Plan Areas
- Financing tools, to include the creation of a secondary source of financing where the City establishes investing capital to leverage various programs, and the provision of soft loans at below market interest rates

- Programmatic Support: confirm that Strategic Plan for Community Development goals are incorporated into existing City programs

ADDITIONAL STAKEHOLDER IDEAS

Stakeholders have proposed the following ideas to aid in implementation efforts. These may be incorporated into MVA-based policies categories and/or Reinvestment Plans, or could be pursued as independent initiatives.

Rehabilitation and Redevelopment Incentives:

- Identify and remove regulatory barriers that impede rehabilitation and redevelopment and apply additional incentives for rehabilitation and redevelopment.
- Adopt a comprehensive rehabilitation and redevelopment policy.
- Adopt a rehabilitation code.
- Use real estate transactional fees for rehabilitation and redevelopment projects to leverage general funds.
- Adopt an ordinance that declares abandoned/dilapidated properties a nuisance, provides for abatement, establishes penalties, and provides a path to acquisition for redevelopment
- Promote the use of the Habitat model (i.e., volunteers) for owner rehabilitation.
- Rehab Incentives: Add leverage use of local and national historic rehabilitation tax credits and incentives
- Promote a Rehabilitation Showcase program similar to Dayton's Rehabarama. (<http://www.citywidedev.com/Rehabarama.cfm>)

Explore potential for new programs:

- Private employer-assisted housing
- "Gentrification" assistance to help residents stay in neighborhoods
- Vacancy prevention
- Work with Community Family Resource and Learning Division of Community Initiatives to evaluate job training programs and create a division of the city to disseminate educational and training opportunities to the public

Coordination with other agencies

- Present Strategic Plan and MVA findings to, and work with, military-led initiatives such as Military Transformation Task Force
- Present to and work with Texas Research Park
- Coordinate with SAHA on HOPE VI monies or other federal monies for transportation projects
- Coordinate with San Antonio Housing Trust: Bond package for housing developed to maximize leverage opportunities through the San Antonio Housing Trust

Establish city-sponsored boundaries for infrastructure development and to ensure adequate public facilities

- Undertake a Growth Management Plan based on vision for community development
- Integrate MVA results and City South Management Authority Community Plan/Sector Plan

Tax Policies

- Propose a sales tax or other revenue source to be used for community development initiatives
- Increase property taxes for owners of vacant unimproved land to encourage turnover in blighted areas

Infill Incentives

- Pre-designed and pre-permitted building plans to encourage infill
- Pattern books showing appropriate infill development
- Web site to promote older neighborhoods, showcasing recent capital improvements, etc.

Impact fees

- Establish an impact fee system that encourages equitable and sustainable community development
- Reinvest impact fees collected in a Reinvestment Plan area within that area

Fee waivers

- Waive fees for projects that achieve a high community development score
- Use market value analysis findings to tailor fee waivers to needs of small and local businesses (e.g., tax freeze for “mom and pop” businesses that have operated in the same area)

Next steps:

September 2010: CDAC to develop role in implementation of Inner City Reinvestment / Infill Policy

September 2010: CDAC participates in HUD Consolidated Plan Update, ensuring concordance with Strategic Plan for Community Development

5. LEVERAGING PRIVATE SECTOR INVESTMENT

A broad variety of stakeholders in both the non-profit and for-profit sectors currently invest in community development activities in San Antonio. Coordination of these investments increases opportunities to leverage additional resources and accomplish tangible progress in defined areas.

HOW ARE PRIVATE SECTOR INVESTMENTS LEVERAGED TO SUPPORT THE GOALS OF THIS PLAN?

The Strategic Plan leverages resources by focusing public and private sector investments in targeted areas in a systematic and transparent fashion. This approach relies on the inclusion of broad range of stakeholders at every stage, so that all aspects of community development (housing plus transportation, for example) are analyzed, discussed, and addressed in a coordinated fashion.

This Strategic Plan identifies three tiers of investment opportunities.

1. At the most general level, investment in the CDAC and the Strategic Plan itself supports the overall framework within which community development takes place. This level includes involvement in Pilot Projects, as described below.
2. As individual Reinvestment Plan Areas are designated, investment opportunities in planning processes, focused outreach, and area-wide improvements allow for a more targeted approach within defined geographic areas.
3. Investments in individual projects both inside and outside Reinvestment Plan Areas support catalysts for broader reinvestment.

Stakeholders identified the following categories of investment as critical to initial efforts:

EDUCATION

Community development professionals across the country are integrating their work with that of public school systems. This explicit recognition of the importance of education efforts was supported by San Antonio stakeholders, who prioritized educational opportunities that support capacity building, including workforce education resulting in living wages and increasing per capital income.

Each Reinvestment Plan incorporates programs and partnerships that provide educational opportunities to current residents of the area. While the details will vary according to the needs of specific areas, implementation ideas include:

- Establish satellite campuses in Reinvestment Plan areas when appropriate
- Fund distributive education and continuing educational opportunities for residents of Reinvestment Plan areas
- Work with local schools in Reinvestment Plan areas to start or support after school programs, computer labs, and mentoring programs

- Provide focused financial literacy and home buyer education opportunities in Reinvestment Plan areas

PILOT PROJECTS AND RESEARCH PARTNERSHIPS

Pilot projects provide an opportunity for community development researchers and practitioners to field test concepts that may be new to San Antonio, and to try new techniques and ideas in a controlled environment. Successful ideas and lessons learned can then be incorporated into larger projects throughout the City. These projects are designed to demonstrate what works, to suggest improvements to ongoing efforts, and to stimulate new ideas.

Research on pilot projects is initiated as a parallel process that provides continual feedback to other initiatives guided by the Strategic Plan for Community Development. In 2009, the CDAC Pilot Projects Subcommittee brought together representatives of Trinity University, St. Mary's University, Alamo Colleges, and the University of Texas at San Antonio to explore partnership possibilities.

One possible partnership structure is outlined here.

1. Create a number of small research groups to provide pilot project recommendations
2. Identify a scholar/practitioner in each field (housing, transportation, economic development, capital fund, etc.) to lead a small research group
3. Establish timeframe to complete work
4. Scholar identifies disciplines to be included and recruits representative small group members (emphasis on local individuals, but outside individuals can be included)
5. Small group evaluates current programs to determine success and/or need for pilot projects
6. Small group identifies cost-benefit of pilot projects
7. Small group makes recommendations

Some specific research topics were discussed by stakeholders during the Summit and Work Session:

- Workforce development: initiate a strategic plan to attract more medium to large businesses
- Survey existing housing stock (identify housing needs, include public/private new and rehabilitation)
- Identify land/resources available: Catalog of SADA resources currently underway; expand to include other land/resources
- Conduct a needs assessment and cost effectiveness analysis for different modes of public transportation
- Explore the feasibility of a sales tax to be used for community development initiatives

- Research best practices in workforce housing, sustainability, pedestrian infrastructure, small business assistance, community development capital funding, education partnerships

COMMUNITY DEVELOPMENT TRAINING

The holistic approach adopted by this Strategic Plan creates many opportunities for community development professional to learn from each other on a daily basis. Additionally, capacity building is facilitated through regular training opportunities, offered locally, to current and prospective community development stakeholders. Some of the topics that stakeholders have mentioned include:

- Capacity-building for Community Development Corporations
- Real estate certification program to assist agents in marketing properties in historic and neighborhood conservation districts
- Mentorship programs with developers interested in community development
- Housing development finance training
- Economic development finance training
- Publication of a Community Development guide or manual

ADDITIONAL STAKEHOLDER IDEAS

Community Development Fund

- Create a Community Development Fund to finance implementation of Strategic Plan goals
- Coordinate with existing sources of funds, such as ACCION Texas, Community Development Loan Fund, South Texas Business Fund, and others
- Facilitate access to capital in Reinvestment Plan areas and according to MVA policies

Specific Funding for Transit Oriented Development

- Local lending institutions establish loan fund to support and leverage bond issuance for multi-modal transportation initiative and to stimulate mixed use development (housing, retail, commercial) in transit station areas

Additional existing sources to explore

- LIHTC / New Market Tax Credits
- Section 108 Loan Guarantees
- Brownfield Economic Development Initiative
- Economic Development Administration revolving loan fund
- HUD Enterprise Community Loan Program
- Texas Department of Housing and Community Affairs Tax Credits
- National Tax Credit for Substantial Historic Rehabilitation
- Local historic rehabilitation tax incentives
- Economic Development and Infrastructure Fund (CPS)

Next steps:

September 2010: CDAC formalizes pilot projects and research partnerships

September 2010: CDAC organizes and participates in the creation of new funds, including the Community Development Fund

September 2010: CDAC to evaluate, prioritize, and adopt additional stakeholder ideas

September 2010: Conduct a survey of training needs for local non-profits and work with participating financial institutions and foundations to develop annual training schedules

September 2010: Work with school districts to make use of unoccupied school buildings, create partnership programs, and provide down payment assistance for professionals and para-professionals (teachers)

September 2011: Establish partnership programs with school districts, local schools, and institution of higher education to promote creative educational opportunities

September 2011: Partner with higher education institutions, corporations and local school districts to enhance education opportunities for residents, such as, continuing education, distributive education, financial literacy, homebuyer education, and community development training

6. COMMUNITY DEVELOPMENT INDICATORS

A commitment to providing reliable, up-to-date, and objective data underpins the success of the Strategic Plan for Community Development. This section describes the Community Development Indicators Project, including the City-wide Real Estate Market Value Analysis.

Community Development Indicators are used to measure conditions in the city over time and help direct limited resources to targeted areas where it is believed that they are most needed and can have the best effect. By periodically updating the indicators, successful policies and strategies can be identified and used in other areas, while less successful policies can be modified for greater success or dropped altogether.

INDICATOR PARTNERS: AACIS AND NNIP

It is important that the Indicators Project be able to assure integrity in the data and the institution that provides them in order to promote community buy-in and confidence in the system impartiality. It is for this reason that the City of San Antonio has established a working relationship with the Alamo Area Community Information System (AACIS). AACIS, established in 1998, is a non-profit Community Partnership of over 25 public, private, governmental, educational and healthcare organizations that have been working together since 1998. It is governed by community stakeholders and mandated to build neighborhood assets. AACIS is invested in the vision of a shared community technology information system that is culturally relevant and geographically specific.

AACIS has recently become an invited guest with strong prospects of earning a partnership in the National Neighborhood Indicators Partnership (NNIP). The NNIP is a collaborative effort by the Urban Institute and over thirty local partners across the nation to further the development and use of Indicators Systems in local policymaking and community building. NNIP provides a framework of indicators and domains that allows its partners to more easily compare local conditions with similar entities across the nation. In addition, NNIP also offers technical support, access to publications, bi-annual workshops with networking opportunities and chances to participate in cross-site projects.

INDICATOR RESEARCH

Extensive research of existing Indicator Projects (including several NNIP partners) in other Municipalities, counties or regions across the nation has resulted in the identification of common categories and indicators. These categories of topics are going to be the general framework of the COSA Indicators project topics, which also coincide with the COSA Master Plan Policies. The eleven Indicator categories include:

1. Arts, Culture and Recreation
2. Economic & Workforce
3. Education
4. Environment

5. Families, Children & Population
6. Government & Citizen Participation
7. Health
8. Housing
9. Property Characteristics
10. Public Safety
11. Transportation

Indicators are measures purposefully selected for tracking because they relate to important societal values and goals. They are policy judgments on desired conditions, made after making comparisons with benchmark values of other locations or trends over time. Therefore, the Indicators will be calculated at as fine a resolution as possible, given the available data. Since singular data variables, while valuable in and of themselves, are limited in their scope and valuable information, most indicators will consist of compound variables. For instance, the goal of the Education Attainment Indicator is that the population has a high level of graduates from high school as well as institutions of higher learning in order to produce an educated and productive workforce and those ready for entrepreneurship and leadership roles. This cannot be measured simply by determining the number of high school graduates. Therefore this indicator would be better defined by the: percent of population with high school diploma (or GED); and percents of the population with an associates, bachelors, masters, doctoral or professional degrees.

SUMMIT 2009 INDICATORS BREAKOUT SESSION

An initial list consisting of eighty Indicators within the 11 categories has been developed using research of existing Indicators projects from across the nation. (*See Appendix G: Community Development Indicators*) Each indicator has a best case scenario goal, a description of why that indicator is important, and a tentative description of the data variables that would be used to define the indicator. It is important to design the Indicators project so that it addresses the most critical interests of the area in a succinct manner. The goal is to establish approximately 40 initial indicators total. The eighty indicators will be narrowed down, through stakeholder input, to three to five indicators per category during community workshops. Stakeholders include those that could benefit from the development of the Indicators such as: additional COSA departments; other government agencies; non-profits; and the community. The first workshop took place during the 2009 Community Development Summit at the Indicators breakout session.

Approximately twenty stakeholders participated in the formal 2009 Community Development Summit Indicators workshop and an informal session that followed. After an informative presentation the Stakeholders voted for their top three preferred indicators in each category. The voting produced distinct preferences in most categories. Some Stakeholders made comments regarding the proposed Indicators that will be taken into consideration in the next steps

THE CITY-WIDE REAL ESTATE MARKET VALUE ANALYSIS (MVA)

The City-wide Real Estate Market Value Analysis is a data-driven framework to guide policy formulation, investment, and the execution of programs and projects. Policy makers and program managers can use the MVA to readily identify where market realities may impact the effectiveness of their efforts. Since community development resources are limited, maximizing the effectiveness of those resources is critical to the success of not only individual programs and projects, but community development efforts as a whole.

The San Antonio MVA is the product of collaboration between the City of San Antonio, The Reinvestment Fund (TRF), and the University of Texas at San Antonio. The MVA provides a map of housing market conditions based on a statistical analysis of key real estate data. The result of the analysis is expressed as eight market types identified geographically at the block group level. (*See Appendix H: Real Estate Market Value Analysis*)

WHAT ARE THE USES OF THE MARKET VALUE ANALYSIS?

The MVA findings provide a foundation for several community development implementation strategies:

- 1. Selecting Reinvestment Plan Areas**
The MVA is one of the criteria for selecting Reinvestment Plan areas.
- 2. Developing targeted policies and investment strategies**
The MVA can be used to identify areas in which to focus specific kinds of investment, technical assistance, services, and program activity.
- 3. Suggesting development strategies for individual Reinvestment Plans**
When a Reinvestment Plan builds on existing Neighborhood, Community, Perimeter, or other City-adopted plans, MVA findings can help prioritize and implement the goals and objectives of those plans. Additionally, the MVA can also suggest development sequencing and other strategies within individual Reinvestment Plans.
- 4. Supporting ongoing initiatives**
The MVA provides analysis useful to other ongoing community development initiatives, such as the Westside Development Corporation, university-led initiatives such as St. Mary's University Task Force, and military-led initiatives such as the Military Transformation Task Force.
- 5. Measuring progress**
The MVA creates a ready benchmark to gauge progress by allowing for standardized comparisons over time. The cluster analysis can be repeated every three years to provide a sense of whether Community Development efforts are working.

6. Analyzing other Community Development Indicators

Any number of additional maps can be layered on the MVA to determine correlations between data sets, such as household income and market activity, employment clusters and market activity, or combined transportation/housing costs and market activity.

MVA-BASED POLICIES

MVA-based policies rely on analysis of the critical characteristics of each market value category. This approach allows policy to be tailored to the strengths and challenges of particular areas, while taking consistent action throughout the city. This tool also provides existing programs (and private-sector initiatives) with an idea of the kind of support that may be available from other programs and initiatives. The following chart outlines potential public policies appropriate to the development and/or support of sustainable neighborhoods.

Name	General Policy	PROPOSED PROGRAMS / INITIATIVES
<i>Anchor Neighborhood</i>	<i>Preserve existing and support new compatible commercial/residential mixed-use market activity.</i>	Targeted disposition of city-owned properties; Establish Design Standards through appropriate programs: Historic Designation, Conservation District, NCR; Target Historic Rehabilitation Credits; Community Land Trust
<i>Residential Enclave</i>	<i>Promote residential maintenance and appropriate commercial market activity.</i>	Conservation Districts, Community Land Trust
<i>Early Growth</i>	<i>Support construction efforts and facilitate increased commercial activity.</i>	Target microenterprise loan funds to promote small business in these areas; Community Land Trust
<i>Incipient Growth</i>	<i>Support construction efforts; identify and address vacant parcels and other trouble areas.</i>	Target microenterprise loan funds to promote small business in these areas; Home Ownership / Rehabilitation Loans with Financial Counseling; Community Land Trust
<i>Steady Transition</i>	<i>Support transition; identify specific trouble areas and respond.</i>	Vacant Absentee Property Database; Target microenterprise loan funds to promote small business in these areas; Community Land Trust
<i>Variable Transition</i>	<i>Respond rapidly to foreclosures and vacancies. Support compatible commercial / residential mixed-use market activity.</i>	Vacant Absentee Property Database; Target microenterprise loan funds to promote small business in these areas
<i>Restoration</i>	<i>Identify and support sub-areas of market strength; respond rapidly to foreclosures and code complaints.</i>	Individual Area Master Plans; Vacant Absentee Property Database; Target microenterprise loan funds to promote small business in these areas

Reclamation	<p><i>Create conditions to re-establish market. Identify and support sub-areas of market strength; respond rapidly to foreclosures and code complaints; initiate vacant property reclamation strategies.</i></p>	<p>Comprehensive land assembly / Land Banking; major infrastructure rehabilitation and construction; area-based rehabilitation assistance; Vacant Absentee Property Database; Target microenterprise loan funds to promote small business in these areas</p>
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Next Steps:

September 2010: Planning and Development Services Department holds periodic workshops over the course of the year to gather community input on Indicators

September 2010: CDAC identifies Community Development Indicators

September 2010: CDAC reviews and finalizes recommended MVA-based policies

APPENDIX A: IMPLEMENTATION TABLES

Stakeholders at the 2007 work session and in subsequent presentations recommended many implementation ideas, including essential public policies. This section describes how those ideas can be put into practice to implement the Vision, Critical Success Factors, and Initial Focus ideas that were also articulated by stakeholders. Timelines are also suggested to achieve measurable outcomes within a three-year rolling timeframe.

VISION	Implementation Strategies
We seek to create and sustain a connected community comprising:	
sustainable neighborhoods that are safe, walkable, mixed-use, diverse, compact, green and well designed;	In Reinvestment Plan areas, use national and/or local development standards and codes that support mixed-use walkable communities (e.g. SmartCode, TND Rating system, LEED ND, etc.)
an ample supply of and diverse range of affordable, quality and green housing that is well-integrated into mixed-use neighborhoods;	<ul style="list-style-type: none"> • Secure a long-term flexible source of capital to finance quality affordable housing in mixed-use neighborhoods • Adopt development standards and codes for green housing in Reinvestment Plan areas • Work with SAHA to provide housing opportunities in Reinvestment Plan areas • Prioritize affordable, green housing production in MVA categories characterized by mixed-use
multi-modal, integrated, accessible, efficient and comprehensively planned transportation options;	<ul style="list-style-type: none"> • Create Reinvestment Plans that finance development that is transit-oriented • Work with VIA Transit and Commuter Rail District to identify station areas • Overlay findings of 2005 San Antonio Bexar County Metropolitan Planning Organization Transportation and Housing Study with MVA
physical infrastructure that supports community development;	<ul style="list-style-type: none"> • Use national and/or local development standards and codes that support mixed-use walkable communities • Prioritize capital projects in Reinvestments Plan areas
economic opportunity accessible to residences in the form of jobs and workforce education resulting in living wages and increasing per capita income;	<ul style="list-style-type: none"> • Use national and/or local development standards and codes that support mixed-use walkable communities • Focus job creation and workforce education efforts in Reinvestment Plan areas • Prioritize job creation in MVA categories characterized by high proportions of residential development
equitable services;	Develop strategies and benchmarks in Year 1 for implementation in Years 2 and 3
well-preserved historic and cultural resources; and	Develop strategies and benchmarks in Year 1 for implementation in Years 2 and 3
a clean and healthy environment with safe places and ready access to medical and health services.	Develop strategies and benchmarks in Year 1 for implementation in Years 2 and 3

CRITICAL SUCCESS FACTORS	Implementation Strategy
Strong, continuous, committed and effective leadership in public and private sectors to help achieve our vision for community development	<ul style="list-style-type: none"> • Create Community Development Advisory Committee (CDAC) to provide forum for community development leadership from both public and private sectors • Sponsor training programs that build leadership capacities in Community Development
Ongoing access to multiple sources of flexible capital and adequate and consistent funding	<ul style="list-style-type: none"> • Establish Incentives/fee system for successful community development • Use Real estate market value analysis to prioritize programmatic spending and resources • Develop and secure additional sources of capital: establish CD Fund
Collaborative working relationships within and between public and private sectors	<ul style="list-style-type: none"> • Use CDAC to foster collaboration and partnerships, particularly within Reinvestment Plan Areas • Cultivate a Pilot Project program to research and implement best practices in community development
Create and actively implement a workable strategic plan for community development	Adopt this Strategic Plan for Community Development, monitor its progress closely, and update Plan on a regular basis
Informed, engaged and supportive citizens	Educate, recruit, and inspire citizens through regular, ongoing communication through CDAC, community meetings, and Reinvestment Plan creation process
Educational opportunities that support people and capacity building;	<ul style="list-style-type: none"> • Promote educational opportunities in Reinvestment Areas through partnerships with school districts, local schools, and institutions of higher education • Sponsor training programs that build professional capacities in Community Development.
Maintain low cost of living while increasing living wages through workforce development and job creation	Focus job creation and workforce education efforts in Reinvestment Plan areas
Supporting and replicating successful projects/programs while encouraging innovation and experimentation	Fund and implement pilot project program
Acting in an environmentally sound manner	Use development standards and codes for green housing in Reinvestment Plan areas
Developing and employing high standards for community development	Sponsor Community Development Training

INITIAL FOCUS PROGRESS TABLE (YEAR 1: OCTOBER 2008 – SEPTEMBER 2009)

<u>Initial Focus</u>	<u>Goals: 2008-2009</u>	<u>Results</u>
Incentives/fees for successful community development	Develop and begin to implement incentive / fee system	Incentive Scorecard being updated as critical element of Infill & Reinvestment Policy
Sources of capital	Identify existing resources; cultivate additional short-term and long-term funding	Discussions initiated regarding Housing Trust, National Development Council, and Neighborhood Stabilization Program
Multimodal public transportation	Prioritize Reinvestment Plan areas that are transit-oriented; work with VIA and Commuter Rail District to identify station areas; integrate multimodal transportation strategies in Reinvestment Plans	Infill & Reinvestment Policy has informed transit master planning discussions; Westside RPA incorporates multimodal station; need to identify criteria for RPA selection
Real estate market analysis	Complete initial MVA; City adopts MVA as part of Strategic Plan for Community Development.	Done.
	Develop investment strategies for each market condition based on stakeholder input at the Housing Summit, and national best practices	Community Development Indicators project initiated, will incorporate MVA policy discussions
Pilot projects	Identify funding sources and potential pilot projects	Substantial subcommittee work exploring potential projects
Workforce housing in mixed use areas	Prioritize Reinvestment Plan areas with demand for workforce housing in mixed-use areas; integrate workforce housing strategies into Reinvestment Plans	Infill & Reinvestment Policy to incorporate mixed-income housing strategies; need to identify criteria for RPA selection
Educational opportunities (including job/workforce training)	Focus job creation and workforce education efforts in Reinvestment Plan areas; develop partnerships with school districts and schools in Reinvestment Plan Areas; promote strategic plan for workforce development	Infill & Reinvestment Policy includes job creation goals; need to focus particular efforts on school outreach
Local business development	Work with EDD to develop plan and benchmarks.	Infill & Reinvestment Policy to include quantitative benchmarks

INITIAL FOCUS IMPLEMENTATION TABLE: 2010 - 2012

Initial Focus	End of YR 1 (Sept 2010)	End of YR 2 (Sept 2011)	End of YR 3 (Sept 2012)
Incentives/fees for successful community development	Finalize update of Incentive Scorecard to Implement Infill & Reinvestment Policy incentive / fee system	Implement Infill & Reinvestment Policy incentive / fee system	Implement Infill & Reinvestment Policy incentive / fee system; evaluate success and options
Sources of capital	Finalize discussions regarding Housing Trust, National Development Council, and Neighborhood Stabilization Program; work with GMA to ensure that Consolidated Plan update incorporates Community Development goals; cultivate additional short-term and long-term funding	cultivate additional short-term and long-term funding	cultivate additional short-term and long-term funding
Multimodal public transportation	Prioritize Reinvestment Plan areas that are transit-oriented (identify criteria); integrate multimodal transportation strategies in Reinvestment Plans (develop common strategies)	Prioritize Reinvestment Plan areas that are transit-oriented (identify criteria); integrate multimodal transportation strategies in Reinvestment Plans (develop common strategies)	Prioritize Reinvestment Plan areas that are transit-oriented (identify criteria); integrate multimodal transportation strategies in Reinvestment Plans (develop common strategies)
Community Development Indicators / Real estate market analysis	Perform additional contextual analysis based on MVA, as needed; Update MVA Continue public outreach on Community Development Indicators; adopt into SPCD; develop policies for individual indicators (including MVA categories)	Perform additional contextual analysis based on MVA, as needed Evaluate indicator policies; track indicators	Perform additional contextual analysis based on MVA, as needed Evaluate indicator policies; track indicators
Pilot projects	Formalize pilot project process	Initiate and/or continue pilot projects	Initiate and/or continue pilot projects
Workforce housing in mixed use areas	Prioritize Reinvestment Plan areas with demand for workforce housing in mixed-use areas (identify criteria); integrate workforce housing strategies into Reinvestment Plans (develop common strategies)	Prioritize Reinvestment Plan areas with demand for workforce housing in mixed-use areas (identify criteria); integrate workforce housing strategies into Reinvestment Plans (develop common strategies)	Prioritize Reinvestment Plan areas with demand for workforce housing in mixed-use areas (identify criteria); integrate workforce housing strategies into Reinvestment Plans (develop common strategies)
Workforce training / job development	Focus job creation and workforce education efforts in Reinvestment Plan areas; initiate strategic plan for workforce development	Focus job creation and workforce education efforts in Reinvestment Plan areas; initiate strategic plan for workforce development	Focus job creation and workforce education efforts in Reinvestment Plan areas; initiate strategic plan for workforce development
Develop partnerships with schools and school districts	Focus on developing strong partnership activities with schools in Reinvestment Plan areas and City-wide	Continue partnership activities with schools in Reinvestment Plan areas and City-wide	Continue partnership activities with schools in Reinvestment Plan areas and City-wide
Local business development	Track Infill & Reinvestment Policy benchmarks; develop local business development plan with EDD	Track Infill & Reinvestment Policy benchmarks; develop local business development plan with EDD	Track Infill & Reinvestment Policy benchmarks; develop local business development plan with EDD

APPENDIX B: 2009 SUMMIT FEEDBACK BALLOT

The CDAC needs your feedback.

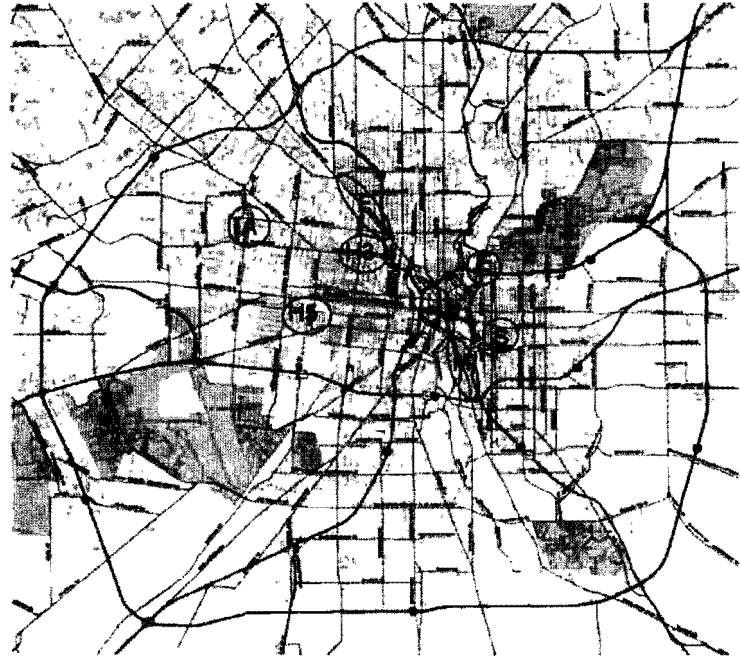
Please return completed form to ballot boxes before you leave today.

1 Every year the CDAC selects parts of town for Reinvestment Plans. Generally, what should they be looking for?
Please circle the number that indicates the importance of these criteria, with 1 meaning "Very Important" and 5 meaning "Not Important".

New criteria being considered for this year

Criteria used last year

	Very Important ←	→ Not Important
	1	2 3 4 5
High rates of diabetes deaths		1 2 3 4 5
High rates of heart disease deaths		1 2 3 4 5
High rates of births with late or no prenatal care		1 2 3 4 5
High crime rates		1 2 3 4 5
Low levels of education		1 2 3 4 5
High Poverty		1 2 3 4 5
Low Median Income		1 2 3 4 5
High Unemployment		1 2 3 4 5
Proximity to Ft. Sam Houston		1 2 3 4 5
Market Value Analysis		1 2 3 4 5
Opportunity to use Tax Increment Reinvestment Zone		1 2 3 4 5
Recently adopted Neighborhood Plans		1 2 3 4 5
Presence of an anchor institution (university, school, major employment center, etc.)		1 2 3 4 5
High level of private sector support		1 2 3 4 5
High level of Neighborhood Association Support		1 2 3 4 5
Organization(s) in place with capacity to implement plan		1 2 3 4 5



2 Seven areas are being considered for Reinvestment Plans in 2009-2010. Which do you think are the most promising? Rank from 1 – 7, with 1 being the most promising.
Feel free to add new areas! Circle and label any area you think is ready for reinvestment, and rank it, too

Name	Rank
A St. Mary's University	
E Midtown THRZ / Lower Broadway	
F Deco District	
H3 Little Flower Boetico	
H5 Our Lady of the Lake University	
M S. Preva	
B Historic Gardens	

APPENDIX C: DIGNOWITY HILL (EASTSIDE) REINVESTMENT PLAN

This appendix contains a summary of this Reinvestment Plan and its associated action matrix.

The Eastside Reinvestment Plan sets comprehensive community development goals including strategies for targeted reinvestments in physical and social elements. The Eastside Reinvestment Plan also includes an action element that identifies lead partners and funding mechanisms. The reinvestment plan implements the goals and objectives of the Dignowity Hill Neighborhood Plan in addition to taking into consideration goals and recommendations of other plans and policies.

Dignowity Hill is the area bounded by Sherman and Nolan to the north, New Braunfels and St. James to the east, Houston, Crockett, Commerce, and Center to the south, and IH-37, Chestnut, Live Oak, and Austin to the west. The planning area consists of approximately 640 acres with a population of approximately 4,498 residents (Nielson Company Claritas 2008 PopFacts).

The reinvestment plan was developed over a series of six public meetings in conjunction with the neighborhood plan from June 2009 to August 2009. Well over 190 people attended one or more of the public meetings to provide input to the plan. At the first meeting, participants identified the issues and concerns within the planning area. Subsequent meetings were dedicated to focusing on the issues and concerns and developing action steps to address these concerns. Meeting attendees prioritized the reinvestment actions. An open house was held on August 29th to showcase the strategies identified in the neighborhood plan and reinvestment plan.

The crucial piece of the reinvestment plan is defining the priority reinvestment actions that will have the greatest impact both in the short term as well as in the long term for the neighborhood. Through the planning process, eight reinvestment strategies emerged. The strategies are ranked with the highest priority being listed first. Each priority action includes steps, a timeline, proposed partnerships and funding in the Action Plan Matrix.

The following reinvestment priority actions emerged:

1. Implementation cooperation
2. Infill development and housing rehabilitation
3. Safe environment
4. Transportation networks and complete streets
5. Economic development
6. Enhance community facilities
7. Preserve and promote the historic character
8. Showcase environmental sustainability

All of the reinvestment strategies are interrelated and dependent upon one another. An integrated approach to reinvestment is essential. Any type of investment to housing or businesses will not be successful without infrastructure improvements and crime prevention. The long term vision for reinvestment in the Dignowity Hill neighborhood will be realized through strategic incremental investment of both private and public funds.

I. IMPLEMENTATION COORDINATION			
1.1 Host a kick-off event to the reinvestment plan	2009	PDSD, DHNA, HNS, ACS, SAPD, District 2, OMA, CPS Energy, etc.	Grants, General Fund
1.2 Organize one group with partners from both the public and private sector to implement the reinvestment plan	2010	DHNA, PDSD, SAHA, OHP, SAGE, OMA, local businesses, residents, property owners, and other non-profits	Minimal/Volunteer
1.3 Utilize the interdepartmental oversight/ single point of contact	2010	DHNA, PDSD, HNS, SAGE	Minimal/Volunteer
1.4 Establish a land bank for development	2010	PDSD, DHNA, Economic Development	General Fund, grant
1.5 Monitor and measure the progress of plan implementation	2011 - ongoing	Plan Action Team, DHNA, and other partners	Minimal/Volunteer
2. INFILL HOUSING AND HOUSING REHABILITATION			
2.1 Housing restoration assistance to subsidize rehabilitation	2010	HNS, OHP, Merced Housing, San Antonio Housing Trust, Conservation Society	CDBG, Historic Tax Credits, Grants, Loans
2.2 Implement a "rehabarama" program for one to two blocks	2011	OHP, HNS, San Antonio Builders Association, OMA	CDBG; Grant
2.3 Create a website to market properties for sale	2010	Plan Action Team, DHNA, San Antonio Board of Realtors, OMA	Minimal/Volunteer
2.4 Meet with absentee landlords/property owners to sell or renovate housing	2010	DHNA, Plan Action Team	Minimal/Volunteer
2.5 Meet with responsible home builders and developers to encourage the development of quality constructed infill housing or restoration of older housing in disrepair			
2.6 Work with UTSA School of Architecture to develop infill housing designs with cost estimates	2010	UTSA, Plan Action Team, DHNA, PDSD, OHP, CDAC	Minimal/Volunteer

2.7 Make UTSA designs available for property owners to build on vacant parcels	2010	UTSA, Plan Action Team	Minimal/Volunteer
2.8 Coordinate with St. Philip's College to build one house per semester	2010-ongoing	St. Philip's College, HNS, OHP, PDSD, DHNA, Plan Action Team	Grants, Loans, Private funds
3. SAFE ENVIRONMENT			
3.1 Install more lighting and or video surveillance in crime hot spots to deter criminal activity	2010	DHNA, SAPD, District 2, business owners, property owners	Grant
3.2 Institute Police Bike Patrol	2011	DHNA, SAPD, District 2, Parks & Recreation	Grant
3.3 Prohibit the consumption of alcoholic beverages on public streets and in public parks	2010	DHNA, PDSD	General Fund
3.4 Plant trees or other natural barriers to prevent graffiti	2010	DHNA, HNS, OEP, Parks & Recreation	Grants, EECGB, Tree Mitigation Fund
3.5 Participate in and promote anti-graffiti programs	2010		
3.6 Provide education regarding responsible animal care	2010	DHNA, ACS, AAPAW, SNAP	Grants, General Fund, Minimal/Volunteer
3.7 Increase Animal Care Services	2010	DHNA, ACS, AAPAW, SNAP	Grants, General Fund
3.8 Invite mobile spay and neuter units to provide free or low cost services in the neighborhood	2010 - as needed	DHNA, ACS, AAPAW, SNAP	Grants, Fundraising
4. TRANSPORTATION NETWORKS AND COMPLETE STREETS			
4.1 Install additional streetlights	2010 - ongoing	Public Works, CIMS, PDSD, CPS Energy	General Fund, ATD, Grant
4.2 Infrastructure improvements for the following: <ul style="list-style-type: none"> ▪ Cherry and Mesquite from Houston to Center; ▪ Lamar, Hays, Burnet, and Nolan from Pine to New Braunfels; ▪ Pine from Commerce to the railroad 	2010 - ongoing	Public Works, CIMS	General Fund, Bond, ATD, Grant

4.3 Repair/Install sidewalks on Nolan, Hays, Sherman, Burleson, Muncy, Pine, Mesquite, St. Charles, Can't Stop, and Willow	2010 - ongoing	Public Works, CIMS, PDSD, MPO	General Fund, ATD, Grant
4.4 Widen sidewalks with landscape buffer on Hackberry for pedestrians			
4.5 Create safe zones between the street and sidewalks, i.e. landscape buffer and include street trees in street design	2011	OEP, Public Works, CIMS, Parks & Recreation, OCA, Old Spanish Trail Centennial, DHNA	General Fund, Bond, Tree Mitigation Fund, EECBG, Grants
4.6 Improve the railroad crossings at Houston, Commerce, Lamar, and Burnet	2011	Union Pacific Railroad, Public Works	Grants, General Fund, Bond
4.7 Add lighting along railroad tracks for public safety			
4.8 Designate a bicycle lane along Hays, Hackberry, Houston, and Commerce	2010-2012	OEP, Public Works, CIMS, MPO, AACOG, TxDOT	General Fund, ATD, Grants
4.9 Restore the historic street-car route along Commerce Street	2014	VIA	General Fund, Bond, ATD, Grants
4.10 Install a public art display using neon lights under IH-37 at Brooklyn and Nolan	2011	OCA, TxDOT, DHNA	Grant, Bond, Private funds
4.11 Improve the aesthetics of Houston Street and North New Braunfels Street over the train tracks as gateway corridors and symbols of the Old Spanish Trail	2011	OEP, Public Works, CIMS, Parks & Recreation, OCA, Old Spanish Trail Centennial, DHNA, OMA	General Fund, Bond, Tree Mitigation Fund, EECBG, Grants
4.12 Install historic district street signs to identify the historic district	2011	DHNA, Public Works, OHP, San Antonio Conservation Society	Grant, Bond, General Fund
4.13 Install way-finding signage in the neighborhood in order to direct tourists and neighbors to cultural points of interest such as the Old Spanish Trail, Hays Street Bridge, and the historic cemeteries	2011	Public Works, OCA, Convention and Visitors Bureau, DHNA, PDSD, SAGE, OHP, OMA, HNS	General Fund, Bond, Grant

4.14 Install public art throughout the neighborhood especially within any roundabouts utilizing a central theme to brand the neighborhood	2011 - 2015	DHNA, OCA, Public Works, OMA	Grants
4.15 Redesign and install bus shelters to be public art and symbolic of the neighborhood and culture of Dignowity Hill	2012	OCA, VIA, OHP, DHNA	Grants, Private funds
4.16 Construct a covered bus terminal with benches at Ellis Alley with bicycle parking and newsstand	2014	VIA, MPO, OEP	Private funds, Grants
4.17 Implement a neighborhood improvements district (NID)	2011	DHNA, HNS	General Fund
4.18 Improve drainage at Pine and the railroad tracks and at Lamar and the railroad tracks	2011	Public Works, CIMS	General Fund, Bond
4.19 Conduct a traffic study on Pine from Commerce to the railroad tracks and install traffic calming devices as recommended	2012	Public Works, CIMS	General Fund, Bond, ATD, Grants
4.20 Establish a multimodal depot at Sunset Station with connections to Austin and Fort Sam Houston and other multimodal depots	2014	Union Pacific Railroad, MPO, VIA, OMA, Austin-San Antonio Rail Board	Bond, ATD, Grants, Private funds
5. ECONOMIC DEVELOPMENT			
5.1 Develop small businesses such as small retail stores and restaurants	2010	Plan Action Team, DHNA, Economic Development, HNS, SAGE, local business owners, National Development Council	CDBG, Grants, Private funds
5.2 Create a marketing plan to promote shopping in the neighborhood			
5.3 Refurbish the historic commercial establishments using available incentives			
5.4 Establish an open air market or a weekly farmers market	2010	Economic Development, HNS, SAGE, local business owners, National Development Council, United Way, OMA	United Way neighborhood grant, CDBG, Grants, Private funds
5.5 Host a monthly event to promote are and businesses			

5.6 Develop branding for the neighborhood with signage and lighting	2011	DHNA, OCA, OHP, SAGE, San Antonio Conservation Society, OMA	Grants
5.7 Reinstate the New Braunfels Neighborhood Commercial Revitalization (NCR) Program	2010	HNS, SAGE, Local business owners	Grant
5.8 Participate in Project Face-lift grants to improve business façades to have more curb appeal to passing consumers	2010-2015	HNS, SAGE, Local business owners	Grant, Private funds
5.9 Target development industries to locate within Dignowity Hill include partnerships and technical training with local schools and colleges. Target development industries include: <ul style="list-style-type: none"> ▪ Health Care; ▪ Health Care Education; ▪ Communications; ▪ Intelligence; ▪ Security; and ▪ Technology 	2010-2015	COSA Economic Development, San Antonio for Growth on the Eastside, Embrace BRAC, COSA Office of Military Affairs	Grants, Private funds
6. ENHANCE COMMUNITY FACILITIES			
6.1 Organize Friends of the Dignowity Hill Parks	2010	DHNA	Minimal/Volunteer
6.2 Promote the use of parkland for festivals and community activities	2011	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation	Minimal/Volunteer
6.3 Plant additional landscaping	2011	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, OEP	Grants, Tree Mitigation Fund, EECGB
6.4 Develop a community garden	2013	DHNA, Green Spaces Alliance	Grant, Volunteer
6.5 Increase park lighting	2011	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CPS Energy, CIMS	General fund, Grants, Bonds

6.6 Install water fountains, trash cans, and restrooms in parks	2014	Friends of Dignowity Hill Parks, DHNA, Parks and Recreation, CIMS	Bond, Grant, General Fund
6.7 Establish a park under the Hays Street Bridge on Cherry Street	2015	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond, Grants
6.8 Build a community center at Lockwood Park	2015	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond, Grants
6.9 Construct a skate park at Fairchild Park	2015	DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond
6.10 Close Burnet between Dignowity and Lockwood Park in order to connect the two parks as one large park	2014	CIMS, Public Works, Parks and Recreation	Bond, Grant, General Fund
6.11 Install picnic tables and barbeque pits at Fairchild and Lockwood Park	2010 - 2013	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond, General Fund, Grants
6.12 Construct a gazebo or pavilion	2010 - 2013	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Grant, Bond
6.13 Construct landscaped walking paths in Dignowity and Lockwood Park	2014	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS, Bexar Metro Health, MPO, Steps to a Healthier San Antonio	Bond, Grants
6.15 Resurface the tennis courts and improve lighting at Fairchild Park	2014	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond, Grants, General Fund

7. PRESERVE AND PROMOTE THE HISTORIC CHARACTER			
7.1 Develop unique design standards for historic preservation for the Dignowity Hill Historic District	2010-2011	DHNA, OHP	General Fund
7.2 Establish a historic cemeteries tour	2010	OCA, OHP, DHNA	General Fund
7.3 Install a historic marker or information kiosk for the Historic Cemeteries at Paso Hondo and Monumental	2012	OHP, OCA	Grant
7.4 Provide way finding signs for the following: <ul style="list-style-type: none"> ▪ St. Paul Square; ▪ Ellis Alley; ▪ Dignowity Hill Historic District; ▪ Hays Street Bridge; and ▪ Old Spanish Trail 	2010	OCA, OHP, Public Works, Convention and Visitors Bureau, PDSD, SAGE	Grants, Bond, TIRZ
7.5 Develop a Dignowity Hill tour guide	2010	OHP, OCA, DHNA	Grant
7.6. Determine and remove disincentives to preserving historic resources <ul style="list-style-type: none"> ▪ Review and update the Unified Development Code (UDC) to streamline the process and the Historic Design and Review Commission (HDRC) ▪ Review the fees schedule to recommend any fee waivers or financial incentives that be provided to incentivize historic preservation 	2011	Dignowity Hill Neighborhood Association, COSA Office of Historic Preservation, COSA Planning and Development Services Department	General Fund
7.7. Enhance and promote existing historic preservation incentives that encourage reinvestment in historic resources	2010	Dignowity Hill Neighborhood Association, COSA Office of Historic Preservation, San Antonio for Growth on the Eastside	General Fund

8. SHOWCASE ENVIRONMENTAL SUSTAINABILITY			
8.1 Reuse building materials whenever possible	2010	OEP, HNS, OHP, AACOG, CPS Energy, DHNA, Parks and Recreation	Weatherization Assistance Program (WAP), EECBG. Grants, Tree Mitigation Fund
8.2 Restore building materials as a first option and provide incentives for restoration			
8.3 For City initiated demolitions, require that all building materials are reused or sold to benefit housing rehabilitation in Dignowity Hill			
8.4 Collaborate with the Office of Environmental Policy and CPS Energy to improve household and business energy efficiency			
8.5 Plant trees to shade buildings to reduce energy use			

ABBREVIATIONS

- AACOG - Alamo Area Council of Governments
- AAPAW - Alamo Area Partners for Animal Welfare
- ACS - COSA Animal Care Services
- ATD - Advanced Transportation District
- CDBG - Community Development Block Grant
- CIMS - COSA Capital Improvements Management Services
- COSA - City of San Antonio
- DHNA - Dignowity Hill Neighborhood Association
- District 2 - City Council District 2 Office
- HNS - COSA Housing and Neighborhood Services
- MPO - San Antonio-Bexar County Metropolitan Planning Organization
- OCA - COSA Office of Cultural Affairs
- OEP - COSA Office of Environmental Policy
- OHP - COSA Office of Historic Preservation
- OMA - COSA Office of Military Affairs
- PDS - COSA Planning and Development Services
- SAGE - San Antonio for Growth on the Eastside
- SAPD - San Antonio Police Department
- SNAP - Spay-Neuter Assistance Program
- TxDOT - Texas Department of Transportation
- VIA - VIA Metropolitan Transit

APPENDIX D: ROOSEVELT CORRIDOR REINVESTMENT PLAN

This appendix contains a summary of this Reinvestment Plan and its associated action matrix.

Roosevelt Corridor Reinvestment Plan

The Roosevelt Corridor Reinvestment Plan provides a coordinated, multi-year program designed to spur reinvestment along Roosevelt Avenue. The Plan area extends from Lone Star Boulevard to the north to Loop 410 to the south and includes the Mission Drive-In Tax Increment Reinvestment Zone (TIRZ) area. The over arching goal of the Plan is to leverage the major drivers for the redevelopment of the Corridor - the Mission Reach of the San Antonio River Improvements Project and the redevelopment of the former Mission Drive-In site. The Reinvestment Plan identifies infrastructure priority projects, community based initiatives, and tools for proactive land use planning. The Reinvestment Strategies and individual actions items were developed through a community-based process that included residents, business and property owners, neighborhood associations, public agency representatives, and design and finance professionals.

The over-arching goal of this plan is to encourage reinvestment in the Roosevelt Corridor.

Achieving this will require the following actions:

- 1. Leverage River Improvements & Mission Drive-In Redevelopment**
- 2. Invest in drainage, street and sidewalk infrastructure**
- 3. Phase out high intensity commercial and industrial zoning**
- 4. Adopt unifying design standards for new construction**
- 5. Launch community-based initiatives to improve quality of life**
- 6. Link existing business & property owners with funding sources**
- 7. Create investment opportunities**

Why Roosevelt, Why Now?

The Roosevelt Corridor has been overlooked for both public and private investment despite the fact that the Corridor connects some of the City's most important recreational, historical and cultural assets. The Roosevelt Corridor parallels the general north-south flow of the San Antonio River and connects a series of riverside parks, a municipal golf course, provides access to the historic missions, and is the arrival and departure gateway for travelers utilizing the recently upgraded Stinson Municipal Airport. The current condition of the corridor, caused by decades of neglect and disinvestment, betrays its riverside location and its role connecting these resources.

The extension of the San Antonio River Improvements Project into the heart of the Southside promises to end a long period marked by neglect and disinvestment. Reinvigorating the River through eco-system restoration, flood control upgrades, recreational enhancements and aesthetic improvements provides motivation for rethinking the role and function of the Roosevelt Corridor. When combined with the publicly- and privately-funded redevelopment of the former Mission Drive-In site into the new District 3 branch library and mixed-use complex, these projects have the potential to generate opportunities for the redevelopment of the entire Roosevelt Corridor. This

Reinvestment Plan was conceived as a way to focus and coordinate public and private sector investment along the Roosevelt Corridor to ensure these projects are not islands unto themselves, but rather are integrated into a larger context of functional and aesthetic enhancements.

Action Matrix

The Action Matrix details the 7 Reinvestment Strategies for the Roosevelt Corridor. The Action Matrix includes actions items, partners, funding sources, and time frames.

Action Items

Each reinvestment strategy includes action items and those partnerships and resources needed to ensure these important initiatives are completed. In many cases action items include a list of additional steps, details, or priorities developed by the Planning Team.

Partners

Accomplishing these individual action items will require the support and advocacy of the identified partners, neighborhood associations, the greater community, City staff, Mission Drive-In TIRZ Board, and elected and appointed officials. Many of the Reinvestment Strategies are eligible for TIRZ funding and will be forwarded to the Mission Drive-In TIRZ Board. The Mission Drive-In TIRZ Board may choose projects from this Reinvestment Plan for inclusion in the TIRZ project and financing plan.

Time Frames

The Reinvestment Plan generally includes action items that may be initiated, and in many cases completed, within the next 5 years. Time frames for specific action items will vary. Some may take a few months; others several years to accomplish. In general time frames are classified in three levels:

- Short - 0 to 18 months following plan adoption
- Mid - 2 to 3 years following plan adoption
- Long - 3 to 5 years following plan adoption

Some action items have been classified as "Ongoing." These action steps require continuous effort and maintenance.

Actual timeframes will vary depending on the availability of funds, priorities of the identified partners, real-world conditions, and the support provided by the community stakeholders. Because many of the action items rely on TIRZ funding or actions, the TIRZ Board will be charged with re-prioritizing these action items as they move forward with implementation.

CHAPTER 7: ACTION MATRIX



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7 ACTION MATRIX

The Action Matrix outlines the 7 Reinvestment Strategies introduced in the previous chapter. This Action Matrix includes actions items, partners, funding sources, and time frames.

Action Items

Each reinvestment strategy includes action items and those partnerships and resources needed to ensure these important initiatives are completed. In many cases action items include a list of additional steps, details, or priorities developed by the Planning Team.

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	Priority Action	Partners	Funding Sources	Time Frame
1.0	Leverage River Improvements & Mission Drive-In Redevelopment			
1.1	<p>Provide physical and visual connections from Roosevelt Avenue to the San Antonio River.</p> <ul style="list-style-type: none"> • Use wayfinding signage, public art, and streetscape enhancements at key connecting points including Roosevelt Park, Highland/ Yellowstone, Southcross, the Roosevelt Bridge, and the Mission Drive-In Site. • Issue Request for Proposals (RFP) through the TIRZ Board to hire consultant to engage stakeholders, determine ideal placement, and design signage and streetscape enhancements. • Provide parking for autos and bicycles at gateways to the San Antonio River Improvements. Work with Public Works to identify areas where existing roadways may be re-striped to incorporate on-street parking spaces. Task consultant (see above) with identifying best locations for off-street parking spaces. Consider long-term lease of parking spaces from adjacent property owners or shared parking with adjacent businesses. • Work with City of San Antonio (COSA) Capital Improvement Management Service, COSA Public Works and Texas Department of Transportation (TxDOT) to install wayfinding signage, public art, and streetscape enhancements. 	<p>San Antonio River Authority (SARA); Mission Drive-In TIRZ Board; COSA Parks & Recreation; COSA Capital Improvement Management Service; San Antonio River Foundation</p>	<p>TIRZ Funds, San Antonio River Foundation Funds</p>	<p>Mid</p>
1.2	<p>Provide safe & accessible pedestrian connections to the new District 3 Branch Library and Mission Drive-In site from adjacent neighborhoods.</p> <ul style="list-style-type: none"> • Install pedestrian crossing signals, high visibility pavement markings, and accessible sidewalks at the intersection of Roosevelt Avenue & VFW. 	<p>COSA Office of Environmental Policy, COSA Capital Improvement Management Service, COSA Public Works, TxDOT</p>	<p>Energy Efficiency and Conservation Block Grant (EECBG) Funds for Vehicle Miles Traveled (VMT) Reductions, TIRZ Funds, Public Funds (CIP and Bond)</p>	<p>Mid</p>

	Priority Action	Partners	Funding Sources	Time Frame
1.3	Issue Request for Proposals (RFP) for master developer for Mission Drive-In Site through the TIRZ Board. <ul style="list-style-type: none"> Task master developer with design, permitting, construction, and lease/sale of office, retail, and residential spaces. 	COSA Housing & Neighborhood Services, COSA Capital Improvement Management Services, TIRZ Board	TIRZ Funds, Public Funds (CIP and Bond)	Mid
2.0	Invest in Drainage, Street, and Sidewalk Infrastructure			
2.1	Commission transportation study for Roosevelt Avenue. <ul style="list-style-type: none"> Develop cost estimates for the entire Corridor and for smaller segments or individual intersections. Determine feasibility of transferring all maintenance or partial maintenance responsibilities to City of San Antonio. Redesign as a complete street with sidewalks, bicycle lanes, and accommodations for mass transit. Engage CIMS or issue RFP for consultant through the TIRZ Board. 	TIRZ board, COSA Capital Improvement Management Services, TxDOT, VIA Metropolitan Transit	TIRZ Funds, Public Funds	Short
2.2	If deemed feasible by transportation study, formulate transfer of ownership or maintenance agreement with TxDOT to give COSA greater control over design and maintenance of Roosevelt Avenue right-of-way.	COSA Public Works, COSA Capital Improvement Management Services, TxDOT, TIRZ Board	TIRZ Funds, Public Funds (Street Maintenance, Neighborhood Access Mobility Project (NAMP), Community Development Block Grant (CDBG))	Mid

	Priority Action	Partners	Funding Sources	Time Frame
2.3	<p>Schedule reconstruction of Roosevelt right-of-way.</p> <ul style="list-style-type: none"> • Redesign cross section to include bicycle lanes, sidewalks, and landscaped medians. • Include water, sewer, and drainage infrastructure. • Prioritize areas as identified by Reinvestment Plan. • <u>Streets</u> <ul style="list-style-type: none"> Provide direct access to IH-10 from Roosevelt Add landscaped medians to Roosevelt from McMullen to the San Antonio River Consider replacement of signalized intersection at Roosevelt & White/VFW with a traffic circle • <u>Sidewalks</u> <ul style="list-style-type: none"> Replace sunken sidewalks at Roosevelt Park Provide pedestrian access over Roosevelt Ave bridge at the SA River • <u>Landscaping</u> - See 5.4 for landscape priorities 	<p>COSA Capital Improvement Management Service, TIRZ Board, TxDOT, San Antonio Water System (SAWS), City Public Service (CPS)</p>	<p>TIRZ Funds, Public Funds (Street Maintenance, State, CIP and Bond), San Antonio Water System (SAWS)</p>	<p>Long</p>
2.4	<p>Develop comprehensive stormwater management plan to address flooding issues along the Roosevelt Corridor and surrounding neighborhoods. Focus on the following problem areas identified by the Planning Team:</p> <ul style="list-style-type: none"> • Railroad Underpass north of Lone Star Boulevard • Intersection of Roosevelt & Wharton • Intersection of Roosevelt & HF McCarty • Intersection of Roosevelt & White/VFW • Intersection of Roosevelt & San Jose/ Pacheco • Intersection of Roosevelt & Harding • Intersection of Roosevelt & Flores • Improvements from March to Loop 410 	<p>COSA Public Works, COSA Capital Improvement Management Service, TxDOT</p>	<p>TIRZ Funds, Public Funds (Street Maintenance, State, CIP and Bond)</p>	<p>Short</p>
2.5	<p>Replace obsolete wastewater infrastructure on the northern corridor; schedule sewer service extension to southern corridor.</p>	<p>San Antonio Water System (SAWS)</p>	<p>San Antonio Water System (SAWS) CIP Funds</p>	<p>Short</p>

	Priority Action	Partners	Funding Sources	Time Frame
2.6	<p>Coordinate mass transit enhancements with VIA in accordance with the SmartwaySA Community Draft Vision 2035 generated during the SmartwaySA Community Workshop August 31- September 3, 2009.</p> <ul style="list-style-type: none"> • Support designation of Roosevelt Avenue as high priority transit corridor. • Improve bus stops/ shelters and increase overall community access to transit. 	TIRZ Board, VIA Metropolitan Transit	VIA Metropolitan Transit	Mid
2.7	<p>Provide infrastructure improvements to support the San Antonio River Improvements & Mission Drive-In Redevelopment.</p> <ul style="list-style-type: none"> • Focus on Roosevelt/VFW drainage improvements, interior streets and sidewalks, and connections to the San Antonio River. 	TIRZ Board, COSA Public Works, COSA Capital Improvement Management Service	TIRZ Funds, Public Funds (Street Maintenance, NAMP, CDBG)	Mid
2.8	Bury utility lines near Roosevelt Park, Riverside Golf Course, Mission Drive-In Redevelopment Site and Mission San Jose.	City Public Service (CPS), TIRZ Board, Private Cable/ Telephone Service Providers	City Public Service (CPS) Community Infrastructure & Economic Development (CIED) Funds, TIRZ Funds	Mid
3.0	Phase Out High Intensity Commercial and Industrial Zoning			
3.1	<p>Rezone properties in the Corridor according to adopted future land use plans.</p> <ul style="list-style-type: none"> • Zone to designate appropriate location for community commercial, residential, office, and light industrial uses. • Encourage a mix of uses where appropriate. • Reduce opportunities for the establishment of high intensity commercial uses (bars, motels, car sales lots, auto repair) outside of higher intensity commercial nodes. 	District 3 and District 5 Council Offices, COSA Planning & Development Services	COSA Planning & Development Services Fund	Adoption - Short; Admin. - Ongoing
3.2	Monitor the establishment of new uses. Call 311 to report uses established in violation of zoning standards.	Planning Team, COSA Planning & Development Services	None Required	Ongoing

	Priority Action	Partners	Funding Sources	Time Frame
4.0	Adopt Unifying Design Standards for New Construction			
4.1	<p>Utilize the existing Corridor Overlay District program to create a zoning overlay district with unique site and building design standards for new construction along the corridor.</p> <ul style="list-style-type: none"> • <i>Ensure compatibility with historic and cultural resources.</i> • <i>Emphasize environmental BMPs to restore natural landscape.</i> • <i>Strike a balance between mandatory regulations and optional guidelines to ensure infill development, redevelopment and improvements are not stifled by overly restrictive regulations.</i> • <i>Rezone corridor properties to incorporate overlay district designation.</i> 	District 3 and District 5 Council Offices, COSA Planning & Development Services, Planning Team	COSA Planning & Development Services Fund	Adoption - Short; Admin. - Ongoing
4.2	Monitor construction activity to ensure compliance with adopted overlay district standards. Call 311 to report illegal construction activity.	Planning Team, COSA Planning & Development Services	None Required	Ongoing
5.0	Launch Community-Based Initiatives to Improve Quality of Life			
5.1	Revive existing, and create new, community-based policing programs, such as Cellular on Patrol (COP) and Good Neighbor (Neighborhood Watch), in the Corridor area.	SAPD SAFE Officers, Neighborhood Associations, Planning Team	Existing funded program	Short & Ongoing
5.2	Increase participation in COSA graffiti abatement and sweeps programs. Schedule kick-off event to begin reinvestment plan area sweeps following 2009 Community Development Summit.	COSA Housing & Neighborhood Services, Neighborhood Associations, Planning Team	Existing funded program	Short & Ongoing
5.3	Target code violations. Call 311 to report code violations including dangerous structures, graffiti, bandit signs, junked vehicles, weeded vacant lots, and illegal dumping.	COSA Housing & Neighborhood Services, Neighborhood Associations, Planning Team	Existing funded program	Short & Ongoing

	Priority Action	Partners	Funding Sources	Time Frame
5.4	<p>Add native landscaping to target areas identified in Reinvestment Plan including right-of-way islands and street frontages.</p> <ul style="list-style-type: none"> • Utilize tree canopy survey to determine where tree cover is lacking. • Coordinate tree planting with COSA Aviation Department for areas near Stinson Airport. • Target the following areas identified by the Planning Team for landscape enhancements: <ul style="list-style-type: none"> • <u>Tree Trimming & Maintenance</u> Riverside Golf Course, Stinson Municipal Airport, Stinson Park, Historical Marker north of Riverside Golf Course • <u>Landscape Right-of-Way Islands at Intersections</u> Roosevelt & HF McCarty, Roosevelt & Kelly, Roosevelt & VFW • <u>Add Landscaping to Street Frontage</u> Grove to Yellowstone, SA River to Southcross, Stinson Airport Frontage, Harlandale ISD Stadium Frontage, Ashley to Loop 410, Stinson Park Frontage 	<p>TIRZ Board, COSA Capital Improvement Management Services, COSA Public Works, COSA Parks & Recreation, Municipal Golf Association San Antonio (MGASA), COSA Aviation, COSA Planning & Development Services, Neighborhood Associations, Planning Team</p>	<p>Tree mitigation fund, TIRZ Funds, Public Funds (Bond and CIP), Private Donors</p>	<p>Short & On-going</p>
5.5	<p>Establish partnerships for the installation of art on public and private property. Focus on the 3 priority areas identified by the Planning Team:</p> <ul style="list-style-type: none"> • Roosevelt Park • Roosevelt Bridge at the San Antonio River • Mission Drive-In Redevelopment Site 	<p>TIRZ Board, Brackenridge High School, COSA Cultural Affairs Office, COSA Capital Improvement Management Service, Planning Team</p>	<p>TIRZ Funds, Grants, Private Donors, San Antonio Area Foundation, National Endowment for the Arts, Public Funds (Bond and CIP)</p>	<p>Short to Long</p>

Priority Action	Partners	Funding Sources	Time Frame
6.0	Link Existing Business and Property Owners with Sources of Funding		
6.1	<p>Create Request for Proposals (RFP) process within TIRZ project plan for the future identification of projects that could benefit from the use of TIRZ funds.</p> <ul style="list-style-type: none"> • Create TIRZ-funded program to reimburse facade improvement and/ or interior finish-out costs for qualifying projects. Establish a tiered system that provides a higher reimbursement percentage for desired business types and for including pedestrian amenities and other design enhancements. 	COSA Housing & Neighborhood Services, TIRZ Board	TIRZ Funds Short & On-going
6.2	Establish Grow America Fund to provide low interest loans for financing small business improvements	COSA Planning & Development Services, National Development Council (NDC)	Public Funds (for match) Short
6.3	<p>Utilize COSA Office of Environmental Policy and City Public Service (CPS) energy efficiency funds for residential and small business upgrades.</p> <ul style="list-style-type: none"> • Prioritize reinvestment plan area households for participation in low income Weatherization Assistance Program (WAP) • Reduce utility bills by increasing the energy efficiency of eligible owner and renter occupied households and small businesses 	COSA Office of Environmental Policy, City Public Service (CPS)	City Public Service (CPS) Save for Tomorrow Energy Plan (STEP) Funds; American Recovery and Reinvestment Act (ARRA) Funds Short
6.4	<p>Identify troubled multi-family properties in need of intervention.</p> <ul style="list-style-type: none"> • Engage the San Antonio Housing Authority to identify HUD or other funding sources for needed interventions. 	San Antonio Housing Authority (SAHA)	Housing & Urban Development (HUD) Short
6.5	Provide grant writing assistance to reinvestment plan area small business owners, community organizations, and non-profit groups	University of Texas at San Antonio (UTSA); Alamo Community Colleges	UTSA, Alamo Community College Program Funds Short

	Priority Action	Partners	Funding Sources	Time Frame
6.6	Target Reinvestment Plan Area for participation in housing assistance programs including Owner Occupied Rehabilitation, Rental Rehabilitation, Lead-Based Paint Abatement, and Minor Home Repair. Schedule kick-off event to begin reinvestment plan area participation following the 2009 Community Development Summit.	COSA Housing & Neighborhood Services, COSA Planning & Development Services	Existing Program Funds	Short
6.7	Schedule foreclosure prevention workshops for communities adjacent to the Corridor. Schedule kick-off event to begin reinvestment plan area participation following the 2009 Community Development Summit.	COSA Department of Community Initiatives	Existing Program Funds	Short
6.8	Upgrade Incentive Scorecard System to provide coordinated incentives to individual projects within the reinvestment plan area that meet defined criteria <ul style="list-style-type: none"> • Reduce or waive fees associated with new construction including: plan review fees, building permit fees, street closure fees, and water/ sewer impact fees 	COSA Economic Development, COSA Planning & Development Services	Existing Program Funds	Short
7.0	Create Investment Opportunities			
7.1	Create registry of vacant/ abandoned parcels. <ul style="list-style-type: none"> • Include parcels owned by public agencies as well as privately-owned parcels listed for sale. • Connect developers with willing land sellers; utilize TIRZ funds and Incentive Scorecard to make development feasible • Utilize City-owned, SADA-owned, and SAHA-owned properties for the construction of affordable housing 	TIRZ Board, COSA Planning & Development Services	TIRZ Funds, Public Funds, Grants	Short & On-going

	Priority Action	Partners	Funding Sources	Time Frame
7.2	<p>Create marketing campaign to highlight area improvements including San Antonio River and Mission Drive-In; stress available economic development incentives for new/ relocating small businesses</p>	<p>TIRZ Board, COSA Economic Development Department, National Park Service, COSA Convention & Visitor's Bureau, San Antonio River Foundation, San Antonio Conservation Society</p>	<p>TIRZ Funds, Public Funds (Local, Federal), San Antonio River Foundation Funds, Private Donors</p>	<p>Short & On-going</p>
7.3	<p>Establish Community Development Corporation (CDC) or other non-profit group for daily and ongoing implementation of Reinvestment Plan strategies.</p> <ul style="list-style-type: none"> • <i>Create coalition of neighborhood associations.</i> • <i>Encourage neighborhood associations to work together.</i> • <i>Encourage existing neighborhood associations to expand to include areas not currently within a neighborhood association or encourage the establishment of new neighborhood associations.</i> • <i>Reestablish defunct Kingsborough Ridge Neighborhood Association.</i> 	<p>TIRZ Board, COSA Economic Development Department, COSA Planning & Neighborhood Services</p>	<p>TIRZ Funds, Public Funds</p>	<p>Short</p>
7.4	<p>Establish funds for brownfield remediation to facilitate redevelopment of former industrial sites.</p> <ul style="list-style-type: none"> • <i>Locate brownfield sites in the Roosevelt Corridor.</i> • <i>Determine the cost of clean up and redevelopment potential.</i> • <i>Apply for grants and matching funds to assist with clean up effort.</i> 	<p>COSA Office of Environmental Policy, US Environmental Protection Agency (US EPA)</p>	<p>Public Funds (local, US EPA), Grants</p>	<p>Short & On-going</p>
7.5	<p>If the owners of property near the intersection of Roosevelt/ Loop 410 are willing partners, commission consultant to design a master plan for a high density, mixed-use node to include the integration of regional commercial, office and residential uses.</p> <ul style="list-style-type: none"> • <i>Engage the greater community in planning effort.</i> • <i>Issue RFP through the TIRZ Board.</i> 	<p>TIRZ Board, Planning Team, property owners</p>	<p>TIRZ Funds, Private Funds</p>	<p>Short</p>

	Priority Action	Partners	Funding Sources	Time Frame
7.6	Provide Interdepartmental Oversight & Single Point of Contact <ul style="list-style-type: none"> • <i>Develop Task Force to provide oversight and policy guidance</i> • <i>Designate single point of contact with Center City Development</i> • <i>Establish Reinvestment Team composed of staff from multiple departments to facilitate project development and permitting</i> 	COSA Planning & Development Services, COSA Center City Development	COSA General Fund, COSA Planning & Development Services Enterprise Fund	Short

APPENDIX E: WESTSIDE REINVESTMENT PLAN

This appendix contains a summary of this Reinvestment Plan and its associated action matrix.

Westside Reinvestment Plan Executive Summary

Introduction

The Westside Reinvestment Plan was developed as part of an effort to coordinate public resources within targeted areas in order to stimulate private investment. The Plan area is generally situated between Martin Street to the north, Zarzamora Street to the west, IH 10 to the south and S. Flores Street to the east. The major east/west arterials within the interior of the plan area are Commerce Street and Avenida Guadalupe. The area consists of approximately 2,187 acres and encompasses 3.4 square miles. The majority of the area falls within the Westside Tax Increment Reinvestment Zone (TIRZ) # 30. A requirement of the TIRZ is to develop a project plan for the area that outlines the scope, cost, and phasing of the public and private improvements to be financed. The Westside Reinvestment Plan serves as a guide to the development of the TIRZ Project Plan.

Geographic Area

Given the vast scope and diversity of character of the Westside Reinvestment Plan area, it was portioned into five, more manageable segments based on geography, character, and commonalities between stakeholders. These segments, identified as A, B, C, D and E are conceptual and intentionally overlap to acknowledge that projects and proposals between segments are often interrelated. Section A includes the Cattleman Square Historic District, the UTSA downtown campus, and the proposed Westside Multimodal Transit Center. Section B focuses primarily on the Avenida Guadalupe area from IH 35 to Zarzamora Street. Section C consists of the lower section of the Westside TIRZ boundary which incorporates the Produce Terminal, Guadalupe Lumber and the Union Stockyards. Segment D encompasses the S. Flores/S. Alamo/Cevallos Streets neighborhood, and Segment E includes opportunities along Probandt Street near Newell Recycling and South Presa Street north of IH 10.

Process

Certain segments of the Westside Reinvestment Plan area have been studied for decades. Multiple plans have been produced by various entities in partnership with the community. The Reinvestment Plan builds upon the goals and objectives of these plans, in particular, the four City Council adopted plans that serve as guides for future development: the Downtown Neighborhood Plan; the Guadalupe Westside Community Plan; the Nogalitos/S. Zarzamora Community Plan; and the South Central San Antonio Community Plan. The goals in those plans have been inventoried into a manageable set of concrete priority actions that outline the framework for implementation.

In addition to document review, individual and group meetings were held with key stakeholders to discuss opportunity projects in the area. Several stakeholders within the plan area are undergoing or anticipating master planning processes. Commonalities and complementary goals between the

projects were summarized into priority actions for each of the segments, and along with goals from the adopted plans, formed the basis for the reinvestment strategies.

Reinvestment Strategies

Based on the priority actions identified within each of the segments of the Reinvestment Plan area, six overarching Reinvestment Strategies have been identified to guide public investment. Collectively, the following strategies are critical to the successful redevelopment of the Westside Reinvestment Plan area.

1. Invest in public infrastructure improvements to catalyze additional private investment
2. Adopt updates to land use plans, rezonings & design standards that uphold the vision for an area
3. Restore and enhance Westside Creeks and leverage public improvements
4. Create a sense of place and destination points through public art
5. Promote Historic Preservation strategies that balance preservation and redevelopment
6. Create investment opportunities

Action Plan Matrix

An Action Plan Matrix was created to succinctly outline the six Reinvestment Strategies and the specific action items needed to implement each strategy. Potential funding sources, project partners and timelines are also included. Many action items are eligible for financing through the Tax Increment Reinvestment Zone (TIRZ), however, given the massive scale and needs of the Westside Reinvestment Plan area, creative and alternative funding sources will be required to fill financing gaps.

There is no particular priority order given within the matrix, however, a general project initiation timeframe is provided to start the discussion about prioritizing specific projects. The timeframes have been broken up into three general levels:

Short: 0 to 18 months within plan adoption

Mid: 2 to 3 years

Long: 3 to 5 years and beyond

As revitalization occurs, priorities may shift, new action items may be added and timelines will change accordingly. Therefore, the Action Plan Matrix should continue to be assessed by City staff and the TIRZ Board to reflect changing conditions and future development trends. Implementation will require a sustained and coordinated commitment from community partners, City departments, and other public agencies.

Westside Reinvestment Plan

IV. Reinvestment Strategies Action Plan Matrix

Action Plan Matrix Summary

Reinvestment Strategy		Action Item	
1.0	Invest in Public Infrastructure Improvements to Catalyze Additional Private Investment	1.1	Frio Street and Streetscape improvements
		1.2	Near Westside/Downtown Connectivity Improvements
		1.3	Avenida Guadalupe Street & Streetscape Improvements
		1.4	S. Alamo/S. Flores Area Street and Streetscape Improvements
		1.5	Quiet Zone Designations
		1.6	Shared Parking Plan Implementation
		1.7	Complete Streets and Re-establishment of Street and Block Grid
2.0	Adopt Land Use Plan Updates, Rezoning and Design Standards that Uphold the Vision for an Area	2.1	Downtown Neighborhood Land Use Plan Update
		2.2	Comprehensive Rezoning
		2.3	Transit Oriented Design and Development
3.0	Restore and Enhance Westside Creeks and Leverage Public Improvements	3.1	Implement the Westside Creeks Restoration Project Master Plan
4.0	Create a Sense of Place and Destination Points Through Public Art	4.1	Incorporate Public Art into the Design of Civic and Private Spaces
5.0	Promote Historic Preservation Strategies that Balance Preservation and Redevelopment	5.1	Incentivize the Preservation and Adaptive Reuse of Historic Structures as an Urban Infill and Economic Development Tool
6.0	Create Investment Opportunities	6.1	Establish Public/Private Partnerships to Implement Reinvestment Strategies
		6.2	Formalize Commitments from Community Based Organizations to Implement Reinvestment Strategies
		6.3	Link Community Stakeholders with Funding and Program Resources
		6.4	Create Marketing Plans to Promote Investment Opportunities

	Priority Action	Partners	Potential Funding Source	Time-frame
1.0	Invest in Public Infrastructure Improvements to Catalyze Additional Private Investment			
1.1	Frio Street and Streetscape Improvements			
1.1.1	Coordinate improvements with the master planning processes of stakeholders adjacent to Frio Street: <ul style="list-style-type: none"> • University Health System (UHS) - Downtown • UTSA - Downtown • VIA - Westside Multimodal • Haven for Hope 	COSA Planning & Development Services Dept. (PDSD); UTSA; WDC; UHS; Haven for Hope; VIA; Bexar County; Business Owners; Residents	N/A	Short and on-going
1.1.2	Conduct a Frio Street Design Charrette <ul style="list-style-type: none"> • Create a graphic, common vision for future design & development patterns; • Develop design guidelines and specific strategies for implementation • Target nodes at which to focus street improvements and increased connectivity 	COSA PDSD; UTSA; WDC; UHS; Haven for Hope; VIA; Bexar County; Business Owners; Residents; AIA; Neighborhood Associations	COSA PDSD; UTSA College of Architecture Students (volunteer); Private Architects (pro bono)	Short
1.1.3	Conduct a traffic study for Frio Street <ul style="list-style-type: none"> • Determine cost estimates to redevelop the corridor as a pedestrian oriented thoroughfare to include wider sidewalks; landscaping; pedestrian crosswalks; potential conversion of the turn lane into a landscaped median; and to accommodate mass transit 	COSA CIMS; COSA Public Works; CPS; SAWS; VIA	TIF; Public Funds	Short to mid
1.1.4	Schedule reconstruction of Frio Street <ul style="list-style-type: none"> • Redesign corridor to include wider sidewalks; street trees; additional landscaping; pedestrian crosswalks; pedestrian scale lighting • Design & construct gateways that create sense of place and thread together distinct entities: <ul style="list-style-type: none"> - Frio and Guadalupe Bridge - Gateway to Guadalupe Arts District - Frio and Commerce, Buena Vista or Houston - Gateways to education and mass transit hubs (UTSA & WSMM); - Frio and Martin - Gateway to Medical Services (UHS and Haven for Hope) 	CIMS; Public Works; CPS; SAWS; VIA; TIRZ Board	TIF; CIP; Bond; Private Investment; CPS Community Infrastructure & Economic Development (CIED) Funds; Infrastructure Maintenance Program (IMP)	Mid to long
1.2	Near Westside/Downtown Connectivity Improvements			
1.2.1	Link near Westside to/from Downtown by mitigating physical and psychological barriers: rail lines; highway; incomplete streets <ul style="list-style-type: none"> • Design pedestrian streetscape that flows seamlessly from near Westside, under the highway, to Downtown to include: <ul style="list-style-type: none"> - wider sidewalks; wayfinding (pedestrian signage); street furniture (benches, bus shelters); pedestrian scale lighting; landscaping; public art - Focus areas: East/West - Buena Vista, Houston, Commerce, Martin Streets; minimum from Frio St. to Santa Rosa St. 	CIMS; Public Works; CPS; SAWS; TIRZ Board; WDC; Property Owners	TIF; CIP; Bond; Private Investment; Infrastructure Maintenance Program (IMP)	Mid to Long

	Priority Action	Partners	Potential Funding Source	Time-frame
1.2.2	Issue Request for Proposals (RFP) for design consultant to develop a master plan that addresses connectivity, both pedestrian and vehicular, between near westside and downtown	TIRZ Board, COSA Planning & Development Services Dept. (PDSD); COSA Housing and Neighborhood Services (HNSD)	TIF; Public Funds	Short to Mid
1.3	Avenida Guadalupe Street & Streetscape Improvements			
1.3.1	Conduct an engineering study to establish baseline infrastructure capacity available in relationship to proposed development densities and desired improvements <ul style="list-style-type: none"> Extend Request for Proposals for consultant services if deemed necessary 	COSA CIMS; COSA Public Works; CPS; SAWS; TIRZ Board; Private Consultant	TIF; Public Funds	Short to Mid
1.3.2	Schedule and implement pedestrian oriented street and streetscape improvements to include: <ul style="list-style-type: none"> Wider sidewalks; wayfinding (pedestrian signage); street furniture (benches, bus shelters); public art; street pavers; pedestrian scale lighting; landscaping; burying utility lines Focus areas: Gateway District - Frio Road to Colorado Street; and Cultural Arts District - from Colorado Street to San Jacinto Street 	CIMS Project Mgmt and Public Art and Design Enhancement Divisions; Public Works; CPS; SAWS; Property Owners; Avenida Guadalupe Assoc.; Guadalupe Cultural Arts Center	TIF; CPS Community Infrastructure & Economic Development (CIED) Funds; CIP; Bond; Infrastructure Maintenance Program (IMP)	Mid
1.4	S. Alamo/S. Flores Area Street and Streetscape Improvements			
1.4.1	Reconfigure streets in favor of the pedestrian to maximize the value of new loft and mixed use developments in the area to include: <ul style="list-style-type: none"> landscaping; street trees; wider sidewalks; on street parking; connectivity to San Antonio River Focus areas: S. Flores Street from S. Alamo to Nogalitos; S. Alamo from S. Flores to the River; Probandt from S. Alamo to Cevallos; and Cevallos from S. Flores to Probandt 	CIMS; Public Works; CPS; SAWS; Property Owners; Alamo Architects; TIRZ Board	TIF; CPS Community Infrastructure & Economic Development (CIED) Funds; CIP; Bond; Infrastructure Maintenance Program (IMP)	Mid
1.5	Quiet Zone Designations			
1.5.1	Investigate feasibility of designation near residential areas adjacent to rail lines: <ul style="list-style-type: none"> S. Flores and S. Alamo intersection Probandt Street near the Lone Star Brewery 	UP; City Council; CIMS; Public Works	Bond; CIP; TIF; Private Investment; State/Federal grants	Mid to Long
1.6	Shared Parking Plan Implementation			
1.6.1	Implement shared or cooperative parking plans or agreements to meet the needs of multiple uses within short distances from one another	COSA Downtown Operations; Center City Development Office; Property Owners	Bond; CIP; Private Investment	Mid to Long

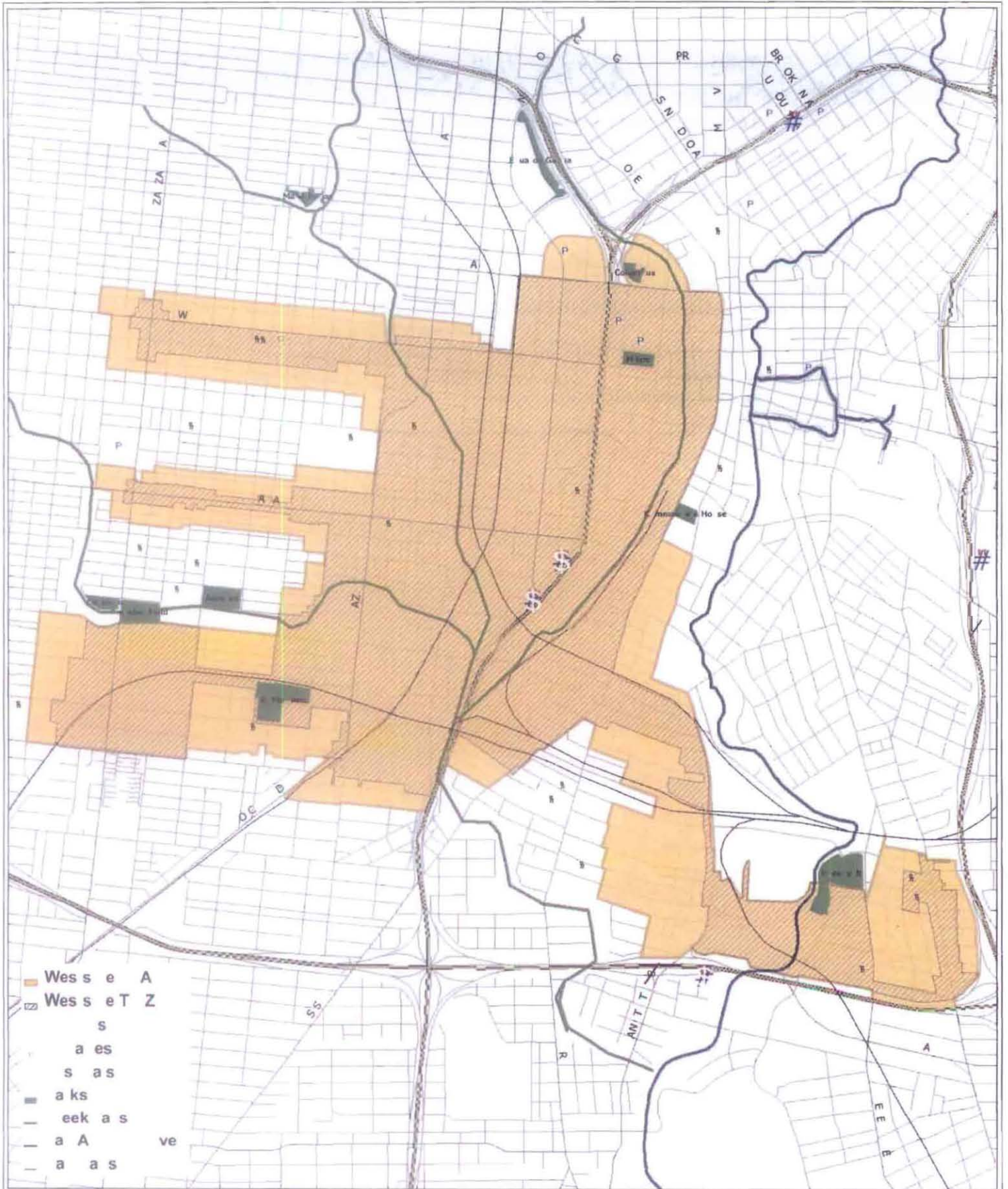
	Priority Action	Partners	Potential Funding Source	Time-frame
1.7	Complete Streets and Re-establishment of Street and Block Grid			
1.7.1	Achieve a more comprehensive system of sidewalks and hike and bike trails that supports not only healthy living, but creates amenities that stimulate economic development <ul style="list-style-type: none"> Partner with Metro Health to integrate complete streets concept into healthy living initiatives on the near westside 	CIMS; Public Works; CPS; SAWS; Property Owners; Metro Health	TIF; CIP; Bond; Private Investment; State and Federal grants	Short to Mid
1.7.2	Re-establish street and block grids as new development occurs in order to improve connectivity, achieve complete streets, and achieve the highest and best use of land. <ul style="list-style-type: none"> Focus area: City owned property near Durango and Frio Street Utilize Sanborn maps as guides to historic street grid design 	CIMS; Public Works; CPS; SAWS; Property Owners	TIF; CIP; Bond; Private Investment	Long
2.0	Adopt Land Use Plan Updates, Rezonings & Design Standards that Uphold the Vision for an Area			
2.1	Downtown Neighborhood Land Use Plan Update			
2.1.1	Update Districts in the West Neighborhood to establish the foundation for mixed use, compact, urban development <ul style="list-style-type: none"> Specific Districts: Cattleman Square; UTSA/ Government; Vista Verde Neighborhood; San Pedro Creek 	Neighborhood Associations; Planning Team; Planning & Development Services Dept. (PDSD); Council Office	COSA PSDS	Short
2.2	Comprehensive Rezonings			
2.2.1	Rezone areas in need to correct incompatible zoning classifications and/or apply design standards <ul style="list-style-type: none"> Cattleman Square area: establish foundation for mixed use & transit oriented development (TOD). Possible districts: FBZD; TOD Avenida Guadalupe Corridor: base rezoning to promote smaller scale neighborhood serving uses and design overlay to preserve area character. Possible districts: NCD; A&E; Historic S. Flores Street, Cevallos, S. Presa Street, Probandt Street, and Roosevelt Avenue to provide for uses compatible with mixed use development 	Neighborhood Associations; Planning Team; COSA PSDS; Council Office	COSA PSDS; TIF; Council Office	Short
2.3	Transit Oriented Design and Development			
2.3.1	Strengthen and amend the City TOD Zoning District to incorporate standards that target sustainable, well designed, compact, mixed use, urban developments	VIA; MPO; COSA PSDS	COSA PSDS	Short

	Priority Action	Partners	Potential Funding Source	Time-frame
2.3.2	Explore designating TOD districts: <ul style="list-style-type: none"> Focus areas: around the proposed Westside Multimodal Station in Cattleman Square; around S. Flores/Cevallos/Nogalitos Street intersection as identified in the South Central SA Community Plan 	VIA; MPO; COSA Planning & Development Services Dept. (PDSD); Property Owners	COSA PSDS	Short to Mid
3.0	Restore and Enhance Westside Creeks and Leverage Public Improvements			
3.1	Implement the Westside Creeks Restoration Project Master Plan			
3.1.1	Prioritize nodes at which to begin the implementation of the Westside Creek Restoration Project <ul style="list-style-type: none"> Alazan Creek/Guadalupe St. Alazan Creek/Commerce Apache Creek/Laredo Apache Creek/Zarzamora 	SARA; River Foundation; TIRZ Board; US Army Corps of Engineers; SA Public Art Committee; Westside Creeks Restoration Project Subcommittees; COSA Parks & Rec	TIF; SARA; River Foundation; CIP; Bond; Private Fundraising; COSA Parks & Rec; US Army Corps of Engineers; Bexar County	Mid
3.1.2	Integrate creek improvements into the enhancement of existing creek-side parks to include: <ul style="list-style-type: none"> Improved recreational areas; hike and bike trails; landscaping; lighting; seating areas; and flood control Parks: Amistad, Cassiano, Escobar 	SARA; River Foundation; US Army Corps of Engineers; SA Public Art Committee; Westside Creeks Restoration Project Subcommittees; COSA Parks & Rec	TIF; SARA; River Foundation; CIP; Bond; Private Fundraising; COSA Parks & Rec; Bexar County	Mid to Long
3.1.3	Establish a Westside Creeks foundation to raise monies for creek amenities	SARA; River Foundation; TIRZ Board; Property Owners	N/A	Short
4.0	Create a Sense of Place and Destination Points Through Public Art			
4.1	Incorporate Public Art into the Design of Civic and Private Spaces			
4.1.1	Utilize a combination of temporary, permanent and functional (benches, lighting, bike racks, etc.) art installations <ul style="list-style-type: none"> Focus Areas: <ul style="list-style-type: none"> Avenida Guadalupe Corridor - incorporate as part of an "Arts District"; tell a story about the area's history and culture through: statues; plaques; street furniture; lighting; and historical photo exhibits Westside Creeks - enhance the open space experience and passive recreational points Gateway Nodes - create themes; signal destination points 	SA Public Art Committee; CIMS Public Art & Design Enhancement Division; Office of Cultural Affairs; Community Based Organizations	Private Fundraising; Grants; Percentage of Construction Costs; Bond	Short and on-going

	Priority Action	Partners	Potential Funding Source	Time-frame
5.0	Promote Historic Preservation Strategies that Balance Preservation and Redevelopment			
5.1	<i>Incentivize the Preservation and Adaptive Reuse of Historic Structures as an Urban Infill and Economic Development Tool</i>			
5.1.1	Adopt an adaptive reuse ordinance that incorporates financial and construction incentives to address sustainable inner city revitalization	COSA Office of Historic Preservation (OHP); COSA Planning & Development Services Dept. (PDS); Westside Development Corporation (WDC); Property Owners; Neighborhood Assoc.	COSA OHP; General Fund	Mid
5.1.2	Establish a Historic Preservation Facade Easement Program	COSA OHP; Property Owners; Neighborhood Associations	Federal Tax Incentives	Mid
5.1.3	Verify and Update Historic Landmark and Integrity maps as a tool to identify specific areas and strategies for preservation	COSA (OHP); Property Owners	COSA OHP	Short
6.0	Create Investment Opportunities			
6.1	<i>Establish Public/Private Partnerships to Implement Reinvestment Strategies</i>			
6.1.1	Provide COSA Interdepartmental Oversight & Single Point of Contact to liaison with private entities and other public agencies <ul style="list-style-type: none"> Develop Task Force to provide oversight and policy guidance Designate single point of contact with COSA Center City Development Office Establish Reinvestment Team composed of staff from multiple COSA departments to facilitate project development and permitting 	COSA Planning & Development Services (PDS), COSA Center City Development	Existing Program Funds	Short
6.2	<i>Formalize Commitments from Community Based Organizations to Implement Reinvestment Strategies</i>			
6.2.1	Formalize the Westside Development Corporation (WDC) as facilitator for the northern segment of the plan - Cattleman Square and Commerce Street areas - to work with COSA Reinvestment Team	TIRZ Board; WDC; PDS; City Council Offices	N/A	Short
6.2.2	Formalize Avenida Guadalupe Association (AGA) as facilitator for the Guadalupe Corridor area to work with COSA Reinvestment Team	TIRZ Board; AGA; PDS; City Council Offices	N/A	Short
6.2.3	Work with and build capacity among existing neighborhood & business associations in Segments C, D, and E <ul style="list-style-type: none"> build capacity within those associations build capacity within businesses associations Explore the option of establishing new Community Development Corporations 	TIRZ Board; PDS; City Council Offices	N/A	Short & on-going

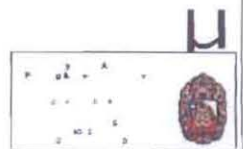
	Priority Action	Partners	Potential Funding Source	Time-frame
6.3	Link Community Stakeholders with Funding and Program Resources			
6.3.1	Partner with the COSA Office of Environmental Policy (OEP) and City Public Service (CPS) to prioritize areas within the Reinvestment Plan to administer the Weatherization Assistance Program (WAP): <ul style="list-style-type: none"> • Assist low income individuals increase the energy efficiency of their households and decrease utility bills • Partner with OEP to provide additional assistance that may become available including: housing repair/rehabilitation/reconstruction; cooling and heating; water conservation; and tree planting, etc. 	COSA OEP, CPS; Community Development Advisory Committee (CDAC); Center City Development Reinvestment Team; COSA Housing & Neighborhood Services (HNSD); Neighborhood and Business Associations	American Recovery and Reinvestment Act (ARRA) Funds; CPS Save for Tomorrow Energy Plan (STEP) Funds; Existing Program Funds	Short
6.3.2	Coordinate existing housing assistance programs including Owner Occupied Rehabilitation, Rental Rehabilitation, Lead-Based Paint Abatement, and Neighborhood Sweeps with the low income Weatherization Assistance Program to maximize improvements for neighborhoods in the Reinvestment Plan area	COSA OEP, CPS; CDAC; Center City Development Reinvestment Team; COSA HNSD; Business Associations	ARRA Funds; CPS STEP Funds; Existing Program Funds	Short
6.3.3	Schedule foreclosure prevention workshops for neighborhoods within the Reinvestment Plan area. <ul style="list-style-type: none"> • Schedule kick-off event to begin following the 2009 Community Development Summit 	COSA Department of Community Initiatives (DCI)	Existing Program Funds	Short
6.3.4	Establish San Antonio Grow America Fund to provide low interest loans to finance small business improvements	National Development Council (NDC); COSA Planning & Development Services Dept. (PDSD); CDAC; COSA Economic Development Dept. (EDD); TIRZ Board; COSA Center City Development	Public Funds (for match requirements); NDC	Short
6.3.5	Upgrade Incentive Scorecard System to provide coordinated incentives to individual projects within the reinvestment plan area that meet defined criteria <ul style="list-style-type: none"> • Reduce or waive fees associated with new construction including: plan review fees, building permit fees, street closure fees, and water/ sewer impact fees • Incorporate incentives that target the adaptive reuse of historic and historically significant structures as defined by the COSA Office of Historic Preservation 	COSA Economic Development Dept. (EDD), COSA City Center Development Dept.; COSA PSDS	Existing Program Funds	Short

	Priority Action	Partners	Potential Funding Source	Time-frame
6.4	Create Marketing Plans to Promote Investment Opportunities			
6.4.1	Prepare marketing plans either by segment or for the area as a whole to include: <ul style="list-style-type: none"> • Cultural, Historic and Environmental Assets • Inventory of available vacant and underutilized land • Opportunities for vacant land assembly to market larger tracts of vacant land • Available incentive packages for the relocation of new businesses • Available incentive packages for the expansion of existing businesses • Creation of location guides that highlight prime location opportunities 	TIRZ Board, COSA Economic Development Dept., COSA Convention & Visitor's Bureau, Conservation Society, COSA Office of Historic Preservation; COSA Office of Cultural Affairs; SA Public Art Committee; City Council Offices	Existing Program Funds; City Council Offices; Private Funds	Short to Mid



Westside Reinvestment Plan Area

City of San Antonio



APPENDIX F: INNER CITY REINVESTMENT / INFILL POLICY

1. SUMMARY

A. Reinvestment: Policy Statement

It is the policy of the City of San Antonio to promote growth and development in the heart of the City, specifically in areas that are currently served by public infrastructure and transit, but underserved by residential and commercial real estate markets. It is the intent of this policy to coordinate public initiatives within targeted areas in order to stimulate private investment in walkable urban communities that are the building blocks of a sustainable region. To accomplish the objectives of the Inner City Reinvestment / Infill Policy, the entire range of public incentives is made available under this policy, including regulatory, procedural, and financing incentives.

B. Public Benefits

The benefits of a successful Inner City Reinvestment / Infill Policy accrue not only to targeted neighborhoods, but to the City as a whole. In addition to placing vacant properties back into productive activity, reinvestment reduces development pressure on sensitive agricultural and environmental land on the periphery of the City of San Antonio, and reduces the need to build new infrastructure by making more efficient use of existing infrastructure.

C. Policy Goals

The goals of the Inner City Reinvestment / Infill Policy are:

1. Increase new development (housing and commercial) on vacant lots
2. Increase redevelopment of underused buildings and sites
3. Increase rehabilitation, upgrade, adaptive reuse of existing buildings
4. Improve maintenance of existing buildings and sites
5. Increase business recruitment and assistance

D. Strategic Principles

Implementation of the Inner City Reinvestment / Infill Policy should be built around five key principles.

1. Comprehensive Reinvestment
2. Coordination: Reinvestment is a Public Private Partnership
3. Concentrate Efforts: Targeted Areas
4. Address the Challenges to Reinvestment
5. Establish Sustainable Design and Development Standards

E. Implementation

A strategy has been developed to coordinate incentives within targeted areas. The core Inner City Reinvestment / Infill Policy Target Area follows an expanded version of the CRAG boundaries, and includes Reinvestment Plan Areas and City-initiated Tax Increment Reinvestment Zones designated within Loop 410.

2. BACKGROUND

A. History

The Inner City Reinvestment / Infill Policy is the product of mutually supportive ideas and initiatives. One of the catalysts was a 2008 City Council request to investigate the feasibility of establishing a Land Bank. The subsequent research into the Urban Land Bank Demonstration Program, as implemented by Dallas, led to discussions about additional steps that could be taken to support the goals of the Demonstration Program. At the same time, the progress being made by various public sector initiatives and private market trends suggested that a comprehensive policy would benefit the City of San Antonio.

The key public sector initiative to frame and guide the Inner City Reinvestment / Infill Policy is the Strategic Plan for Community Development. The Strategic Plan was adopted by City Council in September of 2008, and subsequently a Community Development Advisory Committee was formed to explore and recommend community development policies that would benefit San Antonio. One of those recommendations was to move forward Strategic Plan ideas about infill and targeted reinvestment through the creation of a policy that would prioritize public and private sector investments in the core of the City.

Other public sector initiatives support this approach, including:

- COSA Master Plan Policies
- Fort Sam Houston Growth Management Implementation Plan
- Consolidated Plan
- Strategic Plan for Historic Preservation
- MPO Transportation Policy Board Preferred Growth Scenario
- VIA Comprehensive Transportation Plan

In addition, related program-level initiatives currently in development support the Inner City Reinvestment / Infill Policy. For instance, the City of San Antonio Community & Economic Development GIS Mapping Application had been initiated November 2007 with the goal of creating an online searchable website of city-owned properties to be listed for sale. The initial version went live January 2009 while various City departments continued to consolidate their databases to help manage real estate activities and maintain the mapping application up to date.

Additionally, the San Antonio Development Agency's Real Property Disposition Plan was adopted by SADA Board July 15, 2008, for the purpose of prioritizing the disposition of SADA-owned properties. This plan located approximately 70 properties to be disposed for development of affordable housing or at market-rate, and 24 properties to be sold as surplus property.

B. The Public Benefits of Reinvestment

Current market trends support a renewed interest in the heart of San Antonio, as illustrated by studies conducted for San Antonio such as the Downtown Housing Study, Real Estate Market Value Analysis, and the Housing + Transportation Affordability Index. In particular, the Real Estate Market Value Analysis shows that a substantial portion of San Antonio's core has very high rates of vacant properties – properties that could be put to use to support increasing demand for near-downtown housing, jobs, and services.

The benefits of a successful Inner City Reinvestment / Infill Policy accrue not only to targeted neighborhoods, but to the City as a whole. In addition to placing vacant properties back into productive activity, the Inner City Reinvestment / Infill Policy creates the following public benefits:

- Reduced development pressure on sensitive agricultural and environmental land on the periphery of the City of San Antonio
- More efficient use of existing infrastructure, reducing the need to build new infrastructure
- Development patterns that promote a more livable San Antonio
- Provision of increased affordable housing and workforce housing options
- Infill development that is pedestrian-scale, compatible with neighborhoods
- Economic development in historic commercial corridors (new residents = new shoppers)
- Design standards that reflect local neighborhood character
- Creates additional housing options within the San Antonio area, including additional locations, types and densities
- Provides flexibility in lot size, configuration, and access
- Provides clear development standards that promote compatibility between new and existing development and promote certainty in the marketplace
- Encourages development of housing in proximity to jobs and transit
- Promotes walking as a safe mode of travel, which can help address issues of obesity and diabetes
- Promotes neighborhood preservation and enhancement through redevelopment of blighted distressed, and underutilized properties;
- Encourages development and preservation of affordable housing through infill development.

3. POLICY GOALS

The Strategic Plan for Community Development encourages programs and initiatives to incorporate a systematic way to measure progress over time. The Inner City Reinvestment / Infill Policy is committed to identifying measurable goals, establishing benchmarks to measure progress toward those goals, and reporting such results to the public on a regular basis. The Real Estate Market Value Analysis (MVA) is a particularly useful tool in this regard, since it establishes snapshots of market conditions that can be compared over time to gauge where progress is being made, and where new strategies need to be attempted.

The goals of the Inner City Reinvestment / Infill Policy are:

1. Increase new development (housing and commercial) on vacant lots
2. Increase redevelopment of underused buildings and sites
3. Increase rehabilitation, upgrade, adaptive reuse of existing buildings
4. Improve maintenance of existing buildings and sites
5. Increase business recruitment and assistance
6. Reduce number of vehicle miles traveled by San Antonians

The Inner City Reinvestment / Infill Policy Task Force will propose quantifiable benchmarks based on Inner City Reinvestment / Infill Policy goals. These measures could include figures for the following:

- Reduction of number of vacant and abandoned lots
- Reduction of time lots remain vacant or abandoned
- Increase in number of mixed-income units produced
- Increase in square footage of mixed-use development produced
- Reduction in code compliance complaints
- Reduction in number of block groups generally categorized as distressed by the MVA
- Increase in number of block groups generally categorized as active markets by the MVA
- Increase in number of Target Area residents (e.g. 20,000 new residents by 2015)
- Increase in number of Target Area jobs
- Reduction in VMT

4. STRATEGIC PRINCIPLES

Any strategy developed to implement the Inner City Reinvestment / Infill Policy should be based on five key principles.

1. Comprehensive Reinvestment
2. Coordination: Reinvestment is a Public Private Partnership
3. Concentrate Efforts: Targeted Areas
4. Address the Challenges to Reinvestment
5. Establish Sustainable Design and Development Standards

A. Comprehensive Reinvestment

The intent of the Inner City Reinvestment / Infill Policy is to encourage comprehensive reinvestment in areas with existing infrastructure investments in order to achieve sustainable growth through efficient land use and cost-effective delivery of urban services. The Inner City Reinvestment / Infill Policy seeks to remove existing barriers to reinvestment, as well as establish appropriate development standards for new infill development. These development standards are based on long-held policy goals that support sustainable mixed-use, mixed-income, and multi-modal neighborhoods that are better able to meet San Antonian's needs than car-dependent, segregated-use development.

The Inner City Reinvestment / Infill Policy includes all of the following elements:

1. New development (housing and commercial) on vacant lots in previously developed areas
2. Redevelopment of underused buildings and sites
3. Rehabilitation, upgrade, adaptive reuse of existing buildings
4. Improved maintenance of existing buildings and sites
5. Business recruitment and assistance

These elements have all been previously identified in adopted City policies, including the Master Plan Policies, the Consolidated Plan, and the Strategic Plan for Community Development.

The Inner City Reinvestment / Infill Policy takes a comprehensive approach to reinvestment, addressing residential and commercial development, existing and new residents and businesses, present and future. The Inner City Reinvestment / Infill Policy supports efforts that make infill development an attractive option for private sector developers. At the same time, the strategy encourages development that is provides benefits to potential and existing residents. Reinvestment should contribute to the functioning and the desirability of existing neighborhoods. The Inner City Reinvestment / Infill Policy is intended to stimulate reinvestment while also providing amenities and assistance to current residents and businesses.

The Inner City Reinvestment / Infill Policy acknowledges that the hurdles to infill development are varied in nature – and the appropriate incentives, to be effective, should be just as varied. Incentives should also be comprehensive in nature, and include “all the tools in the toolbox”, including zoning, infrastructure scheduling, parking incentives, and financing tools.

B. Coordination: Reinvestment is a Public Private Partnership

One of the key principles of the Inner City Reinvestment / Infill Policy is coordination and cooperation. Public officials, neighborhood organizations, non-profits, private developers and financial institutions will need to join forces for effective community revitalization to occur.

The Inner City Reinvestment / Infill Policy recognizes that **private-sector investment follows public-sector investment**: for private individuals and companies to invest in the core of San Antonio, the public sector must demonstrate a commitment to the area, by funding infrastructure repairs and upgrades, implementing new policies, and kick-starting area economies through catalytic projects (including area-wide rezoning). The Inner City Reinvestment / Infill Policy seeks to coordinate individual programs and projects to create these catalysts. Once reinvestment efforts create enough market confidence, the private market can successfully support thriving urban economies based on appropriate risk-taking, renovation, and redevelopment.

This principle ensures that public investment is **maximized** by encouraging a wide variety of private sector investors – including current residents and businesses. The wider the pool of stakeholders, the greater leverage the initial public investment can create.

In this spirit, the Inner City Reinvestment / Infill Policy is committed to research and resource-sharing to help public and private sector partners reach shared goals. Initiatives such as foreclosure reports, real estate information websites, and the proposed Vacant and Abandoned Property Registry make substantial public research freely available to community development stakeholders.

Enhanced coordination plays a critical role in urban revitalization by employing tools that directly influence the private market, reduce risk, and create market confidence. The Inner City Reinvestment / Infill Policy can facilitate new development that might not normally occur under existing market conditions by using those tools to help address these risk variables. A critical mass of public investment is necessary to engender private investor confidence.

C. Concentrate Efforts: Targeted Areas

Reinvestment is by its nature a targeted activity, and the Inner City Reinvestment / Infill Policy recognizes that to maximize the coordinated efforts mentioned above, a targeted geographical approach is required. The City’s Consolidated Plan states that:

“Central to the City’s long-term and short-term community development objectives is a philosophy of focusing limited resources on concentrated and comprehensive revitalization of targeted neighborhoods. Rather than scattering resources to all distressed areas in the community, San Antonio has committed to concentrating community development resources to more specified geographic areas.”

The Inner City Reinvestment / Infill Policy identifies targeted areas by need and potential, using a market-value analysis. By finding “sweet spots” where a small amount of public investment can quickly trigger larger amounts of private reinvestment, public resources can be utilized to maximum effect.

The core targeted area of the Inner City Reinvestment / Infill Policy is the original 36 square miles of the city, also known as the CRAG area, with the addition of the Ft. Sam Houston Growth Management Plan and other BRAC-related areas, the Westside Development Corporation area, the Reinvestment Plan Areas, City-initiated TIRZ inside Loop 410, City South, and Neighborhood Commercial Revitalization Areas.

D. Address the Challenges to Reinvestment

The Inner City Reinvestment / Infill Policy seeks to address the barriers (real and perceived) which have prevented reinvestment in certain areas. Urban change and revitalization contain a myriad of risk variables that influence market forces and market confidence, including:

- Local demographics
- Existing housing types and prices
- Ability of the market to absorb new units
- Development costs
- Interest rates
- Whether the existing market has been tested to support similar product types and pricing

Through coordination and targeting, the Inner City Reinvestment / Infill Policy seeks to address these challenges in a systematic and strategic manner.

E. Establish Sustainable Design and Development Standards

The Inner City Reinvestment / Infill Policy recognizes that urban form is a critical reinvestment variable. The physical design of buildings, streets, and parks either expand or limit options available to residents, workers, and visitors.

Pro-active standards for new infill development ensure long-term affordability, maximize the efficient use of existing infrastructure, and increase mobility and accessibility options to all San Antonians, regardless of their choice of travel: car, transit, bicycle, wheelchair, or walking. These standards are based on long-held

policy goals of sustainable mixed-use, mixed-income, and multi-modal neighborhoods that are better able to meet San Antonians' needs. Reinvestment should support (1) compact development in urban centers rather than spread out development, (2) a balanced mix of mutually-supportive land uses to facilitate walking and transit, and (3) increased densities in transit corridors to better support frequent transit service.

Affordability is a key element of the sustainability discussion, particularly the role that transportation options play in figuring long-term household costs. The recently completed Housing + Transportation Affordability Index for San Antonio highlights the close linkage between transportation and Community Development.

One finding is that travel is a critical – and often overlooked – household expense. Housing costs **plus** transportation costs provide a more complete assessment of affordability than housing costs alone.

Another finding is that transportation costs are driven more by neighborhood characteristics than by the number of people in a household or their income. Places with access to services, walkable destinations, extensive and frequent transit, access to jobs, and density have lower household transportation costs.

In order to maintain an overall long-term level of affordability, the Inner City Reinvestment / Infill Policy prioritizes the creation of neighborhoods that provide housing **and** transportation affordability. Such neighborhoods are characterized by diverse land uses and walkability, which depends on a transportation infrastructure that provides a variety of ways to get around, serving pedestrians and transit-riders as well as drivers.

5. IMPLEMENTATION

The Inner City Reinvestment / Infill Policy implementation strategy is to promote reinvestment in targeted areas using coordinated incentives.

A. Targeted Areas

In order to make the best use of limited public resources, targeted areas are identified where reinvestment incentives can be coordinated to provide maximum leverage.

i. Inner City Reinvestment / Infill Policy Target Area

This area is defined by the boundaries of established initiatives: the Community Revitalization Action Group (CRAG) area, the Ft. Sam Houston Growth Management Plan and other BRAC-related initiatives, the Westside Development Corporation, the Reinvestment Plan Areas, City-initiated TIRZ inside Loop 410, City South, and Neighborhood Commercial Revitalization Areas. Incentives are broadly available within these boundaries.

ii. Real Estate Market Value Analysis (MVA)

The MVA allows incentives to be fine tuned within the core Inner City Reinvestment / Infill Policy Target Area. The MVA identifies discrete housing market types in San Antonio. The characteristics of those market types provide insight into what type of public initiative will yield the most private reinvestment. For instance, when developing a disposition strategy for the Land Bank or for Reinvestment Plans, the MVA can indicate which areas will require property to be sold at an “incentive” price, and which other areas can support higher “market value” disposition prices. The MVA also indicates where there is a greater need for affordable housing, workforce housing, or market-rate housing. Finally, areas with active markets are readily identified, so that significant assistance can instead be directed elsewhere. The current MVA is included in the Appendices.

B. Coordinated Incentives

This policy establishes the Inner City Reinvestment / Infill Policy Target Area as the highest priority for incentives. Specifically, the following actions are endorsed:

1. Waiver of City fees
2. Targeted City Incentives
3. Interdepartmental Oversight & Single Point of Contact
4. Land Bank

i. Waiver of City fees

A significant majority of City fees are waived within the Inner City Reinvestment / Infill Policy Target Area.

ii. Targeted City Incentives

All City incentive programs prioritize the Inner City Reinvestment / Infill Policy Target Area, including:

- a. *Tax Abatements.* The highest rate of Tax Abatements is limited solely to projects located within the inner city target area (10 years at 100%). A second tier is defined out to Loop 410, where projects are eligible for up to 10 years at 75%. A third tier, the remainder of the City, is eligible for up to 6 years at 50%.
- b. *CDBG / HOME.* A tiered system similar to the Tax Abatement structure is proposed that would allocate the majority of CDBG/HOME funding within the inner city target area.
- c. *Weatherization.* CPS and the City are collaborating on a weatherization program that prioritizes program delivery within the inner city target area, specifically within the Reinvestment Plan Areas.

iii. Interdepartmental Oversight & Single Point of Contact

Projects in the inner city target area receive special staff attention. To facilitate project development and permitting, a single point of contact is designated through the Center City Development Office. Projects also benefit from dedicated staff from multiple departments specifically trained in the challenges associated with inner city development. An executive-level Reinvestment Task Force provides oversight and policy guidance.

iv. Land Bank

The creation of a Land Bank in San Antonio would allow for the identification, acquisition, management, and disposition of real property in support of the Strategic Plan for Community Development and the Inner City Reinvestment / Infill Policy, including:

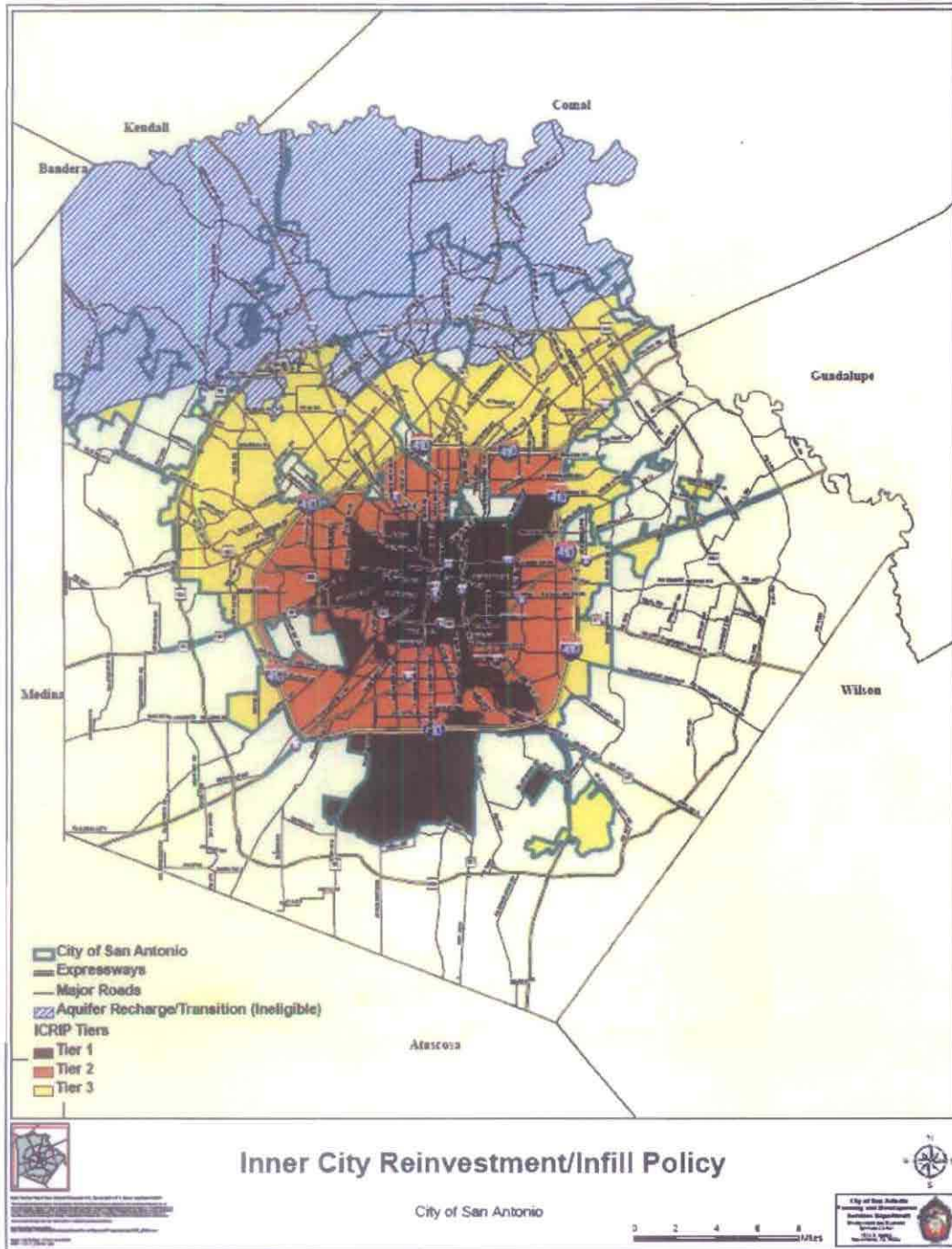
- a. Stimulate commercial, residential, and mixed-use development within the Inner City Reinvestment / Infill Policy Target Area
- b. Facilitate the provision of affordable housing and market-rate housing in Reinvestment Plan Areas and/or according to market value analysis
- c. Facilitate the disposal of City owned properties
- d. Reduce the total number of Abandoned/Vacant properties in San Antonio
- e. Establish a Community Land Trust model for San Antonio
- f. Provide acquisition support to implement Reinvestment Plans
- g. Create site marketing tools, such as a site selection website with incentive overlays, demographic and business distance radius analysis, and demographic and business drive-time analysis

C. Qualifications

The following project types are not eligible for incentives:

- ~~Projects over the Recharge or Contributing Zones~~
- ~~Retail except in Reinvestment Plan Areas (RPA)~~
- ~~Hotels and Motels~~
- ~~Entertainment facilities, specifically theme park and destination resorts, as defined in the Unified Development Code~~

6. INNER CITY REINVESTMENT / INFILL POLICY TARGET AREA MAP



**APPENDIX G: COMMUNITY DEVELOPMENT
INDICATORS**

ARTS CULTURE AND RECREATION

Accessibility

The goal of the Arts, Culture and Recreation - Accessibility Indicator is that people of all ages, races, ethnicities, physical abilities and incomes have the opportunity to experience San Antonio's rich and varied cultural life.

The Arts, Culture and Recreation - Accessibility Indicator is important because the geographic location, cost and physical structure characteristics of cultural arts and recreational facilities has a direct impact on the number and types of consumers able to access and enjoy them.

The Arts, Culture and Recreation - Accessibility Indicator is defined by the: number of venues or seats available; range of culturally responsive programs; price affordability; language accessibility; and physical accessibility.

VOTES: 7

Amenities

The goal of the Arts, Culture and Recreation - Amenities Indicator is that citizens and tourists have a great diversity of artistic, cultural, and recreational facilities and activities available to them, and that the area benefits financially from the tax revenues created by this aspect of the economy.

The Arts, Culture and Recreation - Amenities Indicator is important because the availability of, access to and utilization of arts, cultural, and recreational facilities, programs and events are valuable community assets that improve the quality of life within a community. Likewise the revenues generated by tourism associated with area amenities contribute significantly to the economic vibrancy of a community.

The Arts, Culture and Recreation - Amenities Indicator is defined by the: number of area arts and cultural events as well as community festivals and celebrations; the availability of participatory arts and culture opportunities in the community; and total public park facilities and acreage divided by the total County population and multiplied by 1,000.

VOTES: 6

Attendance

The goal of the Arts, Culture and Recreation - Attendance Indicator is that citizens and tourists actively patronize a great diversity of opportunities in the region for cultural and artistic enrichment and for recreational, leisure, and entertainment activities.

The Arts, Culture and Recreation - Attendance Indicator is important because the presence of arts, cultural, and recreational amenities within the community is significant only to the extent that community members tourists utilize them. The community benefits financially from the tax revenues created by the creative economy. Participation in arts, sports, and other cultural activities helps to enrich the lives of residents; enliven the city and neighborhood life; build new bridges across cultures, attract investment to neighborhood business districts, act as a catalyst for growth; decrease adolescent crime; and generate tourism revenues benefiting the community.

The Arts, Culture and Recreation - Attendance Indicator is defined by the total annual attendance of the areas: museums; concerts; rodeo; fiesta; major sports events; and major cultural events.

The goal of the Arts, Culture and Recreation - Economic Indicator is sustained and increased support for arts, culture, and recreation programs, which is critical to maintaining their vitality and achieving greater potential.

The Arts, Culture and Recreation - Economic Indicator is important because a robust and financially viable arts, culture, and recreational community has a positive impact on the area's social structure by providing educational opportunities, promoting tourism, creating jobs, and fostering a better quality of life for all citizens. Increased funding for activities and facilities maintenance also demonstrates priorities and overall commitment to quality.

The Arts, Culture and Recreation - Economic Indicator is defined by: per capita financial support from federal, state, and local governmental resources; private and philanthropic contributions; earned revenues, the number of cultural arts employees; and the number of volunteers providing valuable labor to the organizations they serve, which effectively lower expenses.

VOTES: 7

Education

The goal of the Arts, Culture and Recreation - Education Indicator is to develop skills, stimulate creativity and problem-solving, enhance our appreciation of new and established artistic forms, and provide opportunities to broaden the cultural vitality of the area.

The Arts, Culture and Recreation - Education Indicator is important because cultural arts are a vital element of a well-rounded elementary and secondary education. Students that have exposure to the cultural arts and are given the opportunity to participate in them are likely to see significant positive impact in their academic success with improved verbal and spatial abilities. In addition, a high number of degree completions in the arts, music and theater provides the area with a solid foundation for continued cultural growth and understanding.

The Arts, Culture and Recreation - Education Indicator is defined by: the number of teachers dedicated to the visual arts; music and theater in public schools as a measure of the ability to ensure direct participation in and access to quality art as a basic part of learning for all children; and annual number of undergraduate and graduate degree completions in the arts, music and theater from all institutions of higher education in the region, including private and public universities, technical and community colleges and other colleges.

VOTES: 16

Non-Profit Organizations

The goal of the Arts, Culture and Recreation - Non-Profit Organizations Indicator

_____ is important because nonprofit organizations working within the arts, culture, and humanities sector: play a critical role in the shaping of a community's quality of life; have significant economic impact; often facilitate the discovery and development of emerging artists; and serve as a catalyst for helping generate public and private philanthropic support for the arts.

The Arts, Culture and Recreation - Non-Profit Organizations Indicator is defined by: number of nonprofits classified within the Arts, Culture, and Humanities core code category of the National Taxonomy of Exempt Entities (NTEE); and the expenditures those organizations report on their 190 forms.

VOTES: 0

Public Libraries

The goal of the Arts, Culture and Recreation - Public Libraries Indicator is to ensure that library holdings expand to keep pace with increases in population and that residents continue to have access to literature, arts, reference works and periodicals.

The Arts, Culture and Recreation - Public Libraries Indicator is important because libraries are a means of disseminating information to all residents of the region. They provide opportunities for all residents to enjoy free use of books, periodicals, reference materials, videotapes, audiotapes, data, CDs, DVDs, and other materials. The available information and media reflects the viewpoints and interests of a variety of cultural and linguistic groups and provides timely and relevant information and analysis.

Neighborhood libraries foster literacy and learning, provide an open civic space and promote opportunities for formal and informal public education.

The Arts, Culture and Recreation - Public Libraries Indicator is defined by: the per capita resources circulated by public libraries; and per capita government funding for libraries.

VOTES: 6

Regional Attractions

The goal of the Arts, Culture and Recreation - Regional Attractions Indicator is to enhance the area's reputation as a culturally exciting, diverse and entertainment destination for tourists with its major cultural institutions, historic sites, fiesta and rodeo celebrations, theme parks, sporting events, and convention centers.

The Arts, Culture and Recreation - Regional Attractions Indicator is important because such locations provide a major impetus to the economically significant tourism sector and contributes significantly to the area being perceived as an exciting, educational, and enjoyable national and international destination.

The Arts, Culture and Recreation - Regional Attractions Indicator is defined by: tourism revenues; and employment in the service industries socializing in tourism.

VOTES: 9

ECONOMIC & WORKFORCE

Bankruptcy

The goal of the Economic and Workforce - Bankruptcy Indicator is the manageable accumulation of debt and economic conditions that make debt repayment in a timely manner a normal state of affairs.

The Economic and Workforce - Bankruptcy Indicator is important because the number and rate of bankruptcies shows how successfully individuals and businesses are managing their debt burden and illustrates current business cycle fluctuations.

The Economic and Workforce - Bankruptcy Indicator is defined by the: number and rate of personal and business bankruptcies in the area.

VOTES: 0

Business Activity

The goal of the Economic and Workforce - Business Activity Indicator is vibrant economic activity.

The Economic and Workforce - Business Activity Indicator is important because vibrant economic activity provides ample opportunities for productive employment, a strong consumer market, the capacity to fund needed public services, and a high standard of living that is shared widely among all citizens.

This Economic and Workforce - Business Activity Indicator is defined by: the revenue generated by the economic sector; and sales and hospitality taxes.

VOTES: 6

Development

The goal of the Economic and Workforce - Development Indicator is the growth of new high-tech sectors such as computing, information technology, medical devices, biotechnology, and genetics.

The Economic and Workforce - Development Indicator is important because local capacity to search for new knowledge and solutions not only contributes to advancements in science and technology, but also creates economic opportunity, as every specialized job creates new jobs in support services and related industries.

The Economic and Workforce - Development Indicator is defined by: research and development venture capital funding and other financial support; patents per capita; and demand for information technology and other 'New Economy' skills.

VOTES: 7

Employees

The goal of the Economic and Workforce - Employees Indicator is a high employment rate across diverse employment sectors.

The Economic and Workforce - Employees Indicator is important because a high employment rate and diversity of employers across several industries is a good indicator of a region's resilience to cyclical swings caused by the rise and fall of any particular industry and the area is more capable of withstanding and bouncing back from the loss of a major employer.

The Economic and Workforce - Employees Indicator is defined by the: employment rate; major employers; and employers and employment by economic sector.

VOTES: 11

STAKEHOLDER COMMENTS:

1. Is there a way to count small business jobs as employees?

Unemployment

The goal of the Economic and Workforce - Unemployment Indicator is a region where there are ample opportunities for productive employment for all citizens and newcomers to the area.

The Economic and Workforce - Unemployment Indicator is important because unemployment produces significant social and economic inequalities and unless those inequities are reduced and people are placed on a path of relative self-sufficiency, a society cannot truly progress and prosper economically. Unemployment rates can also describe a mismatch between people of working age in a community and the jobs available to them. Unemployment in particular communities may indicate that the workforce is not prepared for the types of job offered. It may also indicate that people, while prepared, cannot access jobs, due to a lack of networking, transportation or other, more subtle, impediments.

The Economic and Workforce - Unemployment Indicator is defined by the: civilian and military labor force; those that are unemployed and seeking work; unemployment by occupation; and unemployment benefit claims.

VOTES: 12

Wages

The goal of the Economic and Workforce - Wages Indicator is a high standard of living shared widely among all citizens in all occupations.

The Economic and Workforce - Wages Indicator is important because measuring wage by industry gives information about how the region's income is generated. Some industries may account for a fraction of the region's total businesses, but contribute significantly to the region's income (and vice versa). Looking at how such data changes over time provides important information about the evolution of the region's economy.

The Economic and Workforce - Wages Indicator is defined by: common occupations median salary; and average annual wages.

VOTES: 13

STAKEHOLDER COMMENTS:

1. No need to combine these indicators -They are already useful as separate statistics.

EDUCATION

Attainment

The goal of the Education - Attainment Indicator is that the population has a high levels of graduates from high school as well as institutions of higher learning in order to produce an educated and productive workforce and those ready for entrepreneurship and leadership roles.

The Education - Attainment Indicator is important because a higher level of education is increasingly required for workers to be successful in the 21st century economy.

Education is the surest and quickest way to prosperity. Incomes rise with educational attainment and the rate of increase is higher for those with higher levels of education. As education helps individuals become more economically successful, it also helps regional economies. As the economy transitions away from manufacturing, the level of education in the working population will be critical to participating in emerging economic sectors, improving income levels and maintaining overall competitiveness. Moving to a knowledge based economy requires a higher percentage of the population with college degrees and jobs for those without a college education are becoming scarcer and paying less.

The Education - Attainment Indicator is defined by the: percent of population with high school diploma (or GED); and percents of the population with an associates, bachelors, masters, doctoral or professional degrees.

VOTES: 10

STAKEHOLDER COMMENTS:

1. Census bureau already has this

Attendance, Dropouts and Expulsions

The goal of the Education - Attendance, Dropout and Expulsion Indicator is to have high attendance, low dropout, and low expulsion rates reflecting the willingness of students to engage in school learning and ensure the school system has the capacity to meet their needs.

The Education - Attendance, Dropout and Expulsion Indicator is important because regular school attendance is necessary for academic achievement.

The Education - Attendance, Dropout and Expulsion Indicator is defined by: average attendance rate; chronic absence (> 20 days) rate; dropout rate; and expulsion rate.

VOTES: 11

Early Childhood Enrollment

The goal of the Education - Early Childhood Enrollment Indicator is have a large proportion of our young population engaged in early learning programs.

The Education - Early Childhood Enrollment Indicator is important because a growing body of research reveals that child development from birth to age five is critical to future academic, social and emotional success, preparing students to thrive economically and contribute to the region's vitality.

The Education - Early Childhood Enrollment Indicator is defined by enrollment in: early, accredited childhood education; full day kindergarten; and the Head Start program.

VOTES: 8

STAKEHOLDER COMMENTS:

1. Also available for accredited child care providers?

Proficiency

The goal of the Education - Proficiency Indicator is to have schools and school districts performing at high standards for the education of our youth.

The Education - Proficiency Indicator is important because skills and knowledge gained at various levels in the school system will provide students with the necessary skills to advance through the system giving them an edge in life and also prepare them for either work in the new knowledge-based economy or higher education.

The Education - Proficiency Indicator is defined by: kindergarten readiness assessment; public school 1st grade promotions; TAKS Test scores with meeting, commended or exceeding standards; and Mean SAT/ACT scores.

VOTES: 3

Resources

The goal of the Education - Resources Indicator is to ensure that our public schools have the necessary resources to educate and prepare our children for their futures.

The Education - Resources Indicator is important because support for educational achievement begins at the most basic level with adequate per-pupil funding. This translates into smaller class sizes which have a positive impact on learning and student achievement. Teachers with advanced degrees either in educational methods or in their subject matter are more effective at raising student achievement. High quality equipment in classrooms, libraries, gyms, labs and schoolyards supports quality teaching and learning.

The Education - Resources Indicator is defined by the: expenditures per student; student / teacher ratio; education level of teachers; and the availability of up-to-date technology and libraries, gyms, labs and renovated schoolyards.

VOTES: 7

School Choice Enrollments

The goal of the Education - School Choice Enrollments Indicator is to offer alternative forms of learning, which is seen by many as a way to improve educational outcomes for students.

The Education - School Choice Enrollments Indicator is important because tracking enrollment provides a good measure of public confidence in the different choice based systems.

The Education - School Choice Enrollments Indicator is defined by: enrollment in public, private, parochial and charter schools; and enrollment in colleges & universities.

VOTES: 3

Special Programs

The goal of the Education - Special Programs Indicator is to address all the learning, emotional and behavioral, physical and developmental disabilities; English as a second language, and at-risk needs of children in order to adequately prepare them to thrive in the public school academic setting.

The Education - Special Programs Indicator is important because students with learning, emotional and behavioral, physical and developmental disabilities are likely to benefit from additional educational services, different approaches to teaching, and use of technology. Adequately educating children whose native language is not English is critical to the future of our nation and our region, as these children and their parents make up an ever-growing proportion of our population. Increased emphasis on after-school programs that serve high risk children and youth, including gender specific programs, are required to help young people succeed in the city's most challenging neighborhoods.

The Education - Special Programs Indicator is defined by: special education program; ESL / Bilingual programs; and after school programs.

VOTES: 1

Technology

The goal of the Education - Technology Indicator is that students have access to computers and the Internet and are also provided the necessary training for effective and successful use of these powerful resources.

The Education - Technology Indicator is important because computer-assisted learning and Internet access has a strong positive effect on educational outcomes. Computer proficiency has become a vital skill for students beginning in elementary school.

Ultimately, the training students receive during their education is necessary for success in their professional lives, and such proficiency is likely to become a requisite skill in the future. The Internet makes valuable information available to teachers for use as teaching tools to augment and enhance textbook learning. Students' use of personal computers is potentially a powerful tool for homework assignments, class assignments, supplemental classroom instruction, and for the sharing of information and knowledge with other students across the nation and even internationally.

The Education - Technology Indicator is defined by: ratio of students per computer in public schools; schools wired for high-speed Internet access; teachers using technology in teaching; and education funding for technology.

VOTES: 6

STAKEHOLDER COMMENTS:

1. Critical because of form education in 2050 will occur extensively via telecommunication equipment (computers, phones, digital tv)

ENVIRONMENT

Air Quality and Climate Change

The goal of the Environment - Air Quality and Climate Change Indicator is promoting health among area residents and minimizing climatic changes through a significant reduction in air contaminants.

The Environment - Air Quality and Climate Change Indicator is important because human activities—particularly burning of fossil fuels (coal, oil and natural gas)—increase atmospheric CO₂, methane, nitrous oxide and other gases, which, when they accumulate, increase the not only cause health problems but also increase the intensity of the natural “greenhouse effect” and result in global warming. Global warming can lead to volatile and extreme weather patterns such as floods, droughts and storms that affect the quality and security of the natural and built environments. Conditions linked to global warming are projected to influence agricultural yields, cause coastal flooding as sea levels rise from the melting of glacial ice, and affect human health.

The Environment - Air Quality and Climate Change Indicator is defined by: levels of PM₁₀ and PM_{2.5} micron particles, methane, nitrogen dioxide, sulfur dioxide, smog, and carbon monoxide in the air; trends in climate change; use of low emission vehicles; and the number of air quality alert days.

VOTES: 8

Biodiversity

The goal of the Environment - Biodiversity Indicator is to promote “sustainability”—the wise use of scarce land, and water and energy resources with attention to environmental impacts.

The Environment - Biodiversity Indicator is important because tracking and understanding the ecological relationships between plants, animals, natural landforms, and humans help connect people to the natural world and develop support for protecting habitats in our communities. Alterations or destruction of natural vegetation and habitat can result in significant reductions of Bexar County’s biodiversity.

The Environment - Biodiversity Indicator is defined by: numbers and extent of natural vegetation and wildlife populations.

VOTES: 3

Clean Water Supply

The goal of the Environment - Clean Water Supply Indicator is adequate clean supplies of water for residential, commercial, industrial and agricultural uses as well as sustaining the natural environment.

The Environment - Clean Water Supply Indicator is important because clean water is one of our most precious natural resources. Humans cannot survive without clean water to drink. Moreover, almost every activity of modern daily life uses water in some way or another. When a region cannot sufficiently supply the demand for water, shortages, restrictions on water use, and price rises can result, impacting residents' quality of life. Increasing population growth increases demands on water resources. High levels of water consumption can contribute to environmental and economic problems, especially when the demand for water outweighs the supply. Deficits in the availability of water

contribute to increased costs in water system infrastructure. Overuse and improper control of the watershed can damage the environment, often irreversibly. Failure to maintain good water quality can result in negative impacts on the health of the public and the ecosystem. Sensitive subpopulations, such as cancer and transplant patients, children, infants, elderly persons, pregnant women, and fetuses, are more vulnerable to contaminants in drinking water than the general population.

The Environment - Clean Water Supply Indicator is defined by the: average household monthly water consumption; water level in the aquifer and other water supplies; natural environment water need; water waste violations; water recycling; water main breaks; and impaired streams and drinking water quality as measured by the Water Development Board (TWDB) and reported to the Texas Commission on Environmental Quality (TCEQ).

VOTES: 14

Energy Resources

The goal of the Environment - Energy Resources Indicator is to increase the use of cleaner and renewable energy resources.

The Environment - Energy Resources Indicator is important because renewable energy such as wind energy, solar power, biomass energy, hydropower, and landfill gas can play large roles in the State's and City's energy mix. A community with developed energy programs using renewable resources will be at an advantage in the future as petroleum products become scarcer and more expensive. Alternative energy is beneficial to public health and less detrimental to the environment. The absence of a comprehensive renewable resource plan for a community may reduce its ability to compete for future capital investments.

The Environment - Energy Resources Indicator is defined by: coal, natural gas, nuclear, wind energy, solar power, biomass energy, hydropower, and landfill gas energy sources; and household per capita energy consumption.

VOTES: 9

Green or Open Space

The goal of the Environment - Green or Open Space Indicator is to ensure that green or open spaces are attractive and in good condition and available to all residents in all neighborhoods.

The Environment - Green or Open Space Indicator is important because green or open spaces provide recreation, habitat for wildlife, space for trees that cool and clean the air, flood control storage, water filtration, food, and scenic beauty. Green areas can make a neighborhood more neighborly and therefore safer, ensure a balance of development and "elbow-room," enhance the value of real estate, and be aesthetically pleasing.

The Environment - Green or Open Space Indicator is defined by the: natural vegetation cover; urban tree canopy; community gardens; parks, green space distribution; and protected areas.

VOTES: 12

STAKEHOLDER COMMENTS:

I. Access to green space important vs overall greenspace

Remediation Opportunities

The goal of the Environment - Remediation Opportunities Indicator is safe and clean neighborhoods.

The Environment - Remediation Opportunities Indicator is important because litter, standing water, dirty alleys, illegal dumping, stray animals, rats, and brownfields can pose a health risk to San Antonio's citizens. Not only do they pose a major health risk, there are economical and environmental expenses associated in remedying the problems. The remediation of environmentally unfriendly land can positively impact the social well-being of the community and also the environment.

The Environment - Remediation Opportunities Indicator is defined by: dirty streets and alleys; clogged drains and standing water; abandoned vehicles; illegal dumping; litter; stray animals; rat incidences; and the number of hazardous sites including brownfields.

VOTES: 6

Solid Waste and Recycling

The goal of the Environment - Solid Waste and Recycling indicator is decreased solid waste production and increased collection of recyclables in communities.

The Environment - Solid Waste and Recycling Indicator is important because much of the solid waste we generate goes to landfills for disposal. Reducing consumption is the most effective method of waste management. Reusing items by repairing, donating them for others to use, or selling them also reduces waste. Reusing is preferable to recycling because the item does not need to be reprocessed before being used again, but recycling turns materials that would otherwise become waste into valuable resources and new products and it provides a host of environmental, financial, and social benefits. Recycling saves landfill space and also minimizes the resources used to make the product in the first place. Buying recycled products is also important to "close the loop" and ensure the viability of recycling.

The Environment - Solid Waste and Recycling Indicator is defined by the: the per capita solid waste generation; donations to and purchases from re-use distributors such as the Salvation Army and Goodwill, and annual per-person tons of solid waste processed for recycling including newspaper, glass, and plastic recycling, as well as lawn and yard waste, appliances, and some construction and demolition debris.

VOTES: 6

FAMILIES, CHILDREN AND POPULATION

At Risk Populations

The goal of the Families, Children and Population - At Risk Populations Indicator is to ensure the homeless, elderly, disabled, and children within San Antonio receive appropriate care, resources, and programs.

The Families, Children and Population - At Risk Populations Indicator is important because understanding the needs of the homeless, elderly, disabled, and children can assist in developing comprehensive strategies for more permanent and temporary solutions.

The Families, Children and Population - At Risk Populations Indicator is defined by: percent of Total Persons 65 and Older Needing Assistance with Activities of Daily Living; total number of suicides among those 65 and older; homeless count and distribution among men, women, and children; facilities, services, and resources used by the homeless; total number of shelters (beds); births to mothers with 12 years education or less; children of divorced parents; and children with incarcerated parents and disabled populations.

VOTES: 13

Child Care

The goal of the Families, Children and Population - Child Care Indicator is to ensure the availability of quality child care for parents who are in the labor force.

The Families, Children and Population - Child Care Indicator is important because available child care is an important part of the infrastructure that is necessary to support our local economy. Good child care can provide children with essential care and educational opportunities while allowing parents to actively participate in the paid labor force. Additionally, the quality of early child care impacts how well children are prepared to begin school and eventually participate in the labor force.

The Families, Children and Population - Child Care Indicator is defined by: availability of full-day child care; locations of child-care centers; and locations of family child-care providers.

VOTES: 5

Families and Households

The goal of the Families, Children and Population - Families and Households Indicator is the predominance of strong social cohesion and family structure, which are fundamentally linked to economic and social life.

The Families, Children and Population - Families and Households Indicator is important because examination of the family structure of households can reveal much about a community and can help determine what kinds of services and amenities a community needs. Issues such as crime, socioeconomic status, and upward mobility, as well as the welfare system, are all complex issues related to family structure and social networks.

The Families, Children and Population - Families and Households Indicator is defined by: Family and non-family household structures including married, male or female heads of households with and without children; and non-family households.

VOTES: 3

Income

The goal of the Families, Children and Population - Income Indicator is stable families with the resources needed to nurture children including jobs that pay family-supporting wages and employment providing health care benefits.

The Families, Children and Population - Income Indicator is important because income levels reflect the opportunities available to people to meet basic necessities and access resources for economic advancement and a good quality of life. Understanding the distribution of income provides a glimpse of relative opportunities for advancement in today's economy and, since social and economic problems are interrelated, it facilitates the examination of the distribution and status of educational and health resources as well. When absolute income levels are low, or relative incomes reflect high levels of inequality, a state of social as well as physical deprivation is likely to result, followed by capital flight, disinvestment, and a lack of new investments to create jobs.

The Families, Children and Population - Income Indicator is defined by: per capita income; median family and median household incomes; and income disparities between the top and bottom quintiles of the population.

VOTES: 10

Internet Access

The goal of the Families, Children and Population - Internet Access Indicator is to achieve digital equity by ensuring either in-home or free community center (such as in public libraries) computer and Internet access for all people.

The Families, Children and Population - Internet Access Indicator is important because access to telecommunication networks through the Internet can greatly increase an individual's or family's capacity to engage in community activity, civic dialogue, and education. The Internet links people in neighborhoods and communities as well as with users around the globe creating a forum for civic dialogue. Access to the Internet also has expanded our concept of community, fostering "virtual" communities and providing new opportunities for contact across social, linguistic, and geographic borders.

The Families, Children and Population - Internet Access Indicator is defined by: in-home access to computers and the Internet; public access to computers and the Internet; neighborhoods with broadband & wireless access; and use of the Internet for government and community information

VOTES: 5

Philanthropy

The goal of the Families, Children and Population - Philanthropy Indicator is to maintain and increase the number of nonprofit organizations with broad interests, provide funding to support their activities, and ensure sufficient volunteers to improve the overall health of the community.

The Families, Children and Population - Philanthropy Indicator is important because nonprofit organizations both reflect and foster a healthy civic life. Nonprofits are frequently better positioned than corporations or governments to create innovative responses to community challenges and opportunities. Partly as a consequence, nonprofit organizations here and in other parts of the country have assumed some of the former

responsibilities of government, especially in support of society's most vulnerable populations.

The Families, Children and Population - Philanthropy Indicator is defined by: the number of nonprofits operating in the area; the financial activities of those organizations including public funding or grants or local donations; and the number of volunteers.

VOTES: 2

Population Stability

The goal of the Families, Children and Population - Population Stability Indicator is the manageable growth of the population as defined by age cohorts and gender, and ensure that the areas economically dependent cohorts (< age 18 and > age 65) can be supported, and in the future be expected to be able to continue to be supported, by the total working age population cohort (> age 18 and < age 65).

The Families, Children and Population - Population Stability Indicator is important because many of the physiological traits and behaviors of individuals may be best understood in terms of the key age and gender characteristics that define the life course, and a striking deviation from a stable population pyramid or imbalance between age cohorts the numbers of males and females could lead to social and economic instabilities.

The Families, Children and Population - Population Stability Indicator is defined by: current population by age and sex distribution; and projected age and sex distributions.

VOTES: 1

Poverty

The goal of the Families, Children and Population - Poverty Indicator is to minimize the number of families living below the poverty level.

The Families, Children and Population - Poverty Indicator is important because changes in the poverty rate not only indicate the overall strength of a region's economy but reflect the impact of economic activity on lower-income neighborhoods and residents. A sustainable economy should provide enough jobs that pay wages high enough to keep families out of poverty.

The Families, Children and Population - Poverty Indicator is defined by: families below poverty; poverty among children under age 18; recipients of public assistance; and children receiving free lunch.

VOTES: 8

Public Assistance

The goal of the Families, Children and Population - Public Assistance Indicator is to have social-service institutions in the region provide services with excellence to those in need.

The Families, Children and Population - Public Assistance Indicator is important because meeting the primary needs of food, shelter and security as well as sufficient medical care influences human behaviors and affects not only the quality of life for individuals but also the overall community.

The Families, Children and Population - Public Assistance Indicator is defined by: food stamps recipients; meals on wheels clients; WIC enrollments; foster children; subsidized housing; and Medicaid and Medicare beneficiaries.

VOTES: 3

Racial & Ethnic Diversity

The goal of the Families, Children and Population - Racial and Ethnic Diversity Indicator is to enfranchise all racial and ethnic groups to create a more inclusive, complex, politically engaged, and healthy community in which all individuals and families are welcome to live, work, or play in every area.

The Families, Children and Population - Racial and Ethnic Diversity Indicator is important because interaction and discourse between individuals of different backgrounds and viewpoints promotes a strong community, augments cultural vitality, increases problem-solving capacity through new skills and perspectives, and strengthens economic connections.

The Families, Children and Population - Racial and Ethnic Diversity Indicator is defined by the (Simpson's) Racial Diversity Index which indicates the percent chance that two people picked at random with a sub area will be of different race/ethnicity.

VOTES: 0

Social Capital

The goal of the Families, Children and Population - Social Capital Indicator is to achieve a high level of connections within and between social networks.

The Families, Children and Population - Social Capital Indicator is important because high social capital reflects social cohesion and personal investment in the community and can increase the productivity of individuals and groups

The Families, Children and Population - Social Capital Indicator is defined by: religious service attendance and outreach, opportunities and community engagement in civic discourse such as with the PTA, linguistically isolated households, and racial and/or ethnic trust as identified by survey.

VOTES: 4

GOVERNMENT & CITIZEN PARTICIPATION

Citizens

The goal of the Government and Citizen Participation - Citizens Indicator is that citizens are well informed about public affairs and actively participate in civic activities.

The Government and Citizen Participation - Citizens Indicator is important because community wellbeing depends on people having a say on important issues and a sense of choice or control over their lives. In a democratic community, people participate in decision making via the local government. People have confidence that government will make good decisions so that individuals feel their voice is being heard in the wider community, which leads to greater community wellbeing.

The Government and Citizen Participation - Citizens Indicator is defined by: COSA community survey responses; various sign in sheets for city council, board, neighborhood planning, and other public meetings; and neighborhood organization membership.

VOTES: 21

Representative Diversity

The goal of the Government and Citizen Participation - Representative Diversity Indicator is representation that reflects general population demographics in political, economic, educational and social leadership realms

The Government and Citizen Participation - Representative Diversity Indicator is important because demographic diversity (race / ethnicity, linguistic group, gender, age, level of physical ability, or sexual orientation) in elected leadership is a key measure of the value of diverse voices in civic life and breadth of a community's political decision-making capacity and may affect community buy-in on political processes if a group believes that its particular interests are not represented. In addition, If leaders are not demographically diverse it is highly unlikely that a community will succeed in recruiting talented individuals and, instead, will draw on too narrow a range of experience to be truly effective.

The Government and Citizen Participation - Representative Diversity Indicator is defined by the race / ethnicity and gender diversity of elected and appointed leadership positions.

VOTES: 10

STAKEHOLDER COMMENTS:

1. Sometimes there are not diverse candidates so voters don't have a diverse choice

Services

The goal of the Government and Citizen Participation - Services Indicator is for government bodies to provide public services effectively and equitably to citizens.

The Government and Citizen Participation - Services Indicator is important because citizen satisfaction is an important criterion for success in the City of San Antonio's delivery of public services.

The Government and Citizen Participation - Services Indicator is defined by: COSA community survey responses to questions regarding City services; and the number of calls and outcomes to the City's 3-1-1 system.

VOTES: 8

Voters

The goal of the Government and Citizen Participation - Voters Indicator is a high percentage of citizens registering to vote and high participation rates of those voters at the polls.

The Government and Citizen Participation - Voters Indicator is important because voter registration and perhaps even more importantly, voter participation rates reflect democracy in action or the degree to which people exercise individual choices to produce community leaders and collectively influence policies and laws. Older people tend to participate in the democratic process at high rates than younger people, which means that younger people may not be adequately represented in governmental process.

The Government and Citizen Participation - Voters Indicator is defined by: percent of population registered to vote; percent of voter participation at the polls; and ages of those registered and participating in the election process.

VOTES: 14

STAKEHOLDER COMMENTS:

1. An Additional Suggestion for the Government and Citizen Participation category is Neighborhood Plans as defined by % Area of Neighborhood plan (or pop)

HEALTH**Births and Infants**

The goal of the Health - Births and Infants Indicator is adequate prenatal care promoting favorable pregnancy outcomes as well as providing an opportunity for the identification and treatment of medical conditions to improve fetal health.

The Health - Births and Infants Indicator is important because early, continued prenatal care for pregnant women is an important step in developing a community of healthy children. Birth weight is an indicator of how well a health care system supports mothers and families. It is also affected by factors such as maternal age, education, tobacco, and alcohol and drug use as well as by the recent increased use of fertility drugs.

The Health - Births and Infants Indicator is defined by: births; low birth weight; late or no prenatal care; and Infant mortality.

VOTES: 7

Children

The goal of the Health - Children Indicator is to protect and produce healthy children that are likely to learn better, have better school outcomes, and become a healthy and productive adult.

The Health - Children Indicator is important because Asthma, lead exposure and lack of immunizations are some of the most serious and prevalent threats to the health of children in the United States. Asthma is one of the fastest growing environmental health problems in the US. Complications related to asthma have sent many children to hospitals, occasionally causing a child's death. Lead present in the soil around homes and on indoor surfaces in houses built before 1978, when a federal law was passed forbidding the use of lead in house paint, are also a continuing threat to children's health. The prohibition of leaded gasoline in the 1980s dramatically reduced the contribution of mobile sources to lead emissions. Proper and timely immunization effectively protects children from a host of debilitating and sometimes deadly childhood diseases and is most effective when a high proportion of the population has been immunized.

The Health - Children Indicator is defined by: asthma hospitalizations; child lead exposure; and up to date vaccinations.

VOTES: 5

STAKEHOLDER COMMENTS:

1. Can we add number of uninsured children?
2. Yes % of children uninsured

Health Care Provision

The goal of the Health - Health Care Provision Indicator is healthy families, children, and individuals with health insurance as well as access to health care.

The Health - Health Care Provision Indicator is important because access to and the ability to pay for medical care improves the health of the community.

The Health - Health Care Provision Indicator is defined by: hospital discharge data payment status (Cash, Medicaid, Medicare, Insurance); hospitals; number of beds; admissions; physicians and nursing staff; and distribution of free and for profit clinics.

VOTES: 8

Hospital Discharge Diagnosis

The goal of the Health - Hospitalizations Indicator is to determine the community's overall health.

The Health - Hospitalizations Indicator is important because not only do Hospital discharges reflect the overall healthiness of a community, but also the degree to which residents have access to and seek appropriate primary care for their health needs. Lack of health insurance can cause residents not to seek routine medical care, resulting in unhealthy lifestyle choices and a higher incidence of preventable diseases. Sometimes, minor health conditions can become serious when untreated, necessitating an otherwise unnecessary trip to the hospital.

The Health - Hospitalizations Indicator is defined by: the age-adjusted rates of the leading causes of hospitalization; a breakdown of the top 10 causes of hospitalization—cardiology/vascular and thoracic surgery, obstetrics/delivery, general medicine, general surgery, pulmonary conditions, orthopedic conditions, gastroenterology, psychiatry, neurology, and other obstetrics/gynecology conditions; and instances of Shingellosis, Pertussis, Chickenpox, Campylobacter, Acute Hepatitis B, and Aseptic Meningitis.

VOTES: 4

STAKEHOLDER COMMENTS:

1. Can we add number of uninsured?
2. Is data available to compare to other communities in state?

Leading Causes of Death

The goal of the Health - Leading Causes of Deaths Indicator is to obtain a better understanding of the mortality trends so that health resources can be strategically placed for effective prevention.

The Health - Leading Causes of Deaths Indicator is important because it allows us to discern which diseases produce the greatest burden in our community. It is only through a better understanding of the mortality trends that health resources can be strategically placed for effective prevention.

The Health - Leading Causes of Deaths Indicator is defined by: top 14 causes of death (heart disease, cancer, cerebrovascular disease, chronic obstructive pulmonary disease, Alzheimer's disease, diabetes mellitus, influenza and pneumonia, motor vehicle accidents, septicemia, chronic kidney disease, homicide, chronic liver disease and

cirrhosis, suicide, and HIV/AIDS), which are used in the calculation of the total age-adjusted death rate per 100,000.

VOTES: 8

Mental Health

The goal of the Health - Mental Health Indicator is: the adequate provision of appropriate services including culturally competent and accessible inpatient and outpatient services and support.

The Health - Mental Health Indicator is important because mental health problems have grave consequences such as family discord, school failure, alcohol and other substance abuse, violence and suicide..

The Health - Mental Health Indicator is defined by: Mental health services capacity for children and adults; and suicide rates

VOTES: 8

STAKEHOLDER COMMENTS:

1. Is there a way to assess need vs. capacity?

Mothers

The goal of the Health - Mothers Indicator is to ensure mothers have the ability to provide the best care for their newborns and young children.

The Health - Mothers Indicator is important because teen pregnancies often result in health problems for mother and baby, and parenting problems can create potentially serious social and economic hardships. The risks are especially high for younger teens. Subsequent births to teen mothers illustrate ongoing needs not met by previous community prevention efforts. Single mothers, those with less than a high school education and those that are on Medicaid, are factors that may show a reduced ability to provide the best care for newborns.

The Health - Mothers Indicator is defined by: teen pregnancy; subsequent teen pregnancies; single mothers; mothers with less than 12th grade education; and mothers on Medicaid.

VOTES: 6

Risky Behavior

The goal of the Health - Risky Behavior Indicator is better health and longer life expectancies.

The Health - Risky Behavior Indicator is important because people involved in risky behaviors are at increased risk for many chronic diseases, injury, and/or premature mortality. This strains societies through the overburdening of our healthcare system, the loss of our tax base, and most importantly the loss of quality and years of life.

The Health - Risky Behavior Indicator is defined by: obesity; smoking; alcohol consumption; illicit drug use; lack of physical activity; poor nutritional habits; and promiscuous or unsafe sexual behaviors.

VOTES: 4

STDs / Hepatitis C / HIV / AIDS

The goal of the Health - STDs / Hepatitis C / HIV / AIDS Indicator is to have interventions to improve knowledge about prevention strategies and varied efficacies; access to resources to help reduce risk; and overall reduction in instances of these diseases.

The Health - STDs / Hepatitis C / HIV / AIDS Indicator is important because such diseases have far-reaching consequences for those who are infected and for their sexual partners.

The Health - STDs / Hepatitis C / HIV / AIDS Indicator is defined by: rates of STDs(Rate Incidence of Gonorrhea, Chlamydia), hepatitis C and HIV infection, and AIDS mortality; and newly diagnosed AIDS cases per 100,000.

VOTES: 2

HOUSING

Affordability

The goal of the Housing - Affordability Indicator is to promote affordable, available, and quality housing in San Antonio, which will accommodate the financial circumstances and preferences of its residents. San Antonio wants to ensure it has a range of housing affordability options within each neighborhood to provide for a healthy mix of residents from different backgrounds and income levels.

The Housing - Affordability Indicator is important because it helps quantify how affordable it is to live in San Antonio. In order for a city to thrive and maintain the health of its economy, it must provide a diverse mix of housing options.

The Housing - Affordability Indicator is defined by: affordability index; median home price vs. median household income; distribution of affordable housing units; median rent; average utility costs; and waiting list for public housing.

VOTES: 17

STAKEHOLDER COMMENTS:

1. May want to measure % of those on waiting list compared to # of units available
2. Waiting list/ Full units = x%

Financial

The goal of the Housing - Financial Indicator is to ensure every citizen can obtain mortgage financing to purchase a home.

The Housing - Financial Indicator is important because it allows the City to examine how many different races and ethnicities are able to obtain mortgage financing. The financial and personal investment of a home allows individuals to build equity over time that can be used to borrow against in the future for additional economic advancing investments.

The Housing - Financial Indicator is defined by: number and amount of loans made to individual or couple for purchase of primary home; and housing tax credit projects.

VOTES: 0

Foreclosures

The goal of the Housing - Foreclosures Indicator is to keep foreclosure rates low in order to ensure the stability of San Antonio's real estate market.

The Housing - Foreclosures Indicator is important because it shows the degree in which families in San Antonio are experiencing financial difficulties and the need for financial assistance as well as money management educational programs.

The Housing - Foreclosures Indicator is defined by: the number of mortgage foreclosures; and foreclosure loan amount density; and the length of time between the initial loan and the foreclosure filing.

VOTES: 0

Growth and Production

The goal of the Housing - Growth and Production Indicator is to ensure San Antonio has a healthy economy, which can be determined by housing construction activity.

The Housing - Growth and Production Indicator is important because it gives an accurate picture of the trends in housing construction. The increased need for new housing means population and employment growth are rising, which indicates a healthy economy.

The Housing - Growth and Production Indicator is defined by: population; number of households; employment growth; and residential building permits issued.

VOTES: 5

Housing Units

The goal of the Housing -Housing Units Indicator is to ensure San Antonio has an increasing, mixed housing supply for its growing population as well as ensuring options for various land use patterns.

The Housing -Housing Units Indicator is important because as population grows it can outstrip increases in housing supply, leading to a shortage of affordable housing. The Indicator also provides data on the mixture of housing types, which indicates how many different land use patterns exist. The prevalence of detached single-family housing is indicative of sprawl and traffic congestion as well as loss of open space.

The Housing -Housing Units Indicator is defined by: number of single-family detached; single-family attached; multi-family; and mobile home unit parcels.

VOTES: 5

Market Value Analysis

The goal of the Housing - Market Value Analysis Indicator is to take an in-depth look at real estate trends.

The Housing - Market Value Analysis Indicator is important because Reinvestment Plan Area decisions should be made based not only on what conditions exist in a market area, but what conditions surround that area. The MVA is focused on the housing market, although some markets may not be the right ones for certain housing investments, that does not mean that those markets are not appropriate for other programs, services, and interventions.

The Housing - Market Value Analysis Indicator is defined by: foreclosure filings per 1000 sales; median sale price; commercial parcel and vacant parcel % of area; owner-occupied housing units; section 8 certificates; dangerous building code violations; and housing tax credits.

VOTES: 9

STAKEHOLDER COMMENTS:

1. Not just "multi-Family", but number of individual units in bldg.

Occupancy Rates

The goal of the Housing - Occupancy Rates Indicator is to ensure San Antonio maintains a balance between supply and demand for housing.

The Housing - Occupancy Rates Indicator is important because it can help the City identify trends and forecast future housing conditions as well as calculate the balance of supply and demand for housing. Maintaining a good balance between supply and demand helps stabilize neighborhoods, which means it will neither experience deterioration nor gentrification.

The Housing - Occupancy Rates Indicator is defined by: number of owner occupied housing units; the number of renter occupied housing units; number of vacancy units; and number of rental evictions.

VOTES: 3

Sales

The goal of the Housing - Sales Indicator is to provide affordable housing for individuals who want to own a home and ensure buyers and sellers can engage in desirable transactions.

The Housing - Sales Indicator is important because affordability is a key issue driving an individual's decision to buy or not to buy a certain home.

The Housing - Sales Indicator is defined by: median sale price; median housing value; total housing units sold; and median number of days a house stays on the market.

VOTES: 4

Substandard Conditions

The goal of the Housing - Substandard Conditions Indicator is to ensure San Antonio continues to increase the number of well-maintained homes

The Housing - Substandard Conditions Indicator is important because well-maintained homes promote livable communities, promote economic revitalization, and reduce crime rates and childhood exposure to hazards. Identifying the locations of prevalent substandard conditioned areas, allows the City to target areas in need of help.

Substandard conditions lead to loss of residential and/or commercial resources as well as threaten the health and safety of citizens.

The Housing - Substandard Conditions Indicator is defined by: housing code violations; lead paint abatements; demolitions; age of housing stock; crowded housing units; and number of properties with delinquent taxes.

VOTES: 8

STAKEHOLDER COMMENTS:

1. Can it be expanded by degrees to which housing developments follow sustainability standards? I.e. LEED % of housing certified
2. Age of housing not as important as criterion
3. Water leaks, Roof conditions

Absentee Owners

Absentee owner for rentals may need to be measured as opposed to resident, hands-on landowners.

VOTES: 1 (Suggestion)

PROPERTY CHARACTERISTICS

Parcel Conditions

The goal of the Property Characteristics - Parcel Conditions Indicator is to ensure San Antonio has enough adequate housing and commercial properties for all its citizens. The Property Characteristics - Parcel Conditions Indicator is important because it ensures the health, safety, and well being of San Antonio's citizens by maintaining adequate living conditions and appealing neighborhoods.

The Property Characteristics - Parcel Conditions Indicator is defined by: age of structures; the number of residential building permits issued; the amount of abandoned buildings; the number of demolition permits; the number of code violations; number of vacant lots; and number of zoning changes.

VOTES: 7

Well kept structures vs. poorly kept structures invalidates age of structures

Parcel Use

The goal of the Property Characteristics - Parcel Use Indicator is to promote infill and mixed use development.

The Property Characteristics - Parcel Use Indicator is important because infill development targets underutilized parcels and prevents urban sprawl and mixed-use development results in walkable neighborhoods, reduced transportation costs and encourages economic growth.

The Property Characteristics - Parcel Use Indicator is defined by: number of residential parcels, apartment building parcels, commercial parcels, industrial parcels, land banked parcels, exempt parcels, utility parcels, agricultural parcels, and unknown parcels.

VOTES: 19

STAKEHOLDER COMMENTS:

1. Include low income / affordable housing.
2. Need to add Vacant lots or vacant parcels.

Value

The goal of the Property Characteristics - Value Indicator is to maintain and steadily increase the community's tax base, which provides the financial foundation for San Antonio's infrastructure, schools, public hospitals, and other public works projects. The Property Characteristics - Value Indicator is important because property tax values indicate the growth or decrease in real estate market values. A steady tax base that continuously increases is essential for the economic vitality of San Antonio.

The Property Characteristics - Value Indicator is defined by: property tax assessments; tax delinquencies; and property value per Capita by land use.

VOTES: 12

STAKEHOLDER COMMENTS:

1. Maybe add % of assessed value increase each year

PUBLIC SAFETY

911 Emergency Services

The goal of the Public Safety - 911 Emergency Services Indicator is that public-safety agencies in the region provide rescue, fire, and law-enforcement services with excellence, and citizens generally experience a low level of crime and a high level of personal safety.

The Public Safety - 911 Emergency Services Indicator is important because emergency calls to 911 centers is a measure of demand for emergency services. The perception of safety, which may or may not correlate with actual safety or the crime rate, can be critical to one's quality of life in a community. The speed at which a rescue team or fire response team arrives may save a life or save property from the damage that a fire causes. The expectation that, if needed, assistance from law enforcement will arrive quickly, especially in the case of a "priority-one" call (an immediate threat to life and safety), is an important factor in feeling safe.

The Public Safety - 911 Emergency Services Indicator is defined by: requested breakdowns of the 911 calls by service requested (police, fire and emergency-medical services); and response times.

VOTES: 1

All Crime

The goal of the Public Safety - All Crime Indicator is prevent all categories of crime. The Public Safety - All Crime Indicator is important because one of the most important attributes of a livable city is its capacity to prevent crime. Crime rates influence the way people feel about the safety of their families and property. To make a city safe, prevention, intervention and enforcement strategies that target the specific causes of crime are required, while public safety officials must be able to track and understand crime trends. Crime prevention also requires coordination among various agencies and services and an investment in populations that are likely to become victims or become

involved in criminal activity. Giving residents access to up-to-date information on criminal activity is an important step towards making people part of the solution. The Public Safety - All Crime Indicator is defined by: property crime rate, violent crime rate, drug abuse and alcohol crime rate, hate crimes, other crimes, and juvenile crimes.
VOTES: 7

Drugs & Alcohol Crime

The goal of the Public Safety - Drugs & Alcohol Crime Indicator is prevention or recovery from substance abuse, alcoholism, and addiction to improve overall quality of life.

The Public Safety - Drugs & Alcohol Crime Indicator is important because drugs and alcohol are also related to other crimes through the effects they have on the user's behavior and by generating violence and other illegal activity in connection with drug trafficking and drinking.

The Public Safety - Drugs & Alcohol Crime Indicator is defined by: DUI; public intoxication; operating without a alcohol license; underage drinking; and possession or distribution of illegal drugs.

VOTES: 4

Family Crime

The goal of the Public Safety - Family Crime Indicator is increased safety and security within the home for all citizens, particularly women and children.

The Public Safety - Family Crime Indicator is important because domestic violence, child abuse and neglect are a pervasive public safety and social issue that cuts across age, race, class, sexual orientation, religion, and cultural lines. It impacts the safety, health, and well being of individuals, families, and neighborhoods. The physical and emotional consequences for victims of domestic violence, child abuse and neglect can put individuals at greater risk for mental health issues, substance abuse, homelessness, compromised reproductive health, HIV, and STDs. Children are greatly affected by exposure such crimes in many areas of their life, including school performance, social and emotional development, and physical and mental health.

The Public Safety - Family Crime Indicator is defined by: domestic violence; domestic violence homicides; child abuse; child abuse homicides; child neglect; and child neglect homicides; and data from agencies and organizations that serve battered and abused women and families.

VOTES: 8

Juvenile Crime

The goal of the Public Safety - Juvenile Crime Indicator is provide early interventions and strong and supportive environments for children and youth in order to ensure that they live law-abiding, healthy, productive and fulfilling lives.

The Public Safety - Juvenile Crime Indicator is important because peer pressure, the need for attention or respect, a sense of low self-esteem, early childhood abuse or neglect,

witnessing violence at home, in the community or in the media, and easy access to weapons are the major factors that contribute to criminal behavior among youth which can seriously impact their lives as adults.

The Public Safety - Juvenile Crime Indicator is defined by: juvenile crime arrests for property, violent, drug abuse and alcohol, hate, and other crimes; and serious student conduct violations.

VOTES: 13

STAKEHOLDER COMMENTS:

1. Juvenile Crime is exceedingly difficult to quantify since the records are continuously being expunged as offenders reach the age of majority

Police Resources

The goal of the Public Safety - Police Resources Indicator is effective public safety beginning with adequate allocation of the resources minimally needed for safe and efficient functioning of public safety programs.

The Public Safety - Police Resources Indicator is important because the amount of resources needed will depend entirely upon the specific needs of the respective jurisdictions. The raw number of people living within the jurisdiction, the relative distribution and density of the population, and the geographic size of the jurisdiction are only a few of the basic variables that should be considered when projecting public safety needs for resource allocation.

The Public Safety - Police Resources Indicator is defined by: varieties of crime prevention programs; the extent of law enforcement personnel and equipment available within the respective areas; and neighborhood crime watch programs

VOTES: 5

Property Crime in Commercial Areas

The goal of the Public Safety - Property Crime in Commercial Areas Indicator is make shopping a pleasurable experience for consumers and a profitable venture for commercial retailers.

The Public Safety - Property Crime in Commercial Areas Indicator is important for the economy to better thrive, consumers need to feel safe, and retailers need to feel that their livelihoods are adequately protected.

The Public Safety - Property Crime in Commercial Areas Indicator is defined by; larceny-theft (shoplifting) and motor vehicle theft crime rates.

VOTES: 1

Property Crime in Neighborhoods

The goal of the Public Safety - Property Crime in Neighborhoods Indicator is increase the security of neighborhoods to make them better places to live.

The Public Safety - Property Crime in Neighborhoods Indicator is important because they often indicate neighborhoods in decline.

The Public Safety - Property Crime in Neighborhoods Indicator is defined by; burglary crime rate, graffiti crime rate; and criminal mischief crime rate.

VOTES: 7

Violent Crime

The goal of the Public Safety - Violent Crime Indicator is increase the safety of our community and to make it a better place to live.

The Public Safety - Violent Crime Indicator is important because violence generates fear and distrust and adversely affects social chaos and cooperation as well as property values.

The Public Safety - Violent Crime Indicator is defined by: murder and non-negligent manslaughter crime rates, rape crime rate; robbery crime rate, and aggravated assault crime rate.

VOTES: 2

TRANSPORTATION

Airport

The goal of the Transportation - Airport Indicator is to ensure citizens in the region have access to affordable, convenient, and accessible airport transportation services that has the capacity to connect people to the region and link regional residents to the rest of the world.

The Transportation - Airport Indicator is important because passenger travel at the San Antonio International Airport provides a measure of the region's capacity to serve the air-travel market, which also indicates the growth of San Antonio's economic competitiveness.

The Transportation - Airport Indicator is defined by: the number of passengers boarding planes ("enplanements"); disembarking from planes ("deplanements"); and total destinations served by nonstop flights to and from San Antonio.

VOTES: 2

Alternative

The goal of the Transportation - Alternatives Indicator is to provide a good regional transportation system that offers a range of efficient, convenient, and affordable modes of travel.

The Transportation - Alternatives Indicator is important because a good transportation system supports economic development, helps shape the use of land, and connects homes, jobs, recreation and services equitably while protecting environmental resources and promoting public health. Adequate public transit, safe streets and well-maintained sidewalks reinforce support for increased walking and reduce driving time by as much as 20% to 30% per household.

The Transportation - Alternatives Indicator is defined by: total number of miles for bus routes; walking and hiking trails; annual number of weekday bus riders; residents within close proximity to transit modes; mode of travel to work; and commute time to work.

VOTES: 17

STAKEHOLDER COMMENTS:

1. Is there a way to include Park and Rides in this?
2. Can we add miles of sidewalks within 1/4 mile of schools?

Maintenance

The goal of the Transportation - Maintenance Indicator is to ensure the maintenance of San Antonio's transportation system so that it continues and/or increases the efficiency and adequacy of the system for use by all citizens.

The Transportation - Maintenance Indicator is important because a well maintained transportation system ensures the continued expansion of economic development.

The Transportation - Maintenance Indicator is defined by: the number of street repairs; sidewalk repairs; cleaning of neighborhood streets; and traffic signal timing.

VOTES: 2

Monetary

The goal of the Transportation - Monetary Indicator is to ensure San Antonio has adequate funding to build an extensive network of transportation options that allow residents, workers and visitors to travel to and around the area by car, bus, rapid transit, bicycle or on foot.

The Transportation - Monetary Indicator is important because governments and transportation agencies need funding in order to complete infrastructure projects. In many cases, federal and state funding does not cover the costs of these projects. In order for governments and transportation agencies to advance infrastructure developments, the amounts of funding from different funding sources must be determined. Tracking public spending for transportation by mode can lead to better coordination, better planning, and more equitable solutions to the region's transportation challenges.

The Transportation - Monetary Indicator is defined by: the amount of federal, state, and local funds set aside for transportation including the amount per transportation mode; the average household transportation expenditure; number of vehicles per household unit; and the number of transportation plans.

VOTES: 12

STAKEHOLDER COMMENTS:

1. Amount of insurance money given out from insurance companies for accidents

Time, Distance, and Capacity

The goal of the Transportation - Time, Distance, and Capacity Indicator is to understand travel conditions and congestion so that San Antonio can create an environmentally sound transportation system that can help maintain health, reduce traffic congestion, and improve the quality of life.

The Transportation - Time, Distance, and Capacity Indicator is important because the more time spent in traffic results in less time spent on work, recreation, and family

activities. Inefficient travel conditions also contribute to pollution and drains the economy of time and resources.

The Transportation - Time, Distance, and Capacity Indicator is defined by: car ownership; time spent in traffic; vehicle miles traveled; annual delay per peak traveler; road volume capacity ratio; and parking volume.

VOTES: 8

Traffic Safety

The goal of the Transportation -Traffic Safety Indicator is to reduce traffic accidents, which ensures an efficient transportation network.

The Transportation -Traffic Safety Indicator is important because awareness of traffic safety contributes to San Antonio's knowledge of where to direct road improvements and contributes to VIA Metropolitan Transit's knowledge of the safety and efficiency of its public transportation system.

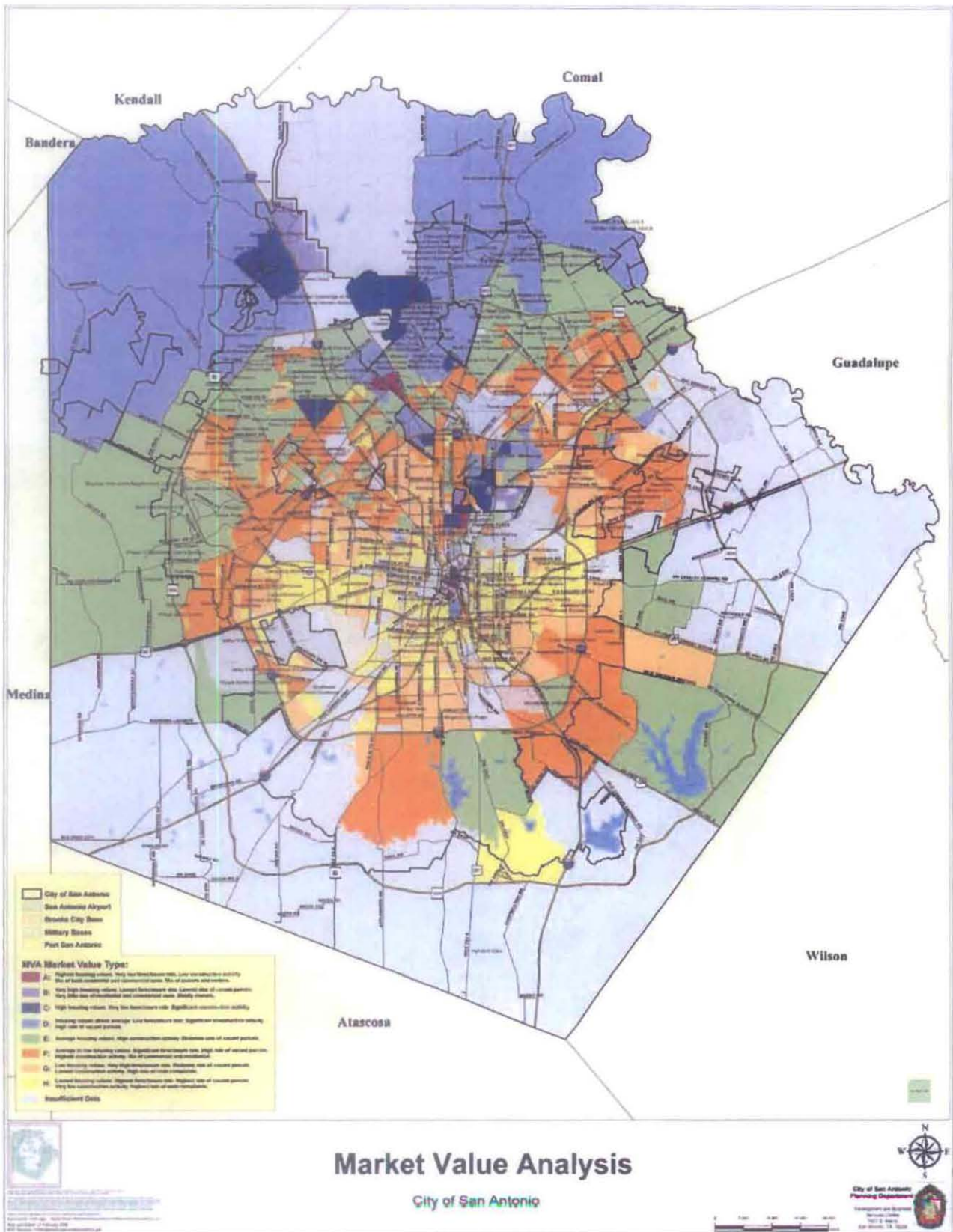
The Transportation -Traffic Safety Indicator is defined by: minor and major traffic accidents; DUIs; moving violations; total traffic fatalities; fatality rate per 100 million vehicle miles traveled and 100,000 persons; transit service fatalities; miles between major system bus failures; and number of school bus accidents.

VOTES: 5

STAKEHOLDER COMMENTS:

1. Speeding and/or unsafe driving tickets issued.

APPENDIX H: REAL ESTATE MARKET VALUE ANALYSIS



**APPENDIX C: DIGNOWITY HILL (EASTSIDE)
REINVESTMENT PLAN**

**APPENDIX D: ROOSEVELT CORRIDOR REINVESTMENT
PLAN**

APPENDIX E: WESTSIDE REINVESTMENT PLAN

APPENDIX C: DIGNOWITY HILL (EASTSIDE) REINVESTMENT PLAN

This appendix contains a summary of this Reinvestment Plan and its associated action matrix.

The Eastside Reinvestment Plan sets comprehensive community development goals including strategies for targeted reinvestments in physical and social elements. The Eastside Reinvestment Plan also includes an action element that identifies lead partners and funding mechanisms. The reinvestment plan implements the goals and objectives of the Dignowity Hill Neighborhood Plan in addition to taking into consideration goals and recommendations of other plans and policies.

Dignowity Hill is the area bounded by Sherman and Nolan to the north, New Braunfels and St. James to the east, Houston, Crockett, Commerce, and Center to the south, and IH-37, Chestnut, Live Oak, and Austin to the west. The planning area consists of approximately 640 acres with a population of approximately 4,498 residents (Nielson Company Claritas 2008 PopFacts).

The reinvestment plan was developed over a series of six public meetings in conjunction with the neighborhood plan from June 2009 to August 2009. Well over 190 people attended one or more of the public meetings to provide input to the plan. At the first meeting, participants identified the issues and concerns within the planning area. Subsequent meetings were dedicated to focusing on the issues and concerns and developing action steps to address these concerns. Meeting attendees prioritized the reinvestment actions. An open house was held on August 29th to showcase the strategies identified in the neighborhood plan and reinvestment plan.

The crucial piece of the reinvestment plan is defining the priority reinvestment actions that will have the greatest impact both in the short term as well as in the long term for the neighborhood. Through the planning process, eight reinvestment strategies emerged. The strategies are ranked with the highest priority being listed first. Each priority action includes steps, a timeline, proposed partnerships and funding in the Action Plan Matrix.

The following reinvestment priority actions emerged:

1. Implementation cooperation
2. Infill development and housing rehabilitation
3. Safe environment
4. Transportation networks and complete streets
5. Economic development
6. Enhance community facilities
7. Preserve and promote the historic character
8. Showcase environmental sustainability

All of the reinvestment strategies are interrelated and dependent upon one another. An integrated approach to reinvestment is essential. Any type of investment to housing or businesses will not be successful without infrastructure improvements and crime prevention. The long term vision for reinvestment in the Dignowity Hill neighborhood will be realized through strategic incremental investment of both private and public funds.

I. IMPLEMENTATION COORDINATION			
1.1 Host a kick-off event to the reinvestment plan	2009	PDSD, DHNA, HNS, ACS, SAPD, District 2, OMA, CPS Energy, etc.	Grants, General Fund
1.2 Organize one group with partners from both the public and private sector to implement the reinvestment plan	2010	DHNA, PDSD, SAHA, OHP, SAGE, OMA, local businesses, residents, property owners, and other non-profits	Minimal/Volunteer
1.3 Utilize the interdepartmental oversight/ single point of contact	2010	DHNA, PDSD, HNS, SAGE	Minimal/Volunteer
1.4 Establish a land bank for development	2010	PDSD, DHNA, Economic Development	General Fund, grant
1.5 Monitor and measure the progress of plan implementation	2011 - ongoing	Plan Action Team, DHNA, and other partners	Minimal/Volunteer
2. INFILL HOUSING AND HOUSING REHABILITATION			
2.1 Housing restoration assistance to subsidize rehabilitation	2010	HNS, OHP, Merced Housing, San Antonio Housing Trust, Conservation Society	CDBG, Historic Tax Credits, Grants, Loans
2.2 Implement a "rehabarama" program for one to two blocks	2011	OHP, HNS, San Antonio Builders Association, OMA	CDBG; Grant
2.3 Create a website to market properties for sale	2010	Plan Action Team, DHNA, San Antonio Board of Realtors, OMA	Minimal/Volunteer
2.4 Meet with absentee landlords/property owners to sell or renovate housing	2010	DHNA, Plan Action Team	Minimal/Volunteer
2.5 Meet with responsible home builders and developers to encourage the development of quality constructed infill housing or restoration of older housing in disrepair			
2.6 Work with UTSA School of Architecture to develop infill housing designs with cost estimates	2010	UTSA, Plan Action Team, DHNA, PDSD, OHP, CDAC	Minimal/Volunteer

3. SAFE ENVIRONMENT			
2.7 Make UTSA designs available for property owners to build on vacant parcels	2010	UTSA, Plan Action Team	Minimal/Volunteer
2.8 Coordinate with St. Philip's College to build one house per semester	2010-ongoing	St. Philip's College, HNS, OHP, PDSD, DHNA, Plan Action Team	Grants, Loans, Private funds
3. SAFE ENVIRONMENT			
3.1 Install more lighting and or video surveillance in crime hot spots to deter criminal activity	2010	DHNA, SAPD, District 2, business owners, property owners	Grant
3.2 Institute Police Bike Patrol	2011	DHNA, SAPD, District 2, Parks & Recreation	Grant
3.3 Prohibit the consumption of alcoholic beverages on public streets and in public parks	2010	DHNA, PDSD	General Fund
3.4 Plant trees or other natural barriers to prevent graffiti	2010	DHNA, HNS, OEP, Parks & Recreation	Grants, EECGB, Tree Mitigation Fund
3.5 Participate in and promote anti-graffiti programs	2010		
3.6 Provide education regarding responsible animal care	2010	DHNA, ACS, AAPAW, SNAP	Grants, General Fund, Minimal/Volunteer
3.7 Increase Animal Care Services	2010	DHNA, ACS, AAPAW, SNAP	Grants, General Fund
3.8 Invite mobile spay and neuter units to provide free or low cost services in the neighborhood	2010 - as needed	DHNA, ACS, AAPAW, SNAP	Grants, Fundraising
4. TRANSPORTATION NETWORKS AND COMPLETE STREETS			
4.1 Install additional streetlights	2010 - ongoing	Public Works, CIMS, PDSD, CPS Energy	General Fund, ATD, Grant
4.2 Infrastructure improvements for the following: <ul style="list-style-type: none"> ▪ Cherry and Mesquite from Houston to Center; ▪ Lamar, Hays, Burnet, and Nolan from Pine to New Braunfels; ▪ Pine from Commerce to the railroad 	2010 - ongoing	Public Works, CIMS	General Fund, Bond, ATD, Grant

4.3 Repair/Install sidewalks on Nolan, Hays, Sherman, Burleson, Muncy, Pine, Mesquite, St. Charles, Can't Stop, and Willow	2010 - ongoing	Public Works, CIMS, PDS, MPO	General Fund, ATD, Grant
4.4 Widen sidewalks with landscape buffer on Hackberry for pedestrians			
4.5 Create safe zones between the street and sidewalks, i.e. landscape buffer and include street trees in street design	2011	OEP, Public Works, CIMS, Parks & Recreation, OCA, Old Spanish Trail Centennial, DHNA	General Fund, Bond, Tree Mitigation Fund, EECBG, Grants
4.6 Improve the railroad crossings at Houston, Commerce, Lamar, and Burnet	2011	Union Pacific Railroad, Public Works	Grants, General Fund, Bond
4.7 Add lighting along railroad tracks for public safety			
4.8 Designate a bicycle lane along Hays, Hackberry, Houston, and Commerce	2010-2012	OEP, Public Works, CIMS, MPO, AACOG, TxDOT	General Fund, ATD, Grants
4.9 Restore the historic streetcar route along Commerce Street	2014	VIA	General Fund, Bond, ATD, Grants
4.10 Install a public art display using neon lights under IH-37 at Brooklyn and Nolan	2011	OCA, TxDOT, DHNA	Grant, Bond, Private funds
4.11 Improve the aesthetics of Houston Street and North New Braunfels Street over the train tracks as gateway corridors and symbols of the Old Spanish Trail	2011	OEP, Public Works, CIMS, Parks & Recreation, OCA, Old Spanish Trail Centennial, DHNA, OMA	General Fund, Bond, Tree Mitigation Fund, EECBG, Grants
4.12 Install historic district street signs to identify the historic district	2011	DHNA, Public Works, OHP, San Antonio Conservation Society	Grant, Bond, General Fund
4.13 Install way-finding signage in the neighborhood in order to direct tourists and neighbors to cultural points of interest such as the Old Spanish Trail, Hays Street Bridge, and the historic cemeteries	2011	Public Works, OCA, Convention and Visitors Bureau, DHNA, PDS, SAGE, OHP, OMA, HNS	General Fund, Bond, Grant

4.14 Install public art throughout the neighborhood especially within any roundabouts utilizing a central theme to brand the neighborhood	2011 - 2015	DHNA, OCA, Public Works, OMA	Grants
4.15 Redesign and install bus shelters to be public art and symbolic of the neighborhood and culture of Dignowity Hill	2012	OCA, VIA, OHP, DHNA	Grants, Private funds
4.16 Construct a covered bus terminal with benches at Ellis Alley with bicycle parking and newsstand	2014	VIA, MPO, OEP	Private funds, Grants
4.17 Implement a neighborhood improvements district (NID)	2011	DHNA, HNS	General Fund
4.18 Improve drainage at Pine and the railroad tracks and at Lamar and the railroad tracks	2011	Public Works, CIMS	General Fund, Bond
4.19 Conduct a traffic study on Pine from Commerce to the railroad tracks and install traffic calming devices as recommended	2012	Public Works, CIMS	General Fund, Bond, ATD, Grants
4.20 Establish a multimodal depot at Sunset Station with connections to Austin and Fort Sam Houston and other multimodal depots	2014	Union Pacific Railroad, MPO, VIA, OMA, Austin-San Antonio Rail Board	Bond, ATD, Grants, Private funds
5. ECONOMIC DEVELOPMENT			
5.1 Develop small businesses such as small retail stores and restaurants	2010	Plan Action Team, DHNA, Economic Development, HNS, SAGE, local business owners, National Development Council	CDBG, Grants, Private funds
5.2 Create a marketing plan to promote shopping in the neighborhood			
5.3 Refurbish the historic commercial establishments using available incentives			
5.4 Establish an open air market or a weekly farmers market	2010	Economic Development, HNS, SAGE, local business owners, National Development Council, United Way, OMA	United Way neighborhood grant, CDBG, Grants, Private funds
5.5 Host a monthly event to promote are and businesses			

5.6 Develop branding for the neighborhood with signage and lighting	2011	DHNA, OCA, OHP, SAGE, San Antonio Conservation Society, OMA	Grants
5.7 Reinstate the New Braunfels Neighborhood Commercial Revitalization (NCR) Program	2010	HNS, SAGE, Local business owners	Grant
5.8 Participate in Project Face-lift grants to improve business façades to have more curb appeal to passing consumers	2010-2015	HNS, SAGE, Local business owners	Grant, Private funds
5.9 Target development industries to locate within Dignowity Hill include partnerships and technical training with local schools and colleges. Target development industries include: <ul style="list-style-type: none"> ▪ Health Care; ▪ Health Care Education; ▪ Communications; ▪ Intelligence; ▪ Security; and ▪ Technology 	2010-2015	COSA Economic Development, San Antonio for Growth on the Eastside, Embrace BRAC, COSA Office of Military Affairs	Grants, Private funds
6. ENHANCE COMMUNITY FACILITIES			
6.1 Organize Friends of the Dignowity Hill Parks	2010	DHNA	Minimal/Volunteer
6.2 Promote the use of parkland for festivals and community activities	2011	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation	Minimal/Volunteer
6.3 Plant additional landscaping	2011	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, OEP	Grants, Tree Mitigation Fund, EECGB
6.4 Develop a community garden	2013	DHNA, Green Spaces Alliance	Grant, Volunteer
6.5 Increase park lighting	2011	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CPS Energy, CIMS	General fund, Grants, Bonds

6.6 Install water fountains, trash cans, and restrooms in parks	2014	Friends of Dignowity Hill Parks, DHNA, Parks and Recreation, CIMS	Bond, Grant, General Fund
6.7 Establish a park under the Hays Street Bridge on Cherry Street	2015	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond, Grants
6.8 Build a community center at Lockwood Park	2015	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond, Grants
6.9 Construct a skate park at Fairchild Park	2015	DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond
6.10 Close Burnet between Dignowity and Lockwood Park in order to connect the two parks as one large park	2014	CIMS, Public Works, Parks and Recreation	Bond, Grant, General Fund
6.11 Install picnic tables and barbeque pits at Fairchild and Lockwood Park	2010 - 2013	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond, General Fund, Grants
6.12 Construct a gazebo or pavilion	2010 - 2013	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Grant, Bond
6.13 Construct landscaped walking paths in Dignowity and Lockwood Park	2014	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS, Bexar Metro Health, MPO, Steps to a Healthier San Antonio	Bond, Grants
6.15 Resurface the tennis courts and improve lighting at Fairchild Park	2014	Friends of Dignowity Hill Parks, DHNA, San Antonio Parks Foundation, Parks and Recreation, CIMS	Bond, Grants, General Fund

7. PRESERVE AND PROMOTE THE HISTORIC CHARACTER			
7.1 Develop unique design standards for historic preservation for the Dignowity Hill Historic District	2010-2011	DHNA, OHP	General Fund
7.2 Establish a historic cemeteries tour	2010	OCA, OHP, DHNA	General Fund
7.3 Install a historic marker or information kiosk for the Historic Cemeteries at Paso Hondo and Monumental	2012	OHP, OCA	Grant
7.4 Provide way finding signs for the following: <ul style="list-style-type: none"> ▪ St. Paul Square; ▪ Ellis Alley; ▪ Dignowity Hill Historic District; ▪ Hays Street Bridge; and ▪ Old Spanish Trail 	2010	OCA, OHP, Public Works, Convention and Visitors Bureau, PDS, SAGE	Grants, Bond, TIRZ
7.5 Develop a Dignowity Hill tour guide	2010	OHP, OCA, DHNA	Grant
7.6. Determine and remove disincentives to preserving historic resources <ul style="list-style-type: none"> ▪ Review and update the Unified Development Code (UDC) to streamline the process and the Historic Design and Review Commission (HDRC) ▪ Review the fees schedule to recommend any fee waivers or financial incentives that be provided to incentivize historic preservation 	2011	Dignowity Hill Neighborhood Association, COSA Office of Historic Preservation, COSA Planning and Development Services Department	General Fund
7.7. Enhance and promote existing historic preservation incentives that encourage reinvestment in historic resources	2010	Dignowity Hill Neighborhood Association, COSA Office of Historic Preservation, San Antonio for Growth on the Eastside	General Fund

8. SHOWCASE ENVIRONMENTAL SUSTAINABILITY			
8.1 Reuse building materials whenever possible	2010	OEP, HNS, OHP, AACOG, CPS Energy, DHNA, Parks and Recreation	Weatherization Assistance Program (WAP), EECBG. Grants, Tree Mitigation Fund
8.2 Restore building materials as a first option and provide incentives for restoration			
8.3 For City initiated demolitions, require that all building materials are reused or sold to benefit housing rehabilitation in Dignowity Hill			
8.4 Collaborate with the Office of Environmental Policy and CPS Energy to improve household and business energy efficiency			
8.5 Plant trees to shade buildings to reduce energy use			

ABBREVIATIONS

AACOG - Alamo Area Council of Governments
 AAPAW - Alamo Area Partners for Animal Welfare
 ACS - COSA Animal Care Services
 ATD - Advanced Transportation District
 CDBG - Community Development Block Grant
 CIMS - COSA Captial Improvements Management Services
 COSA - City of San Antonio
 DHNA - Dignowity Hill Neighborhood Association
 District 2 - City Council District 2 Office
 HNS - COSA Housing and Neighborhood Services
 MPO - San Antonio-Bexar County Metropolitan Planning Organization
 OCA - COSA Office of Cultural Affairs
 OEP - COSA Office of Environmental Policy
 OHP - COSA Office of Historic Preservation
 OMA - COSA Office of Military Affairs
 PDS - COSA Planning and Development Services
 SAGE - San Antonio for Growth on the Eastside
 SAPD - San Antonio Police Department
 SNAP - Spay-Neuter Assistance Program
 TxDOT - Texas Department of Transportation
 VIA - VIA Metropolitan Transit

APPENDIX D: ROOSEVELT CORRIDOR REINVESTMENT PLAN

This appendix contains a summary of this Reinvestment Plan and its associated action matrix.

Roosevelt Corridor Reinvestment Plan

The Roosevelt Corridor Reinvestment Plan provides a coordinated, multi-year program designed to spur reinvestment along Roosevelt Avenue. The Plan area extends from Lone Star Boulevard to the north to Loop 410 to the south and includes the Mission Drive-In Tax Increment Reinvestment Zone (TIRZ) area. The over arching goal of the Plan is to leverage the major drivers for the redevelopment of the Corridor - the Mission Reach of the San Antonio River Improvements Project and the redevelopment of the former Mission Drive-In site. The Reinvestment Plan identifies infrastructure priority projects, community based initiatives, and tools for proactive land use planning. The Reinvestment Strategies and individual actions items were developed through a community-based process that included residents, business and property owners, neighborhood associations, public agency representatives, and design and finance professionals.

The over-arching goal of this plan is to encourage reinvestment in the Roosevelt Corridor.

Achieving this will require the following actions:

- 1. Leverage River Improvements & Mission Drive-In Redevelopment**
- 2. Invest in drainage, street and sidewalk infrastructure**
- 3. Phase out high intensity commercial and industrial zoning**
- 4. Adopt unifying design standards for new construction**
- 5. Launch community-based initiatives to improve quality of life**
- 6. Link existing business & property owners with funding sources**
- 7. Create investment opportunities**

Why Roosevelt, Why Now?

The Roosevelt Corridor has been overlooked for both public and private investment despite the fact that the Corridor connects some of the City's most important recreational, historical and cultural assets. The Roosevelt Corridor parallels the general north-south flow of the San Antonio River and connects a series of riverside parks, a municipal golf course, provides access to the historic missions, and is the arrival and departure gateway for travelers utilizing the recently upgraded Stinson Municipal Airport. The current condition of the corridor, caused by decades of neglect and disinvestment, betrays its riverside location and its role connecting these resources.

The extension of the San Antonio River Improvements Project into the heart of the Southside promises to end a long period marked by neglect and disinvestment. Reinvigorating the River through eco-system restoration, flood control upgrades, recreational enhancements and aesthetic improvements provides motivation for rethinking the role and function of the Roosevelt Corridor. When combined with the publicly- and privately-funded redevelopment of the former Mission Drive-In site into the new District 3 branch library and mixed-use complex, these projects have the potential to generate opportunities for the redevelopment of the entire Roosevelt Corridor. This

Reinvestment Plan was conceived as a way to focus and coordinate public and private sector investment along the Roosevelt Corridor to ensure these projects are not islands unto themselves, but rather are integrated into a larger context of functional and aesthetic enhancements.

Action Matrix

The Action Matrix details the 7 Reinvestment Strategies for the Roosevelt Corridor. The Action Matrix includes actions items, partners, funding sources, and time frames.

Action Items

Each reinvestment strategy includes action items and those partnerships and resources needed to ensure these important initiatives are completed. In many cases action items include a list of additional steps, details, or priorities developed by the Planning Team.

Partners

Accomplishing these individual action items will require the support and advocacy of the identified partners, neighborhood associations, the greater community, City staff, Mission Drive-In TIRZ Board, and elected and appointed officials. Many of the Reinvestment Strategies are eligible for TIRZ funding and will be forwarded to the Mission Drive-In TIRZ Board. The Mission Drive-In TIRZ Board may choose projects from this Reinvestment Plan for inclusion in the TIRZ project and financing plan.

Time Frames

The Reinvestment Plan generally includes action items that may be initiated, and in many cases completed, within the next 5 years. Time frames for specific action items will vary. Some may take a few months; others several years to accomplish. In general time frames are classified in three levels:

- Short - 0 to 18 months following plan adoption
- Mid - 2 to 3 years following plan adoption
- Long - 3 to 5 years following plan adoption

Some action items have been classified as "Ongoing." These action steps require continuous effort and maintenance.

Actual timeframes will vary depending on the availability of funds, priorities of the identified partners, real-world conditions, and the support provided by the community stakeholders. Because many of the action items rely on TIRZ funding or actions, the TIRZ Board will be charged with re-prioritizing these action items as they move forward with implementation.

CHAPTER 7: ACTION MATRIX

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7 ACTION MATRIX

The Action Matrix outlines the 7 Reinvestment Strategies introduced in the previous chapter. This Action Matrix includes actions items, partners, funding sources, and time frames.

Action Items

Each reinvestment strategy includes action items and those partnerships and resources needed to ensure these important initiatives are completed. In many cases action items include a list of additional steps, details, or priorities developed by the Planning Team.

Partners

Accomplishing these individual action items will require the support and advocacy of the identified partners, neighborhood associations, the greater community, City staff, Mission Drive-In TIRZ Board, and elected and appointed officials. Many of the Reinvestment Strategies are eligible for TIRZ funding and will be forwarded to the Mission Drive-In TIRZ Board. The Mission Drive-In TIRZ Board may choose projects from this Reinvestment Plan for inclusion in the TIRZ project and financing plan.

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Priority Action	Partners	Funding Sources	Time Frame
1.0 Leverage River Improvements & Mission Drive-In Redevelopment			
<p>1.1</p> <p>Provide physical and visual connections from Roosevelt Avenue to the San Antonio River.</p> <ul style="list-style-type: none"> • Use wayfinding signage, public art, and streetscape enhancements at key connecting points including Roosevelt Park, Highland/ Yellowstone, Southcross, the Roosevelt Bridge, and the Mission Drive-In Site. • Issue Request for Proposals (RFP) through the TIRZ Board to hire consultant to engage stakeholders, determine ideal placement, and design signage and streetscape enhancements. • Provide parking for autos and bicycles at gateways to the San Antonio River Improvements. Work with Public Works to identify areas where existing roadways may be re-striped to incorporate on-street parking spaces. Task consultant (see above) with identifying best locations for off-street parking spaces. Consider long-term lease of parking spaces from adjacent property owners or shared parking with adjacent businesses. • Work with City of San Antonio (COSA) Capital Improvement Management Service, COSA Public Works and Texas Department of Transportation (TxDOT) to install wayfinding signage, public art, and streetscape enhancements. 	<p>San Antonio River Authority (SARA); Mission Drive-In TIRZ Board; COSA Parks & Recreation; COSA Capital Improvement Management Service; San Antonio River Foundation</p>	<p>TIRZ Funds, San Antonio River Foundation Funds</p>	<p>Mid</p>
<p>1.2</p> <p>Provide safe & accessible pedestrian connections to the new District 3 Branch Library and Mission Drive-In site from adjacent neighborhoods.</p> <ul style="list-style-type: none"> • Install pedestrian crossing signals, high visibility pavement markings, and accessible sidewalks at the intersection of Roosevelt Avenue & VFW. 	<p>COSA Office of Environmental Policy, COSA Capital Improvement Management Service, COSA Public Works, TxDOT</p>	<p>Energy Efficiency and Conservation Block Grant (EECBG) Funds for Vehicle Miles Traveled (VMT) Reductions, TIRZ Funds, Public Funds (CIP and Bond)</p>	<p>Mid</p>

	Priority Action	Partners	Funding Sources	Time Frame
1.3	Issue Request for Proposals (RFP) for master developer for Mission Drive-In Site through the TIRZ Board. <ul style="list-style-type: none"> Task master developer with design, permitting, construction, and lease/sale of office, retail, and residential spaces. 	COSA Housing & Neighborhood Services, COSA Capital Improvement Management Services, TIRZ Board	TIRZ Funds, Public Funds (CIP and Bond)	Mid
2.0	Invest in Drainage, Street, and Sidewalk Infrastructure			
2.1	Commission transportation study for Roosevelt Avenue. <ul style="list-style-type: none"> Develop cost estimates for the entire Corridor and for smaller segments or individual intersections. Determine feasibility of transferring all maintenance or partial maintenance responsibilities to City of San Antonio. Redesign as a complete street with sidewalks, bicycle lanes, and accommodations for mass transit. Engage CIMS or issue RFP for consultant through the TIRZ Board. 	TIRZ board, COSA Capital Improvement Management Services, TxDOT, VIA Metropolitan Transit	TIRZ Funds, Public Funds	Short
2.2	If deemed feasible by transportation study, formulate transfer of ownership or maintenance agreement with TxDOT to give COSA greater control over design and maintenance of Roosevelt Avenue right-of-way.	COSA Public Works, COSA Capital Improvement Management Services, TxDOT, TIRZ Board	TIRZ Funds, Public Funds (Street Maintenance, Neighborhood Access Mobility Project (NAMP), Community Development Block Grant (CDBG))	Mid

	Priority Action	Partners	Funding Sources	Time Frame
2.3	<p>Schedule reconstruction of Roosevelt right-of-way.</p> <ul style="list-style-type: none"> • Redesign cross section to include bicycle lanes, sidewalks, and landscaped medians. • Include water, sewer, and drainage infrastructure. • Prioritize areas as identified by Reinvestment Plan. • <u>Streets</u> <ul style="list-style-type: none"> Provide direct access to IH-10 from Roosevelt Add landscaped medians to Roosevelt from McMullen to the San Antonio River Consider replacement of signalized intersection at Roosevelt & White/VFW with a traffic circle • <u>Sidewalks</u> <ul style="list-style-type: none"> Replace sunken sidewalks at Roosevelt Park Provide pedestrian access over Roosevelt Ave bridge at the SA River • <u>Landscaping</u> - See 5.4 for landscape priorities 	<p>COSA Capital Improvement Management Service, TIRZ Board, TxDOT, San Antonio Water System (SAWS), City Public Service (CPS)</p>	<p>TIRZ Funds, Public Funds (Street Maintenance, State, CIP and Bond), San Antonio Water System (SAWS)</p>	<p>Long</p>
2.4	<p>Develop comprehensive stormwater management plan to address flooding issues along the Roosevelt Corridor and surrounding neighborhoods. Focus on the following problem areas identified by the Planning Team:</p> <ul style="list-style-type: none"> • Railroad Underpass north of Lone Star Boulevard • Intersection of Roosevelt & Wharton • Intersection of Roosevelt & HF McCarty • Intersection of Roosevelt & White/VFW • Intersection of Roosevelt & San Jose/ Pacheco • Intersection of Roosevelt & Harding • Intersection of Roosevelt & Flores • Improvements from March to Loop 410 	<p>COSA Public Works, COSA Capital Improvement Management Service, TxDOT</p>	<p>TIRZ Funds, Public Funds (Street Maintenance, State, CIP and Bond)</p>	<p>Short</p>
2.5	<p>Replace obsolete wastewater infrastructure on the northern corridor; schedule sewer service extension to southern corridor.</p>	<p>San Antonio Water System (SAWS)</p>	<p>San Antonio Water System (SAWS) CIP Funds</p>	<p>Short</p>

	Priority Action	Partners	Funding Sources	Time Frame
2.6	<p>Coordinate mass transit enhancements with VIA in accordance with the SmartwaySA Community Draft Vision 2035 generated during the SmartwaySA Community Workshop August 31- September 3, 2009.</p> <ul style="list-style-type: none"> • Support designation of Roosevelt Avenue as high priority transit corridor. • Improve bus stops/ shelters and increase overall community access to transit. 	TIRZ Board, VIA Metropolitan Transit	VIA Metropolitan Transit	Mid
2.7	<p>Provide infrastructure improvements to support the San Antonio River Improvements & Mission Drive-In Redevelopment.</p> <ul style="list-style-type: none"> • Focus on Roosevelt/VFW drainage improvements, interior streets and sidewalks, and connections to the San Antonio River. 	TIRZ Board, COSA Public Works, COSA Capital Improvement Management Service	TIRZ Funds, Public Funds (Street Maintenance, NAMP, CDBG)	Mid
2.8	Bury utility lines near Roosevelt Park, Riverside Golf Course, Mission Drive-In Redevelopment Site and Mission San Jose.	City Public Service (CPS), TIRZ Board, Private Cable/ Telephone Service Providers	City Public Service (CPS) Community Infrastructure & Economic Development (CIED) Funds, TIRZ Funds	Mid
3.0	Phase Out High Intensity Commercial and Industrial Zoning			
3.1	<p>Rezone properties in the Corridor according to adopted future land use plans.</p> <ul style="list-style-type: none"> • Zone to designate appropriate location for community commercial, residential, office, and light industrial uses. • Encourage a mix of uses where appropriate. • Reduce opportunities for the establishment of high intensity commercial uses (bars, motels, car sales lots, auto repair) outside of higher intensity commercial nodes. 	District 3 and District 5 Council Offices, COSA Planning & Development Services	COSA Planning & Development Services Fund	Adoption - Short; Admin. - Ongoing
3.2	Monitor the establishment of new uses. Call 311 to report uses established in violation of zoning standards.	Planning Team, COSA Planning & Development Services	None Required	Ongoing

Priority Action	Partners	Funding Sources	Time Frame
4.0 Adopt Unifying Design Standards for New Construction			
4.1	Utilize the existing Corridor Overlay District program to create a zoning overlay district with unique site and building design standards for new construction along the corridor. <ul style="list-style-type: none"> • Ensure compatibility with historic and cultural resources. • Emphasize environmental BMPs to restore natural landscape. • Strike a balance between mandatory regulations and optional guidelines to ensure infill development, redevelopment and improvements are not stifled by overly restrictive regulations. • Rezone corridor properties to incorporate overlay district designation. 	District 3 and District 5 Council Offices, COSA Planning & Development Services, Planning Team	COSA Planning & Development Services Fund Adoption - Short; Admin. - Ongoing
4.2	Monitor construction activity to ensure compliance with adopted overlay district standards. Call 311 to report illegal construction activity.	Planning Team, COSA Planning & Development Services	None Required Ongoing
5.0 Launch Community-Based Initiatives to Improve Quality of Life			
5.1	Revive existing, and create new, community-based policing programs, such as Cellular on Patrol (COP) and Good Neighbor (Neighborhood Watch), in the Corridor area.	SAPD SAFFE Officers, Neighborhood Associations, Planning Team	Existing funded program Short & Ongoing
5.2	Increase participation in COSA graffiti abatement and sweeps programs. Schedule kick-off event to begin reinvestment plan area sweeps following 2009 Community Development Summit.	COSA Housing & Neighborhood Services, Neighborhood Associations, Planning Team	Existing funded program Short & Ongoing
5.3	Target code violations. Call 311 to report code violations including dangerous structures, graffiti, bandit signs, junked vehicles, weeded vacant lots, and illegal dumping.	COSA Housing & Neighborhood Services, Neighborhood Associations, Planning Team	Existing funded program Short & Ongoing

	Priority Action	Partners	Funding Sources	Time Frame
5.4	<p>Add native landscaping to target areas identified in Reinvestment Plan including right-of-way islands and street frontages.</p> <ul style="list-style-type: none"> • Utilize tree canopy survey to determine where tree cover is lacking. • Coordinate tree planting with COSA Aviation Department for areas near Stinson Airport. • Target the following areas identified by the Planning Team for landscape enhancements: • <u>Tree Trimming & Maintenance</u> Riverside Golf Course, Stinson Municipal Airport, Stinson Park, Historical Marker north of Riverside Golf Course • <u>Landscape Right-of-Way Islands at Intersections</u> Roosevelt & HF McCarty, Roosevelt & Kelly, Roosevelt & VFW • <u>Add Landscaping to Street Frontage</u> Grove to Yellowstone, SA River to Southcross, Stinson Airport Frontage, Harlandale ISD Stadium Frontage, Ashley to Loop 410, Stinson Park Frontage 	<p>TIRZ Board, COSA Capital Improvement Management Services, COSA Public Works, COSA Parks & Recreation, Municipal Golf Association San Antonio (MGASA), COSA Aviation, COSA Planning & Development Services, Neighborhood Associations, Planning Team</p>	<p>Tree mitigation fund, TIRZ Funds, Public Funds (Bond and CIP), Private Donors</p>	<p>Short & On-going</p>
5.5	<p>Establish partnerships for the installation of art on public and private property. Focus on the 3 priority areas identified by the Planning Team:</p> <ul style="list-style-type: none"> • Roosevelt Park • Roosevelt Bridge at the San Antonio River • Mission Drive-In Redevelopment Site 	<p>TIRZ Board, Brackenridge High School, COSA Cultural Affairs Office, COSA Capital Improvement Management Service, Planning Team</p>	<p>TIRZ Funds, Grants, Private Donors, San Antonio Area Foundation, National Endowment for the Arts, Public Funds (Bond and CIP)</p>	<p>Short to Long</p>

	Priority Action	Partners	Funding Sources	Time Frame
6.0	Link Existing Business and Property Owners with Sources of Funding			
6.1	<p>Create Request for Proposals (RFP) process within TIRZ project plan for the future identification of projects that could benefit from the use of TIRZ funds.</p> <ul style="list-style-type: none"> • Create TIRZ-funded program to reimburse facade improvement and/ or interior finish-out costs for qualifying projects. Establish a tiered system that provides a higher reimbursement percentage for desired business types and for including pedestrian amenities and other design enhancements. 	<p>COSA Housing & Neighborhood Services, TIRZ Board</p>	<p>TIRZ Funds</p>	<p>Short & On-going</p>
6.2	<p>Establish Grow America Fund to provide low interest loans for financing small business improvements</p>	<p>COSA Planning & Development Services, National Development Council (NDC)</p>	<p>Public Funds (for match)</p>	<p>Short</p>
6.3	<p>Utilize COSA Office of Environmental Policy and City Public Service (CPS) energy efficiency funds for residential and small business upgrades.</p> <ul style="list-style-type: none"> • Prioritize reinvestment plan area households for participation in low income Weatherization Assistance Program (WAP) • Reduce utility bills by increasing the energy efficiency of eligible owner and renter occupied households and small businesses 	<p>COSA Office of Environmental Policy, City Public Service (CPS)</p>	<p>City Public Service (CPS) Save for Tomorrow Energy Plan (STEP) Funds; American Recovery and Reinvestment Act (ARRA) Funds</p>	<p>Short</p>
6.4	<p>Identify troubled multi-family properties in need of intervention.</p> <ul style="list-style-type: none"> • Engage the San Antonio Housing Authority to identify HUD or other funding sources for needed interventions. 	<p>San Antonio Housing Authority (SAHA)</p>	<p>Housing & Urban Development (HUD)</p>	<p>Short</p>
6.5	<p>Provide grant writing assistance to reinvestment plan area small business owners, community organizations, and non-profit groups</p>	<p>University of Texas at San Antonio (UTSA); Alamo Community Colleges</p>	<p>UTSA, Alamo Community College Program Funds</p>	<p>Short</p>

	Priority Action	Partners	Funding Sources	Time Frame
6.6	Target Reinvestment Plan Area for participation in housing assistance programs including Owner Occupied Rehabilitation, Rental Rehabilitation, Lead-Based Paint Abatement, and Minor Home Repair. Schedule kick-off event to begin reinvestment plan area participation following the 2009 Community Development Summit.	COSA Housing & Neighborhood Services, COSA Planning & Development Services	Existing Program Funds	Short
6.7	Schedule foreclosure prevention workshops for communities adjacent to the Corridor. Schedule kick-off event to begin reinvestment plan area participation following the 2009 Community Development Summit.	COSA Department of Community Initiatives	Existing Program Funds	Short
6.8	Upgrade Incentive Scorecard System to provide coordinated incentives to individual projects within the reinvestment plan area that meet defined criteria <ul style="list-style-type: none"> • Reduce or waive fees associated with new construction including: plan review fees, building permit fees, street closure fees, and water/ sewer impact fees 	COSA Economic Development, COSA Planning & Development Services	Existing Program Funds	Short
7.0	Create Investment Opportunities			
7.1	Create registry of vacant/ abandoned parcels. <ul style="list-style-type: none"> • Include parcels owned by public agencies as well as privately-owned parcels listed for sale. • Connect developers with willing land sellers; utilize TIRZ funds and Incentive Scorecard to make development feasible • Utilize City-owned, SADA-owned, and SAHA-owned properties for the construction of affordable housing 	TIRZ Board, COSA Planning & Development Services	TIRZ Funds, Public Funds, Grants	Short & On-going

	Priority Action	Partners	Funding Sources	Time Frame
7.2	<p>Create marketing campaign to highlight area improvements including San Antonio River and Mission Drive-In; stress available economic development incentives for new/ relocating small businesses</p>	<p>TIRZ Board, COSA Economic Development Department, National Park Service, COSA Convention & Visitor's Bureau, San Antonio River Foundation, San Antonio Conservation Society</p>	<p>TIRZ Funds, Public Funds (Local, Federal), San Antonio River Foundation Funds, Private Donors</p>	<p>Short & On-going</p>
7.3	<p>Establish Community Development Corporation (CDC) or other non-profit group for daily and ongoing implementation of Reinvestment Plan strategies.</p> <ul style="list-style-type: none"> • Create coalition of neighborhood associations. • Encourage neighborhood associations to work together. • Encourage existing neighborhood associations to expand to include areas not currently within a neighborhood association or encourage the establishment of new neighborhood associations. • Reestablish defunct Kingsborough Ridge Neighborhood Association. 	<p>TIRZ Board, COSA Economic Development Department, COSA Planning & Neighborhood Services</p>	<p>TIRZ Funds, Public Funds</p>	<p>Short</p>
7.4	<p>Establish funds for brownfield remediation to facilitate redevelopment of former industrial sites.</p> <ul style="list-style-type: none"> • Locate brownfield sites in the Roosevelt Corridor. • Determine the cost of clean up and redevelopment potential. • Apply for grants and matching funds to assist with clean up effort. 	<p>COSA Office of Environmental Policy, US Environmental Protection Agency (US EPA)</p>	<p>Public Funds (local, US EPA), Grants</p>	<p>Short & On-going</p>
7.5	<p>If the owners of property near the intersection of Roosevelt/ Loop 410 are willing partners, commission consultant to design a master plan for a high density, mixed-use node to include the integration of regional commercial, office and residential uses.</p> <ul style="list-style-type: none"> • Engage the greater community in planning effort. • Issue RFP through the TIRZ Board. 	<p>TIRZ Board, Planning Team, property owners</p>	<p>TIRZ Funds, Private Funds</p>	<p>Short</p>

	Priority Action	Partners	Funding Sources	Time Frame
7.6	Provide Interdepartmental Oversight & Single Point of Contact <ul style="list-style-type: none"> • <i>Develop Task Force to provide oversight and policy guidance</i> • <i>Designate single point of contact with Center City Development</i> • <i>Establish Reinvestment Team composed of staff from multiple departments to facilitate project development and permitting</i> 	COSA Planning & Development Services, COSA Center City Development	COSA General Fund, COSA Planning & Development Services Enterprise Fund	Short

APPENDIX E: WESTSIDE REINVESTMENT PLAN

This appendix contains a summary of this Reinvestment Plan and its associated action matrix.

Westside Reinvestment Plan Executive Summary

Introduction

The Westside Reinvestment Plan was developed as part of an effort to coordinate public resources within targeted areas in order to stimulate private investment. The Plan area is generally situated between Martin Street to the north, Zarzamora Street to the west, IH 10 to the south and S. Flores Street to the east. The major east/west arterials within the interior of the plan area are Commerce Street and Avenida Guadalupe. The area consists of approximately 2,187 acres and encompasses 3.4 square miles. The majority of the area falls within the Westside Tax Increment Reinvestment Zone (TIRZ) # 30. A requirement of the TIRZ is to develop a project plan for the area that outlines the scope, cost, and phasing of the public and private improvements to be financed. The Westside Reinvestment Plan serves as a guide to the development of the TIRZ Project Plan.

Geographic Area

Given the vast scope and diversity of character of the Westside Reinvestment Plan area, it was portioned into five, more manageable segments based on geography, character, and commonalities between stakeholders. These segments, identified as A, B, C, D and E are conceptual and intentionally overlap to acknowledge that projects and proposals between segments are often interrelated. Section A includes the Cattleman Square Historic District, the UTSA downtown campus, and the proposed Westside Multimodal Transit Center. Section B focuses primarily on the Avenida Guadalupe area from IH 35 to Zarzamora Street. Section C consists of the lower section of the Westside TIRZ boundary which incorporates the Produce Terminal, Guadalupe Lumber and the Union Stockyards. Segment D encompasses the S. Flores/S. Alamo/Cevallos Streets neighborhood, and Segment E includes opportunities along Probandt Street near Newell Recycling and South Presa Street north of IH 10.

Process

Certain segments of the Westside Reinvestment Plan area have been studied for decades. Multiple plans have been produced by various entities in partnership with the community. The Reinvestment Plan builds upon the goals and objectives of these plans, in particular, the four City Council adopted plans that serve as guides for future development: the Downtown Neighborhood Plan; the Guadalupe Westside Community Plan; the Nogalitos/S. Zarzamora Community Plan; and the South Central San Antonio Community Plan. The goals in those plans have been inventoried into a manageable set of concrete priority actions that outline the framework for implementation.

In addition to document review, individual and group meetings were held with key stakeholders to discuss opportunity projects in the area. Several stakeholders within the plan area are undergoing or anticipating master planning processes. Commonalities and complementary goals between the

projects were summarized into priority actions for each of the segments, and along with goals from the adopted plans, formed the basis for the reinvestment strategies.

Reinvestment Strategies

Based on the priority actions identified within each of the segments of the Reinvestment Plan area, six overarching Reinvestment Strategies have been identified to guide public investment. Collectively, the following strategies are critical to the successful redevelopment of the Westside Reinvestment Plan area.

1. Invest in public infrastructure improvements to catalyze additional private investment
2. Adopt updates to land use plans, rezonings & design standards that uphold the vision for an area
3. Restore and enhance Westside Creeks and leverage public improvements
4. Create a sense of place and destination points through public art
5. Promote Historic Preservation strategies that balance preservation and redevelopment
6. Create investment opportunities

Action Plan Matrix

An Action Plan Matrix was created to succinctly outline the six Reinvestment Strategies and the specific action items needed to implement each strategy. Potential funding sources, project partners and timelines are also included. Many action items are eligible for financing through the Tax Increment Reinvestment Zone (TIRZ), however, given the massive scale and needs of the Westside Reinvestment Plan area, creative and alternative funding sources will be required to fill financing gaps.

There is no particular priority order given within the matrix, however, a general project initiation timeframe is provided to start the discussion about prioritizing specific projects. The timeframes have been broken up into three general levels:

Short: 0 to 18 months within plan adoption

Mid: 2 to 3 years

Long: 3 to 5 years and beyond

As revitalization occurs, priorities may shift, new action items may be added and timelines will change accordingly. Therefore, the Action Plan Matrix should continue to be assessed by City staff and the TIRZ Board to reflect changing conditions and future development trends. Implementation will require a sustained and coordinated commitment from community partners, City departments, and other public agencies.

Westside Reinvestment Plan

IV. Reinvestment Strategies Action Plan Matrix

Action Plan Matrix Summary

Reinvestment Strategy		Action Item	
1.0	Invest in Public Infrastructure Improvements to Catalyze Additional Private Investment	1.1	Frio Street and Streetscape improvements
		1.2	Near Westside/Downtown Connectivity Improvements
		1.3	Avenida Guadalupe Street & Streetscape Improvements
		1.4	S. Alamo/S. Flores Area Street and Streetscape Improvements
		1.5	Quiet Zone Designations
		1.6	Shared Parking Plan Implementation
		1.7	Complete Streets and Re-establishment of Street and Block Grid
2.0	Adopt Land Use Plan Updates, Rezoning and Design Standards that Uphold the Vision for an Area	2.1	Downtown Neighborhood Land Use Plan Update
		2.2	Comprehensive Rezoning
		2.3	Transit Oriented Design and Development
3.0	Restore and Enhance Westside Creeks and Leverage Public Improvements	3.1	Implement the Westside Creeks Restoration Project Master Plan
4.0	Create a Sense of Place and Destination Points Through Public Art	4.1	Incorporate Public Art into the Design of Civic and Private Spaces
5.0	Promote Historic Preservation Strategies that Balance Preservation and Redevelopment	5.1	Incentivize the Preservation and Adaptive Reuse of Historic Structures as an Urban Infill and Economic Development Tool
6.0	Create Investment Opportunities	6.1	Establish Public/Private Partnerships to Implement Reinvestment Strategies
		6.2	Formalize Commitments from Community Based Organizations to Implement Reinvestment Strategies
		6.3	Link Community Stakeholders with Funding and Program Resources
		6.4	Create Marketing Plans to Promote Investment Opportunities

	Priority Action	Partners	Potential Funding Source	Time-frame
1.0	Invest in Public Infrastructure Improvements to Catalyze Additional Private Investment			
1.1	<i>Frio Street and Streetscape Improvements</i>			
1.1.1	Coordinate improvements with the master planning processes of stakeholders adjacent to Frio Street: <ul style="list-style-type: none"> • University Health System (UHS) - Downtown • UTSA - Downtown • VIA - Westside Multimodal • Haven for Hope 	COSA Planning & Development Services Dept. (PDSO); UTSA; WDC; UHS; Haven for Hope; VIA; Bexar County; Business Owners; Residents	N/A	Short and on-going
1.1.2	Conduct a Frio Street Design Charrette <ul style="list-style-type: none"> • Create a graphic, common vision for future design & development patterns; • Develop design guidelines and specific strategies for implementation • Target nodes at which to focus street improvements and increased connectivity 	COSA PDSO; UTSA; WDC; UHS; Haven for Hope; VIA; Bexar County; Business Owners; Residents; AIA; Neighborhood Associations	COSA PDSO; UTSA College of Architecture Students (volunteer); Private Architects (pro bono)	Short
1.1.3	Conduct a traffic study for Frio Street <ul style="list-style-type: none"> • Determine cost estimates to redevelop the corridor as a pedestrian oriented thoroughfare to include wider sidewalks; landscaping; pedestrian crosswalks; potential conversion of the turn lane into a landscaped median; and to accommodate mass transit 	COSA CIMS; COSA Public Works; CPS; SAWS; VIA	TIF; Public Funds	Short to mid
1.1.4	Schedule reconstruction of Frio Street <ul style="list-style-type: none"> • Redesign corridor to include wider sidewalks; street trees; additional landscaping; pedestrian crosswalks; pedestrian scale lighting • Design & construct gateways that create sense of place and thread together distinct entities: <ul style="list-style-type: none"> - Frio and Guadalupe Bridge - Gateway to Guadalupe Arts District - Frio and Commerce, Buena Vista or Houston - Gateways to education and mass transit hubs (UTSA & WSMM); - Frio and Martin - Gateway to Medical Services (UHS and Haven for Hope) 	CIMS; Public Works; CPS; SAWS; VIA; TIRZ Board	TIF; CIP; Bond; Private Investment; CPS Community Infrastructure & Economic Development (CIED) Funds; Infrastructure Maintenance Program (IMP)	Mid to long
1.2	<i>Near Westside/Downtown Connectivity Improvements</i>			
1.2.1	Link near Westside to/from Downtown by mitigating physical and psychological barriers: rail lines; highway; incomplete streets <ul style="list-style-type: none"> • Design pedestrian streetscape that flows seamlessly from near Westside, under the highway, to Downtown to include: <ul style="list-style-type: none"> - wider sidewalks; wayfinding (pedestrian signage); street furniture (benches, bus shelters); pedestrian scale lighting; landscaping; public art - Focus areas: East/West - Buena Vista, Houston, Commerce, Martin Streets; minimum from Frio St. to Santa Rosa St. 	CIMS; Public Works; CPS; SAWS; TIRZ Board; WDC; Property Owners	TIF; CIP; Bond; Private Investment; Infrastructure Maintenance Program (IMP)	Mid to Long

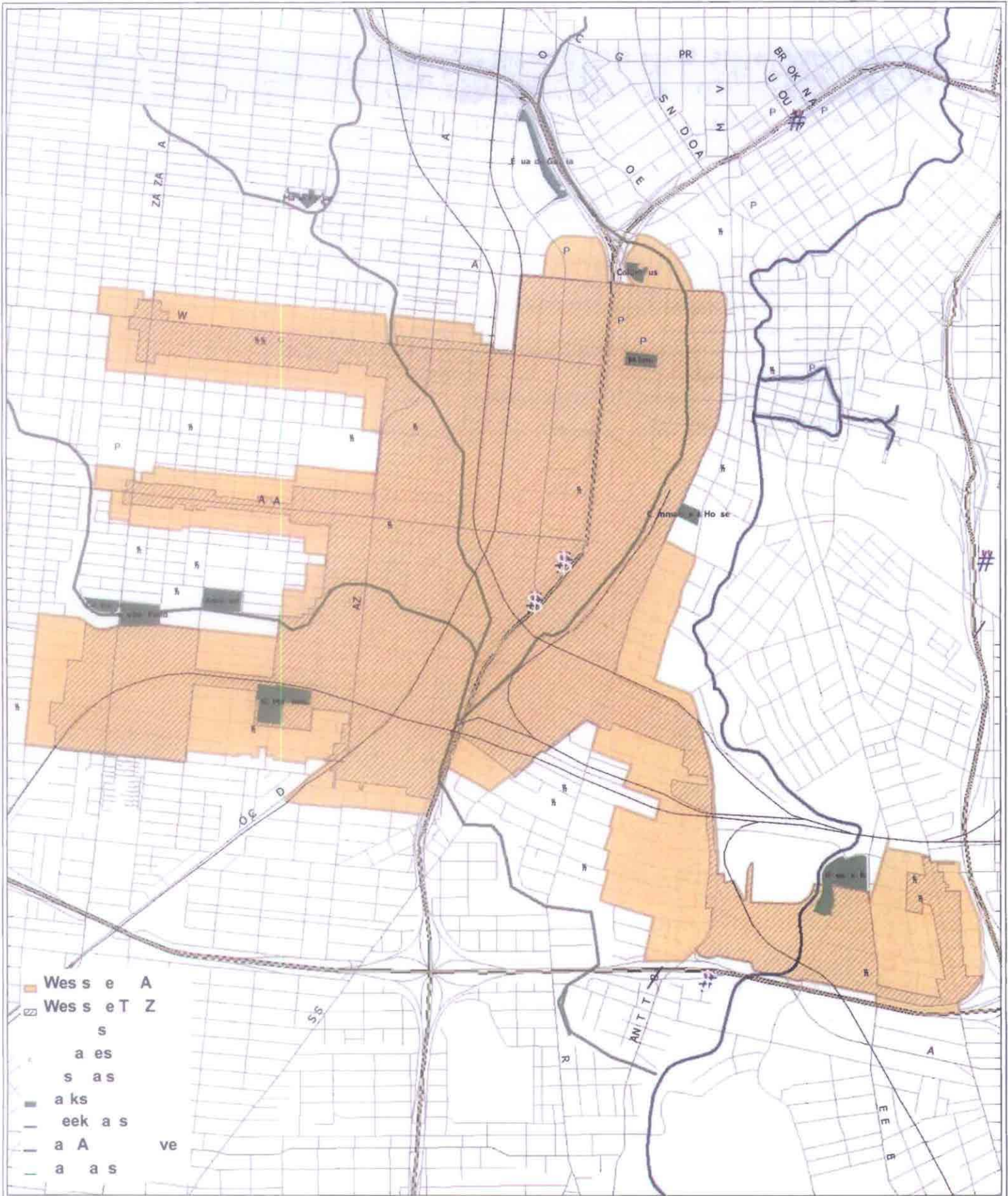
	Priority Action	Partners	Potential Funding Source	Time-frame
1.2.2	Issue Request for Proposals (RFP) for design consultant to develop a master plan that addresses connectivity, both pedestrian and vehicular, between near westside and downtown	TIRZ Board, COSA Planning & Development Services Dept. (PDSD); COSA Housing and Neighborhood Services (HNSD)	TIF; Public Funds	Short to Mid
1.3	Avenida Guadalupe Street & Streetscape Improvements			
1.3.1	Conduct an engineering study to establish baseline infrastructure capacity available in relationship to proposed development densities and desired improvements <ul style="list-style-type: none"> Extend Request for Proposals for consultant services if deemed necessary 	COSA CIMS; COSA Public Works; CPS; SAWS; TIRZ Board; Private Consultant	TIF; Public Funds	Short to Mid
1.3.2	Schedule and implement pedestrian oriented street and streetscape improvements to include: <ul style="list-style-type: none"> Wider sidewalks; wayfinding (pedestrian signage); street furniture (benches, bus shelters); public art; street pavers; pedestrian scale lighting; landscaping; burying utility lines Focus areas: Gateway District - Frio Road to Colorado Street; and Cultural Arts District - from Colorado Street to San Jacinto Street 	CIMS Project Mgmt and Public Art and Design Enhancement Divisions; Public Works; CPS; SAWS; Property Owners; Avenida Guadalupe Assoc.; Guadalupe Cultural Arts Center	TIF; CPS Community Infrastructure & Economic Development (CIED) Funds; CIP; Bond; Infrastructure Maintenance Program (IMP)	Mid
1.4	S. Alamo/S. Flores Area Street and Streetscape Improvements			
1.4.1	Reconfigure streets in favor of the pedestrian to maximize the value of new loft and mixed use developments in the area to include: <ul style="list-style-type: none"> landscaping; street trees; wider sidewalks; on street parking; connectivity to San Antonio River Focus areas: S. Flores Street from S. Alamo to Nogalitos; S. Alamo from S. Flores to the River; Probandt from S. Alamo to Cevallos; and Cevallos from S. Flores to Probandt 	CIMS; Public Works; CPS; SAWS; Property Owners; Alamo Architects; TIRZ Board	TIF; CPS Community Infrastructure & Economic Development (CIED) Funds; CIP; Bond; Infrastructure Maintenance Program (IMP)	Mid
1.5	Quiet Zone Designations			
1.5.1	Investigate feasibility of designation near residential areas adjacent to rail lines: <ul style="list-style-type: none"> S. Flores and S. Alamo intersection Probandt Street near the Lone Star Brewery 	UP; City Council; CIMS; Public Works	Bond; CIP; TIF; Private Investment; State/Federal grants	Mid to Long
1.6	Shared Parking Plan Implementation			
1.6.1	Implement shared or cooperative parking plans or agreements to meet the needs of multiple uses within short distances from one another	COSA Downtown Operations; Center City Development Office; Property Owners	Bond; CIP; Private Investment	Mid to Long

	Priority Action	Partners	Potential Funding Source	Time-frame
1.7	Complete Streets and Re-establishment of Street and Block Grid			
1.7.1	Achieve a more comprehensive system of sidewalks and hike and bike trails that supports not only healthy living, but creates amenities that stimulate economic development <ul style="list-style-type: none"> Partner with Metro Health to integrate complete streets concept into healthy living initiatives on the near westside 	CIMS; Public Works; CPS; SAWS; Property Owners; Metro Health	TIF; CIP; Bond; Private Investment; State and Federal grants	Short to Mid
1.7.2	Re-establish street and block grids as new development occurs in order to improve connectivity, achieve complete streets, and achieve the highest and best use of land. <ul style="list-style-type: none"> Focus area: City owned property near Durango and Frio Street Utilize Sanborn maps as guides to historic street grid design 	CIMS; Public Works; CPS; SAWS; Property Owners	TIF; CIP; Bond; Private Investment	Long
2.0	Adopt Land Use Plan Updates, Rezonings & Design Standards that Uphold the Vision for an Area			
2.1	Downtown Neighborhood Land Use Plan Update			
2.1.1	Update Districts in the West Neighborhood to establish the foundation for mixed use, compact, urban development <ul style="list-style-type: none"> Specific Districts: Cattleman Square; UTSA/ Government; Vista Verde Neighborhood; San Pedro Creek 	Neighborhood Associations; Planning Team; Planning & Development Services Dept. (PDSD); Council Office	COSA PSDS	Short
2.2	Comprehensive Rezonings			
2.2.1	Rezone areas in need to correct incompatible zoning classifications and/or apply design standards <ul style="list-style-type: none"> Cattleman Square area: establish foundation for mixed use & transit oriented development (TOD). Possible districts: FBZD; TOD Avenida Guadalupe Corridor: base rezoning to promote smaller scale neighborhood serving uses and design overlay to preserve area character. Possible districts: NCD; A&E; Historic S. Flores Street, Cevallos, S. Presa Street, Probandt Street, and Roosevelt Avenue to provide for uses compatible with mixed use development 	Neighborhood Associations; Planning Team; COSA PSDS; Council Office	COSA PSDS; TIF; Council Office	Short
2.3	Transit Oriented Design and Development			
2.3.1	Strengthen and amend the City TOD Zoning District to incorporate standards that target sustainable, well designed, compact, mixed use, urban developments	VIA; MPO; COSA PSDS	COSA PSDS	Short

	Priority Action	Partners	Potential Funding Source	Time-frame
2.3.2	Explore designating TOD districts: <ul style="list-style-type: none"> Focus areas: around the proposed Westside Multimodal Station in Cattleman Square; around S. Flores/Cevallos/Nogalitos Street intersection as identified in the South Central SA Community Plan 	VIA; MPO; COSA Planning & Development Services Dept. (PDS); Property Owners	COSA PDS	Short to Mid
3.0	Restore and Enhance Westside Creeks and Leverage Public Improvements			
3.1	Implement the Westside Creeks Restoration Project Master Plan			
3.1.1	Prioritize nodes at which to begin the implementation of the Westside Creek Restoration Project <ul style="list-style-type: none"> Alazan Creek/Guadalupe St. Alazan Creek/Commerce Apache Creek/Laredo Apache Creek/Zarzamora 	SARA; River Foundation; TIRZ Board; US Army Corps of Engineers; SA Public Art Committee; Westside Creeks Restoration Project Subcommittees; COSA Parks & Rec	TIF; SARA; River Foundation; CIP; Bond; Private Fundraising; COSA Parks & Rec; US Army Corps of Engineers; Bexar County	Mid
3.1.2	Integrate creek improvements into the enhancement of existing creek-side parks to include: <ul style="list-style-type: none"> Improved recreational areas; hike and bike trails; landscaping; lighting; seating areas; and flood control Parks: Amistad, Cassiano, Escobar 	SARA; River Foundation; US Army Corps of Engineers; SA Public Art Committee; Westside Creeks Restoration Project Subcommittees; COSA Parks & Rec	TIF; SARA; River Foundation; CIP; Bond; Private Fundraising; COSA Parks & Rec; Bexar County	Mid to Long
3.1.3	Establish a Westside Creeks foundation to raise monies for creek amenities	SARA; River Foundation; TIRZ Board; Property Owners	N/A	Short
4.0	Create a Sense of Place and Destination Points Through Public Art			
4.1	Incorporate Public Art into the Design of Civic and Private Spaces			
4.1.1	Utilize a combination of temporary, permanent and functional (benches, lighting, bike racks, etc.) art installations <ul style="list-style-type: none"> Focus Areas: <ul style="list-style-type: none"> Avenida Guadalupe Corridor - incorporate as part of an "Arts District"; tell a story about the area's history and culture through: statues; plaques; street furniture; lighting; and historical photo exhibits Westside Creeks - enhance the open space experience and passive recreational points Gateway Nodes - create themes; signal destination points 	SA Public Art Committee; CIMS Public Art & Design Enhancement Division; Office of Cultural Affairs; Community Based Organizations	Private Fundraising; Grants; Percentage of Construction Costs; Bond	Short and on-going

	Priority Action	Partners	Potential Funding Source	Time-frame
5.0	Promote Historic Preservation Strategies that Balance Preservation and Redevelopment			
5.1	<i>Incentivize the Preservation and Adaptive Reuse of Historic Structures as an Urban Infill and Economic Development Tool</i>			
5.1.1	Adopt an adaptive reuse ordinance that incorporates financial and construction incentives to address sustainable inner city revitalization	COSA Office of Historic Preservation (OHP); COSA Planning & Development Services Dept. (PDS); Westside Development Corporation (WDC); Property Owners; Neighborhood Assoc.	COSA OHP; General Fund	Mid
5.1.2	Establish a Historic Preservation Facade Easement Program	COSA OHP; Property Owners; Neighborhood Associations	Federal Tax Incentives	Mid
5.1.3	Verify and Update Historic Landmark and Integrity maps as a tool to identify specific areas and strategies for preservation	COSA (OHP); Property Owners	COSA OHP	Short
6.0	Create Investment Opportunities			
6.1	<i>Establish Public/Private Partnerships to Implement Reinvestment Strategies</i>			
6.1.1	Provide COSA Interdepartmental Oversight & Single Point of Contact to liaison with private entities and other public agencies <ul style="list-style-type: none"> Develop Task Force to provide oversight and policy guidance Designate single point of contact with COSA Center City Development Office Establish Reinvestment Team composed of staff from multiple COSA departments to facilitate project development and permitting 	COSA Planning & Development Services (PDS), COSA Center City Development	Existing Program Funds	Short
6.2	<i>Formalize Commitments from Community Based Organizations to Implement Reinvestment Strategies</i>			
6.2.1	Formalize the Westside Development Corporation (WDC) as facilitator for the northern segment of the plan - Cattleman Square and Commerce Street areas - to work with COSA Reinvestment Team	TIRZ Board; WDC; PDS; City Council Offices	N/A	Short
6.2.2	Formalize Avenida Guadalupe Association (AGA) as facilitator for the Guadalupe Corridor area to work with COSA Reinvestment Team	TIRZ Board; AGA; PDS; City Council Offices	N/A	Short
6.2.3	Work with and build capacity among existing neighborhood & business associations in Segments C, D, and E <ul style="list-style-type: none"> build capacity within those associations build capacity within businesses associations Explore the option of establishing new Community Development Corporations 	TIRZ Board; PDS; City Council Offices	N/A	Short & on-going

	Priority Action	Partners	Potential Funding Source	Time-frame
6.3	Link Community Stakeholders with Funding and Program Resources			
6.3.1	Partner with the COSA Office of Environmental Policy (OEP) and City Public Service (CPS) to prioritize areas within the Reinvestment Plan to administer the Weatherization Assistance Program (WAP): <ul style="list-style-type: none"> Assist low income individuals increase the energy efficiency of their households and decrease utility bills Partner with OEP to provide additional assistance that may become available including: housing repair/rehabilitation/reconstruction; cooling and heating; water conservation; and tree planting, etc. 	COSA OEP, CPS; Community Development Advisory Committee (CDAC); Center City Development Reinvestment Team; COSA Housing & Neighborhood Services (HNSD); Neighborhood and Business Associations	American Recovery and Reinvestment Act (ARRA) Funds; CPS Save for Tomorrow Energy Plan (STEP) Funds; Existing Program Funds	Short
6.3.2	Coordinate existing housing assistance programs including Owner Occupied Rehabilitation, Rental Rehabilitation, Lead-Based Paint Abatement, and Neighborhood Sweeps with the low income Weatherization Assistance Program to maximize improvements for neighborhoods in the Reinvestment Plan area	COSA OEP, CPS; CDAC; Center City Development Reinvestment Team; COSA HNSD; Business Associations	ARRA Funds; CPS STEP Funds; Existing Program Funds	Short
6.3.3	Schedule foreclosure prevention workshops for neighborhoods within the Reinvestment Plan area. <ul style="list-style-type: none"> Schedule kick-off event to begin following the 2009 Community Development Summit 	COSA Department of Community Initiatives (DCI)	Existing Program Funds	Short
6.3.4	Establish San Antonio Grow America Fund to provide low interest loans to finance small business improvements	National Development Council (NDC); COSA Planning & Development Services Dept. (PDSD); CDAC; COSA Economic Development Dept. (EDD); TIRZ Board; COSA Center City Development	Public Funds (for match requirements); NDC	Short
6.3.5	Upgrade Incentive Scorecard System to provide coordinated incentives to individual projects within the reinvestment plan area that meet defined criteria <ul style="list-style-type: none"> Reduce or waive fees associated with new construction including: plan review fees, building permit fees, street closure fees, and water/ sewer impact fees Incorporate incentives that target the adaptive reuse of historic and historically significant structures as defined by the COSA Office of Historic Preservation 	COSA Economic Development Dept. (EDD), COSA City Center Development Dept.; COSA PSDS	Existing Program Funds	Short



Westside Reinvestment Plan Area

City of San Antonio



	Priority Action	Partners	Potential Funding Source	Time-frame
6.4	Create Marketing Plans to Promote Investment Opportunities			
6.4.1	Prepare marketing plans either by segment or for the area as a whole to include: <ul style="list-style-type: none"> • Cultural, Historic and Environmental Assets • Inventory of available vacant and underutilized land • Opportunities for vacant land assembly to market larger tracts of vacant land • Available incentive packages for the relocation of new businesses • Available incentive packages for the expansion of existing businesses • Creation of location guides that highlight prime location opportunities 	TIRZ Board, COSA Economic Development Dept., COSA Convention & Visitor's Bureau, Conservation Society, COSA Office of Historic Preservation; COSA Office of Cultural Affairs; SA Public Art Committee; City Council Offices	Existing Program Funds; City Council Offices; Private Funds	Short to Mid

SG/cia
06/24/2010
Item # 47

APPENDIX I: CATALYTIC PROJECT FUND

Attachment C

SUMMARY

The Catalytic Project Fund (CPF) is a regular source of grant funding for catalytic projects in support of the Strategic Plan for Community Development and the Inner City Reinvestment / Infill Policy. The following criteria are to be incorporated into the concurrent update to the Strategic Plan for Community Development.

GENERAL DESCRIPTION

The CPF is \$1 million replenished annually by reprogrammed CDBG funds, to the extent allowed by the amount of reprogramming any given year. Up to \$125,000 is available per catalytic project, which is defined as a project that triggers subsequent non-subsidized investment in its vicinity. The City's investment in a catalytic project is expected to be recovered over a defined time period (10 years) by virtue of successful projects in the vicinity of the catalyst.

CRITERIA

1. CPF support is available only within Reinvestment Plan Areas (RPA). RPAs are selected on a regular basis for targeted reinvestment activity, including land bank activity.
2. Maximum allocation per project: \$125,000
3. Projects must implement adopted policy goals, as specified in Reinvestment Plans, Neighborhood Plans, or other adopted plans, including the Consolidated Plan
4. Projects that promote small business development will be prioritized
5. Projects must provide a return to the City, as specified by one of the following options:
 - a. Increase ad valorem revenue: future property taxes over 10 years are projected to be worth more than value of grant, as measured by net present value calculation
 - b. Increase the number of new jobs in a targeted industry (as defined in the City's Tax Abatement Guidelines) by at least 5 new full-time jobs that pay a living wage
6. Limitations on Uses of Funds
 - a. CPF can not be used for public facilities, except for educational facilities
 - b. Can only be used for capital costs associated with public infrastructure improvements, façade improvements, historic preservation, environmental remediation
 - c. Costs that are not eligible include: financing costs, professional service costs, relocation costs, and organizational costs.

SG/cia
06/24/2010
Item # 47

APPENDIX J: INNER CITY REVITALIZATION INFILL POLICY FEE WAIVER GUIDELINES

Attachment D

Inner City Revitalization Infill Policy Fee Waiver Guidelines

1. Reinvestment: Policy Statement

It is the policy of the City of San Antonio to promote growth and development in the heart of the City, specifically in areas that are currently served by public infrastructure and transit, but underserved by residential and commercial real estate markets. It is the intent of this policy to coordinate public initiatives within targeted areas in order to stimulate private investment in walkable urban communities that are the building blocks of a sustainable region. To accomplish the objectives of the Inner City Reinvestment / Infill Policy (ICRIP), the entire range of public incentives is made available under this policy, including regulatory, procedural, and financing incentives.

2. Goals

The goals of the Inner City Reinvestment / Infill Policy are:

1. Increase new development (housing and commercial) on vacant lots
2. Increase redevelopment of underused buildings and sites through rehabilitation, upgrade, and adaptive reuse of existing buildings
3. Improve maintenance of existing buildings and sites
4. Increase business recruitment and assistance

3. Eligibility Criteria

1. The following projects are eligible under these Guidelines for the specified ICRIP City fee waivers (attached):
 - a. The following projects within the ICRIP are eligible for the City fee waivers specified for the ICRIP,
 - i. Residential/Mixed-Use Development
 - ii. Commercial/Industrial Development
2. The following project types are specifically excluded for City Fee Waivers incentives:
 - a. Projects over the Edwards Recharge or Contributing Zones.
 - b. Retail stores such as, cash checking agencies, automotive part retailers, tire shops, non-bank financial retail outlets, nightclubs, bars, liquor stores, convenience stores, gun shops, pawnshops, gas stations, and sexually oriented businesses.
 - c. Hotels and Motels.
 - d. Entertainment facilities, specifically theme park and destination resorts, as defined in the City's Unified Development Code.
 - e. Projects built by and funded with state or federal appropriations on federal or state land, including projects on military installations.
 - f. Construction of any sectarian or religious facility.

- g. Market-rate single-family or two-family dwellings are excluded, unless:
- Projects are located in an RPA; or
 - Project costs are valued at fifty (50) percent or more of the latest BCAD improvement value; or
 - Project is reconstruction of structures destroyed or ruined by flooding, fire, windstorm or other natural disaster.

Retail projects except for certain retail identified above in Section 2b may be evaluated and qualified for ICRIP fee waivers using the criteria below to ensure all retail projects seeking City and fee waivers are aligned with the policy's goals.

The following criteria may be used in evaluating requests for fee waivers for retail projects.

- Retail projects must show some public benefit to the ICRIP target area such as a provider of goods or services currently not available, catalytic retail concept, blight elimination, etc.
- Level of investment, project financing and analysis of the financial gap requiring public assistance
- Fiscal and economic impact
- Public improvements from the project
- Consistency with existing master plans and/or neighborhood plans
- Ability to improve shopping discontinuity, create critical mass of retail and retail market potential
- Job creation

Geographic indicators within the ICRIP target area, such as HUB Zone, Empowerment Zone, Tax Increment Reinvestment Zone, Neighborhood Commercial Revitalization, Community Plan Areas, Texas Enterprise Zone, and HUD Neighborhood Stabilization Tracts may be used in evaluating requests for fee waivers for retail projects. The close proximity of a retail project from one of the following educational institutions: UIW, OLLU, St. Mary's University, St. Phillip's College, UTSA- Downtown, Trinity, SAC, Palo Alto College, and Westside Education and Training Center may be utilized as an evaluation factor for retail projects.

Note: The City reserves the right to decide on a case-by-case to exclude retail businesses which the City believes do not benefit the health, safety and welfare of the community and / or do not meet the objectives of the Inner City Reinvestment Infill Policy.

4. Other requirements:

- a. Projects must be initiated within 6 months of receipt of an approved application and verification certificate from the City's Center City Development Office (CCDO).
- b. Recipient must claim any waivers and pay any fees due to City as required by the verification certificate, unless extended by the City.

5. Application Process:

- a. Applicant must fill an application on-line or in writing to the City's Center City Development Office.
- b. Staff will review application and verify project is eligible for waiver.
- c. Once project is approved, a verification certificate is issued by the CCDO to the applicant for presentation to City departments to obtain the waiver.

This policy is not retroactive to any projects that have already incurred a fee, have any permits in processing or permits that have been issued.