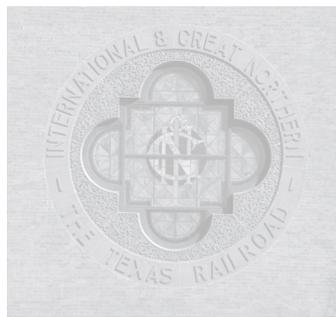
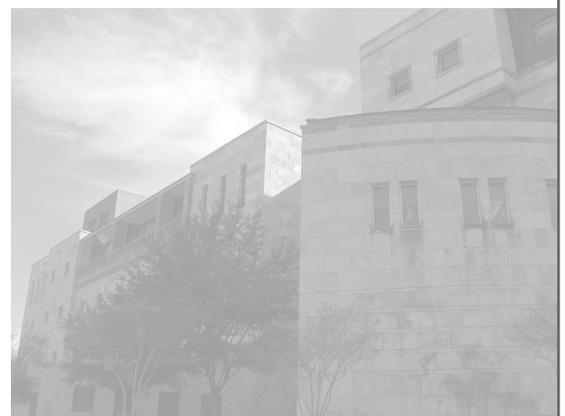


# Westside Reinvestment Plan



City of San Antonio, Planning and Development Services Department  
September 2009

# Acknowledgments

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COSA TIF Unit  
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University Health System  
Christus Santa Rosa  
Haven for Hope  
San Antonio River Authority (SARA)

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The Westside Reinvestment Plan considers anticipated development projects within the boundary area and provides specific public investment recommendations intended to promote and encourage additional private development. Using adopted area plans and stakeholder master plans as guides, the reinvestment plan recommendations complement the development activity occurring and proposed for the Reinvestment Plan area.

This document provides a summary of the reinvestment plan purpose, an explanation of the determined boundary, a demographic profile of the area, an overview of area assets and opportunities including planned and proposed projects, and reinvestment strategies to guide implementation. The reinvestment plan recommendations seek to leverage planned projects to further private economic activity in the Westside. Moreover, these recommendations demonstrate future project commitments to the area, the development community, and stakeholders.

The document is divided into five sections:

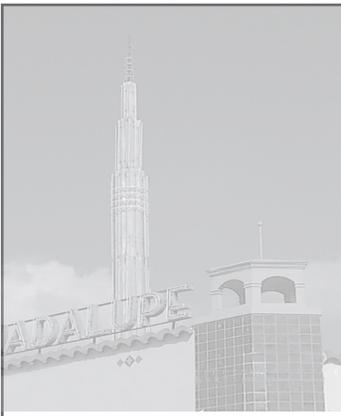
- Introduction and Background;
- Area Profile;
- Assets and Opportunities;
- Reinvestment Strategies; and
- Appendix

Due to the large scale of the Reinvestment Plan area, it has been broken down into five, more manageable segments based on geography, character, and commonalities between stakeholders. The Assets and Opportunities section outlines planned and proposed projects by segment. At the end of each segment description a list of priority actions, based on goals from adopted plans, current master planning processes, and stakeholder input, is outlined.

In the Reinvestment Strategies section of the document, the priority actions that have been outlined by segment in the previous section are again integrated as a whole into a consolidated Action Plan Matrix. This matrix is used to identify each recommended action, potential funding source, and project partner. While it serves to be the guiding section of the working plan, it is also intended to be a dynamic document for funding and prioritized project resources. The Action Plan Matrix may be updated as new funding sources become available, new projects are adopted and/or implemented, and/or priorities change for the Westside Reinvestment Plan area.

The Appendix includes a more detailed list of goals and objectives, relevant to the Reinvestment Plan area, from the applicable Neighborhood and Community Plans adopted by City Council. A list of additional plans, reports and studies that were reviewed to inform the Reinvestment Plan is also included.

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# *I. Introduction*



## **Plan Purpose**

Reinvestment Plans set comprehensive community development goals for an area of study, including strategies for targeted reinvestments in the physical environment; infrastructure, housing, transportation, parks and in the social elements; education, health, workforce development, and economic opportunity. Some areas within the Reinvestment Plan may already be covered by adopted Neighborhood, Community, and Perimeter Plans that outline multiple goals and objectives as established by the different neighborhoods.

The Westside Reinvestment Plan is guided by four adopted plans; 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 foundation for implementation.

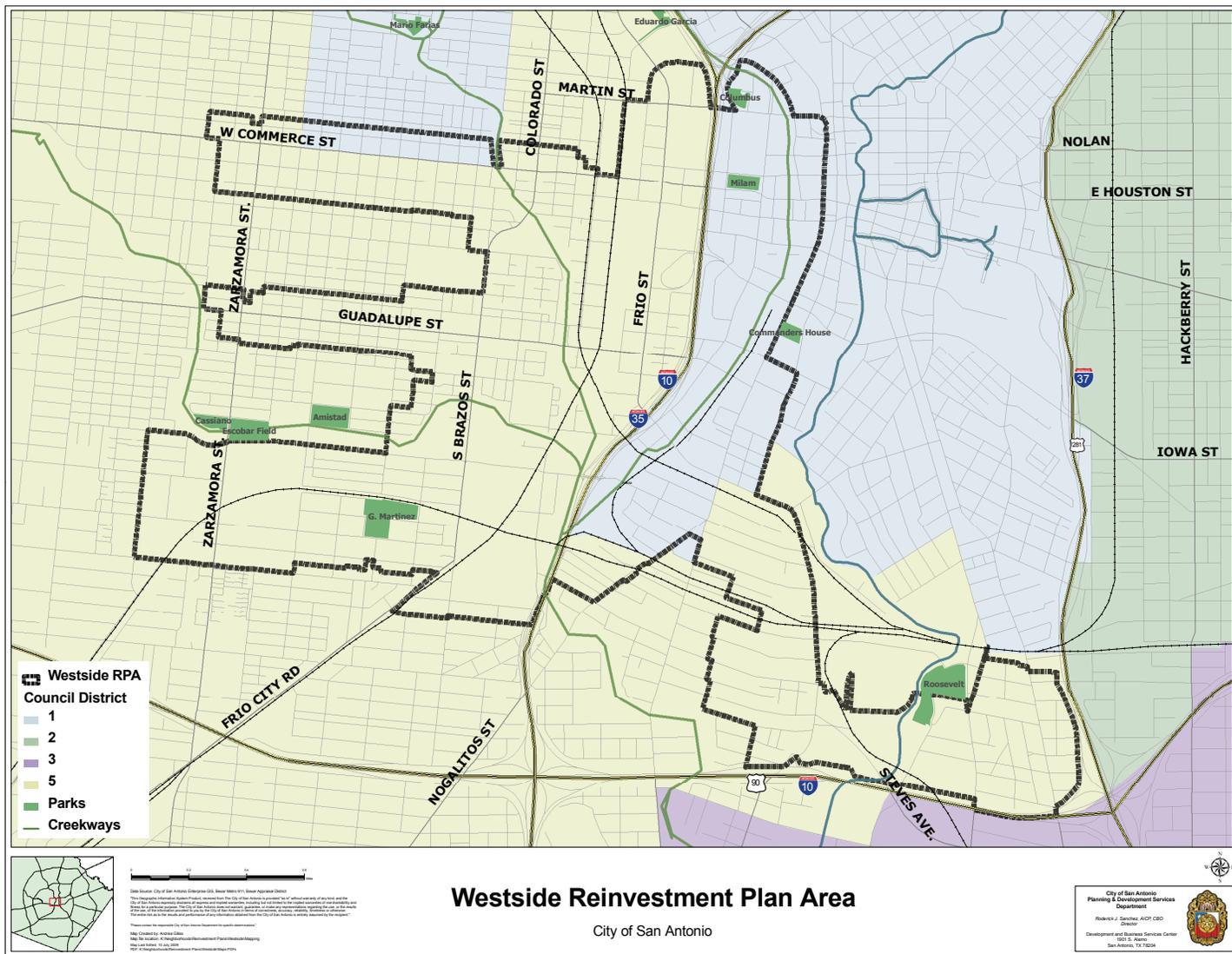
In December 2008, the Westside Tax Increment Reinvestment Zone (TIRZ) Number 30 was established to finance the implementation of plan goals and stimulate additional private investment within the zone. Before increment can be dispersed, a project plan must be prepared for the TIRZ that describes the nature, cost, and phasing of the public and private improvements to be supported by the TIRZ. The Westside Reinvestment Plan has been prepared to establish a framework for the TIRZ Project Plan.

In addition to TIRZ eligible projects, the Plan also targets areas within which to focus the resources of multiple city departments, public agencies and other stakeholders in order to maximize the impact of services and reinvestment. To accomplish these tasks, a key component of the Reinvestment Planning process is to build and solidify partnerships among the stakeholders and approach implementation through a coordinated effort.

## **Study Area**

The Westside Reinvestment Plan falls within Council Districts 1 and 5, and its southernmost portion is adjacent to Districts 2 and 3. The area is generally situated between Martin Street to the north, Zarzamora Street to the west, IH 10 to the south and South 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. A map of the Westside Reinvestment Plan area can be found on the adjacent page (Map I).

# Map I: Westside Reinvestment Plan Study Area



Given the vast scope of the Westside Reinvestment Plan, the area has been segmented to more effectively manage data and the analysis for the area. These segments, identified as A, B, C, D and E, are conceptual and intentionally overlap to acknowledge that projects and proposals between segments are interrelated and in many cases the strength of the area as a whole depends upon a individual projects in any given segment. The overlapping of the sections also conveys the importance of linking each of the areas; for example, exploring near Westside connectivity to and from the Downtown Central Business District, which is currently constrained by physical and perceived barriers.

Section A includes the Cattleman Square Historic District, the UTSA downtown campus, the proposed Westside Multimodal facility, and several planned private and public developments. Commerce St., from S. Flores to Zarzamora St., is the focus of the east-west corridor. Frio St. functions as the north-south corridor, connecting Sections A, B, and C. The purpose of connectivity is not to uniform the Sections, but rather to link each area’s unique character by establishing gateway corridors and a thread of destination points.

Section B primarily focuses on the Avenida Guadalupe area. Most of the reinvestment goals and objectives for this section stem from the Guadalupe Westside Community Plan and Avenida Guadalupe Corridor Strategic Revitalization Plan. Adopted in 2007, these plans serve as the foundation for reinvestment strategies in Section B. Additional considerations for this area include improved connectivity to the downtown area and

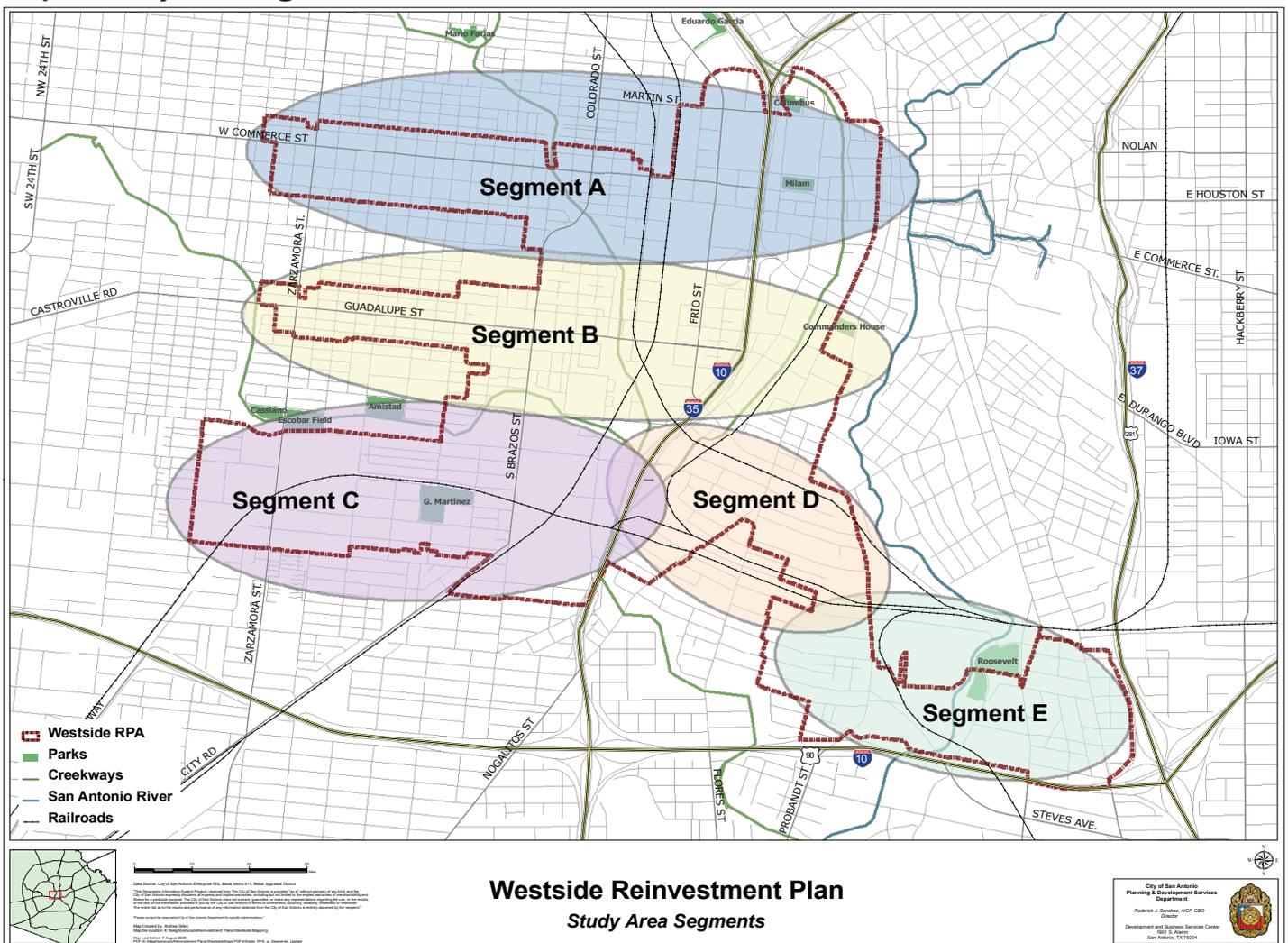
surrounding sections. Avenida Guadalupe is a vibrant cultural gateway to the Westside, with several projects and developments planned along the corridor.

Section C consists of the lower section of the Westside TIRZ boundary which incorporates the Produce Terminal and Guadalupe Lumber areas to the west near Zarzamora Street and extends east across IH 35. Apache Creek bounds the segment to the north. The Union Stockyards is also included in this area where SAHA is currently developing a new, modern multi-family complex.

Segment D encompasses the S. Flores/S. Alamo/Cevallos Streets neighborhood. Although the area does have pockets of established single family neighborhoods, industrial and warehouse uses were also prominent for years. The area is currently transitioning back to a more residential address with the recent construction of several urban, mixed use developments. Several loft developments have sprung up along S. Flores and other are proposed near Cevallos and Probandt Streets. The area is also positioned just to the west of the Eagleland River Improvements project currently underway.

Segment E provides development opportunities along the former Presa Real Neighborhood Commercial Revitalization corridor on South Presa to the southeast of the Reinvestment Plan area. The Lone Star Brewery off of Probandt is just outside of the Plan area and Newell Recycling anchors the segment to the south. Although this section is geographically disconnected from the Westside, projects within these sections can help link the plan area to the Roosevelt Reinvestment Plan efforts immediately to the south of IH 10.

**Map II: Study Area Segments - Westside Reinvestment Plan**



## Planning Process

On September 4, 2008, the Strategic Plan for Community Development was adopted by the San Antonio City Council. The Plan provides a framework for focusing and coordinating public and private sector resources to targeted areas to stimulate sustainable redevelopment. To oversee implementation, the Community Development Advisory Committee (CDAC) was created. The committee is composed of 11 members representing the various sectors impacting community development goals; public transit, real estate, non profit housing, school districts, etc.

In February 2009, the CDAC selected three Reinvestment Plan areas: Dignowity Hill on the eastside; the Roosevelt Corridor to the south; and the Westside Multimodal, UTSA, and Avenida Guadalupe on the near westside. Neighborhood Planners were charged with analyzing existing conditions and proposed projects within each of the areas, and based upon that analysis, finalizing the Plan boundaries. The current Westside Reinvestment Plan boundary is a reflection of that analysis as well as a response to planning needs within the larger area, specifically, the establishment of the Westside Tax Increment Reinvestment Zone (TIRZ).

The Westside Reinvestment Plan builds upon previous studies, reports and plans that have been prepared for the area over the past three decades. A list of the documents that were reviewed can be found in the Appendix. In addition to document review, individual and small group meetings with key stakeholders began in April 2009 to discuss opportunity projects in the area. Several stakeholders within the plan area are undergoing concentrated master planning processes. Meetings were held with each of the stakeholders to gather additional project information. Larger meetings were held with key stakeholders between July and September in the Avenida Guadalupe neighborhood and near Cattleman Square. Commonalities and complementary project goals were summarized and, along with objectives from the adopted plans, formed the basis for the Reinvestment Plan strategies and action priorities.

## Relationship to Other Plans and Programs

### Strategic Plan for Community Development

The Strategic Plan for Community Development was adopted by City Council on September 4, 2008. 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:

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

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. 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; 2) Coordinating City Resources; and 3) Leveraging Private Sector Investment. The responsibility for overseeing implementation progress among these three components lies within the Community Development Advisory Committee.

## Community and Neighborhood Plans

The Westside Reinvestment Plan area is guided by four Community and Neighborhood Plans that have been adopted by City Council:

- Downtown Neighborhood Plan; adopted 1999, updated 2004 and 2009
- Nogalitos/S. Zarzamora Community Plan; adopted 2004
- South Central San Antonio Community Plan; adopted 1999, updated 2005
- Guadalupe Westside Community Plan; adopted 2007

Community and Neighborhood Plans identify a comprehensive set of strategies and goals that outline a community's vision for the future and the action steps necessary to achieve that vision. Neighborhood Plans are of a smaller scale than Community Plans and are generally composed of the geographic size of two or more neighborhood association areas and/or the population necessary to support an elementary school. Community Plans focus on larger geographic areas that include between 20,000 and 60,000 people and several neighborhoods; the population generally necessary to support at least one middle or high school.

All plans include goals pertaining to land use, community facilities, and transportation networks. They may also identify housing and economic development related goals. Each plan is formally approved by Planning Commission and adopted by City Council as a component of the City's Comprehensive Master Plan.

## Tax Increment Reinvestment Zone

Tax Increment Financing (TIF) is a tool used to attract development and reinvestment to areas that are currently not benefiting from private-sector investment. The area in which TIF is being used is known as a Tax Increment Reinvestment Zone (TIRZ). The City of San Antonio's highest priority use of TIF is the revitalization of inner-city neighborhoods and commercial districts, particularly in those areas located inside Loop 410 and south of Highway 90. Tax Increment Reinvestment Zones act as economic stimuli to surrounding areas. By leveraging private investment for certain types of development within a targeted area, TIF can be used to finance new and/or enhanced public improvements and infrastructure. Ideally, these improvements and infrastructure, in turn, attract additional private investment in surrounding areas.

A TIRZ is one of the few planning tools available to the City that contains a built-in mechanism to finance implementation. TIF allows a percentage of future ad valorem and sales tax revenue to pay for the construction of public infrastructure improvements. A Finance Plan created to demonstrate how new development or redevelopment will generate new tax revenue ("tax increment"), and to what extent that tax increment can pay for the public infrastructure that is required to support the new development. Since Zones are created with defined life spans of up to 25 years, development must take place fairly quickly. Tax increment is a relatively small amount of money; the City's share is \$0.58 per \$1,000 of value, for example. Increment does not include any existing value, only the new value that is created as a result of the Zone.

## Westside TIRZ

The Westside TIRZ #30 was established in December 2008 to fund capital improvements and stimulate additional private investment in the area. The Zone covers approximately 1,531 acres, and consists of 1,131.69 parcel acreage, of which, 121.85 acres is residential. The term of the Westside TIRZ is 25 years, and will extend through fiscal year 2033. Currently, the City is the only participating taxing entity. The tax year 2008 was used to assess the base value of the zone.

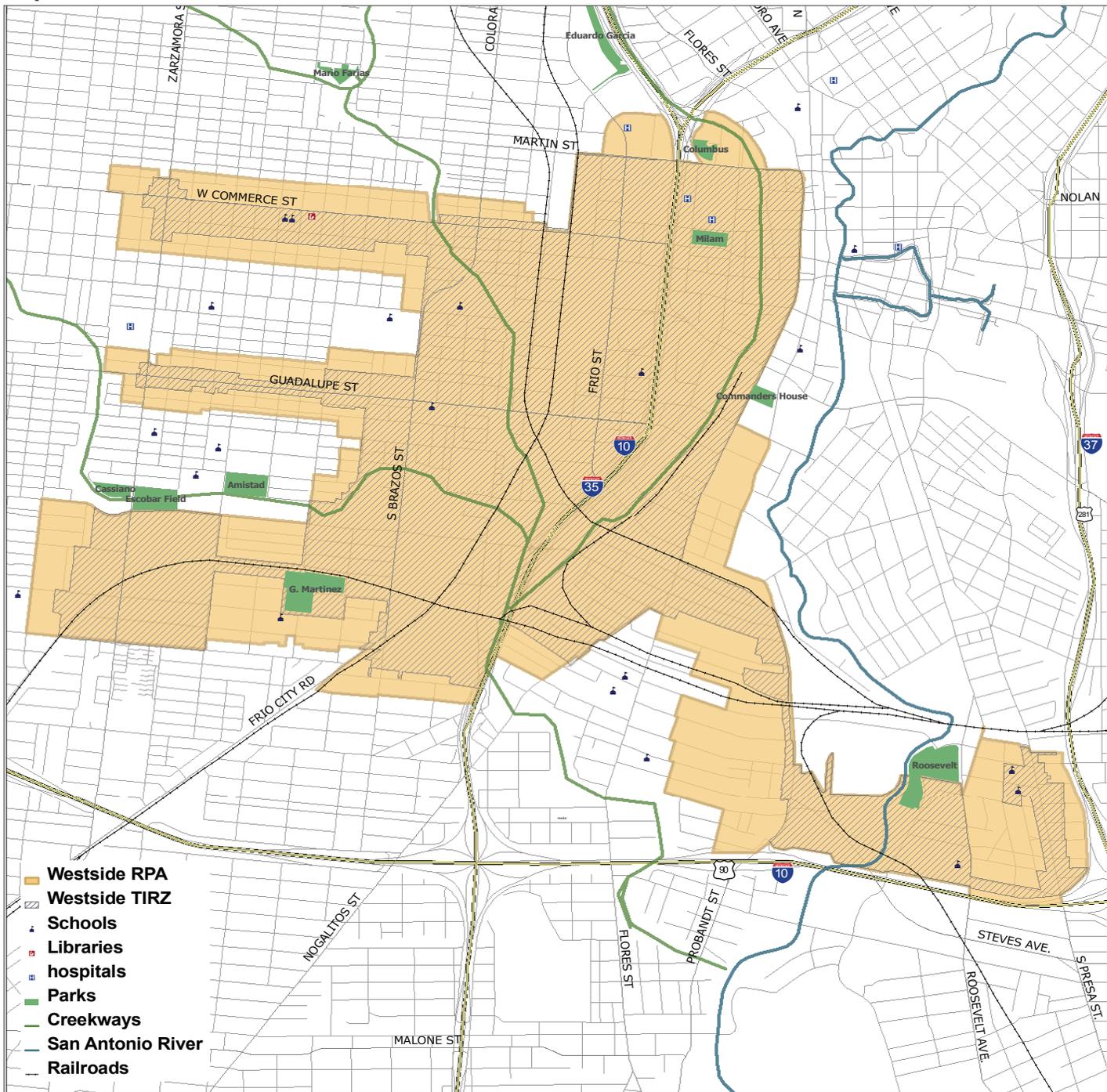
**Table I: TIRZ 2008 Base Values**

2008 Base Appraised			Exemption Amount	2008 Base Taxable Value
Land Value	Impr. Value	Total Value		
257,497,552	296,835,481	554,333,033	(150,680,587)	403,652,446

Source: City of San Antonio, Finance Department, June 2009

As previously mentioned, one of the purposes of the Westside Reinvestment Plan is to inform the project plan for the TIRZ. The TIRZ boundary was used to establish the Reinvestment Plan area, which incorporates the census block groups immediately adjacent to the TIRZ. The Map III below shows the Westside TIRZ boundary as it relates to the Westside Reinvestment Plan area.

**Map III: Westside Reinvestment Plan and Tax Increment Reinvestment Zone Boundaries**



**Legend:**

- Westside RPA
- Westside TIRZ
- Schools
- Libraries
- hospitals
- Parks
- Creekways
- San Antonio River
- Railroads

Data Source: City of San Antonio Enterprise GIS, Base Map 911, Base Appraisal District  
 "This Geographic Information System Product, prepared from The City of San Antonio is provided "as is" without warranty of any kind, and the City of San Antonio expressly disclaims all liability for errors and omissions, including but not limited to the accuracy, completeness, timeliness, and reliability of the information provided by the City of San Antonio in terms of content, accuracy, reliability, timeliness or otherwise. The entire risk as to the results and performance of any information obtained from the City of San Antonio is hereby assumed by the user."  
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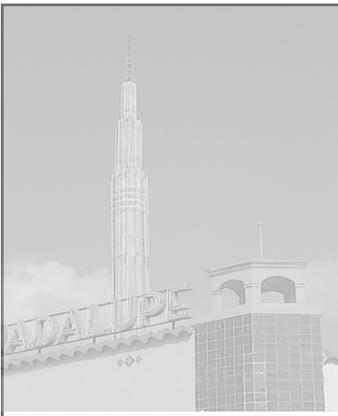
**Westside Reinvestment Plan Area**

City of San Antonio

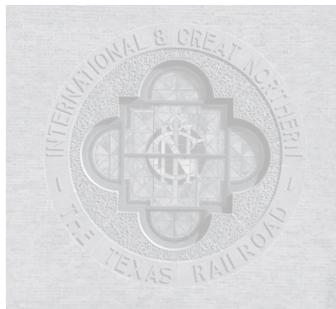
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## *II. Area Profile*



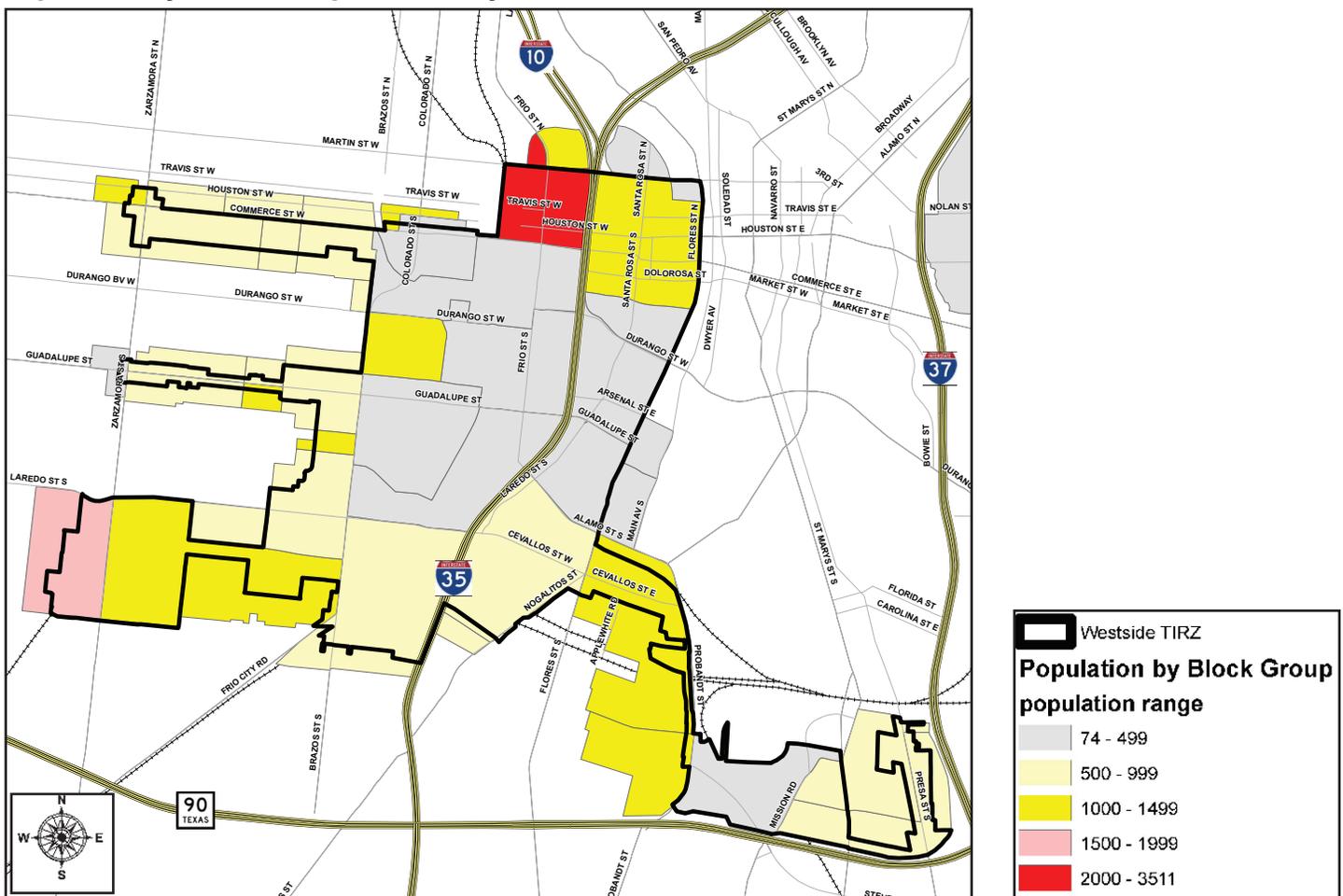
# Area Profile

The Westside Reinvestment Plan blankets an area rich with historic, cultural, and institutional assets. A significant portion of the area is just west of the downtown central core and within walking distance of downtown activities including employment, recreation, shopping, and tourism. Although within close proximity to the central core, the area to the west of the IH 35/10 expressway, the “near westside” has experienced years of physical and social disinvestment. At the same time however, the near westside has managed to maintain a celebrated culture and history unique to the City of San Antonio.

## Population and Density

The population distribution within the Westside Reinvestment Plan Area predictably shows a heavier density in the periphery of the study area. The center, dominated by institutional and non-residential uses, is less populated with a block group density between 74 and 499. The highest population concentration is found north of Commerce Street, immediately west of I-35 and includes a retirement center and the Palacio Del Sol Apartments. This area has a density of 2,000 to 3,500 residents within the designated block groups. Multi-family developments are also found to the east of I-35, between Nueva and Martin Streets. Higher densities are also found in the Avenida Guadalupe and Cevallos Street neighborhoods.

## Population by Block Group - 2008 Projections



Prepared by the City of San Antonio, Planning and Development Services Dept, August 2009. Data derived from Block Group data provided by the Nielsen Company Claritas 2008 PopFacts dataset of projections, which are based on 2000 Census data.

## Age

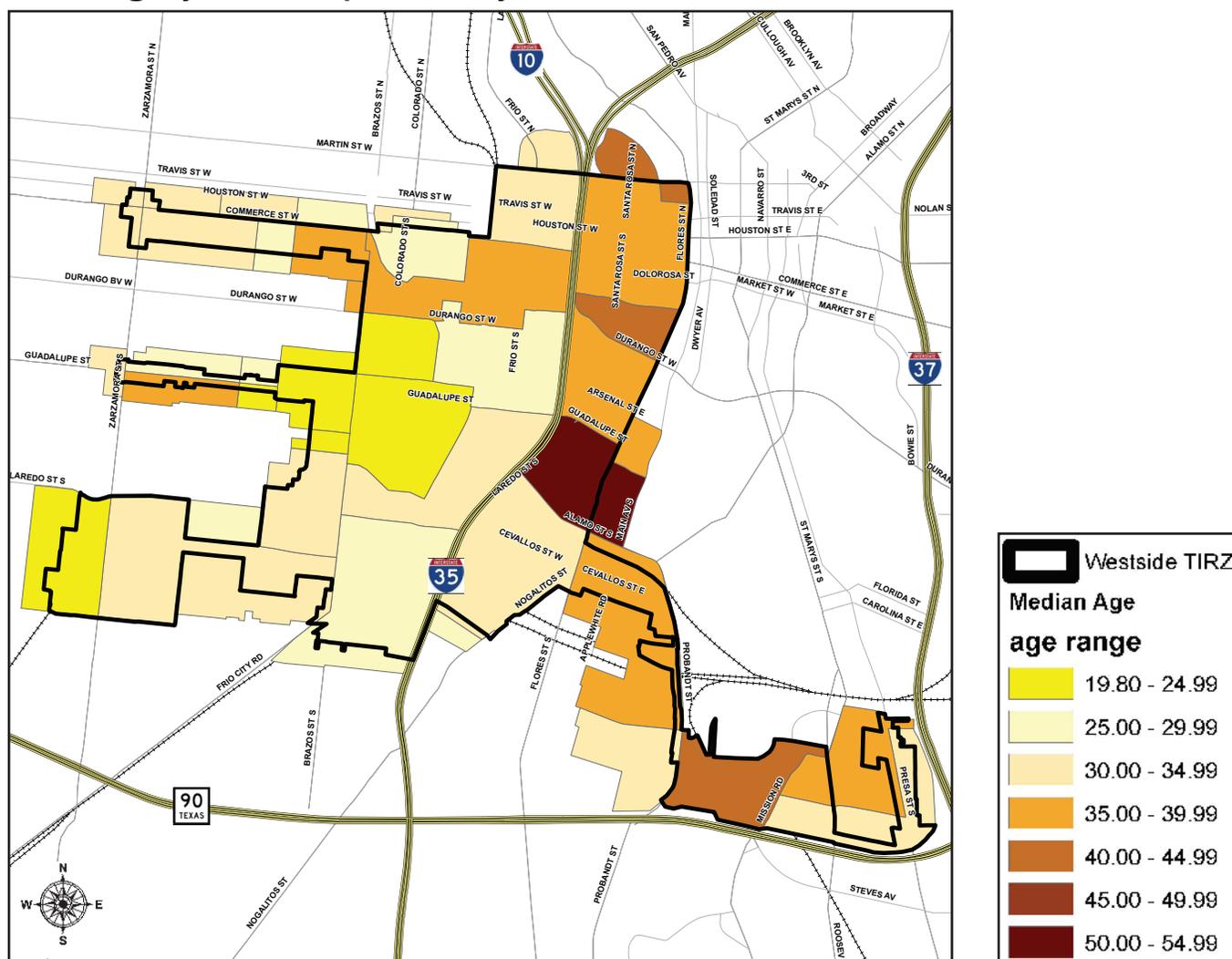
A younger population is prevalent around the UTSA and Avenida Guadalupe areas, exhibiting a median age of 25 and under. With the exception of a portion of the Cevallos Street neighborhood, the median age to the east of I-35 is between 35 and 50. In comparison with the City of San Antonio and Bexar County, the Reinvestment Plan area as a whole has a younger population with a median age of 31 in contrast to 34 for the City and County.

**Table II: 2008 Projected Median and Average Ages**

	Bexar County	City of San Antonio	Westside RPA
Median Age	34	34	31
Average Age	35	35	34

Source: The data in this table are derived from Block Group data provided by the Nielsen Company Claritas 2008 PopFacts dataset of projections, which are based on 2000 Census data.

## Median Age by Block Group - 2008 Projections



Prepared by the City of San Antonio, Planning and Development Services Dept, August 2009. Data derived from Block Group data provided by the Nielsen Company Claritas 2008 PopFacts dataset of projections, which are based on 2000 Census data.

## Educational Attainment

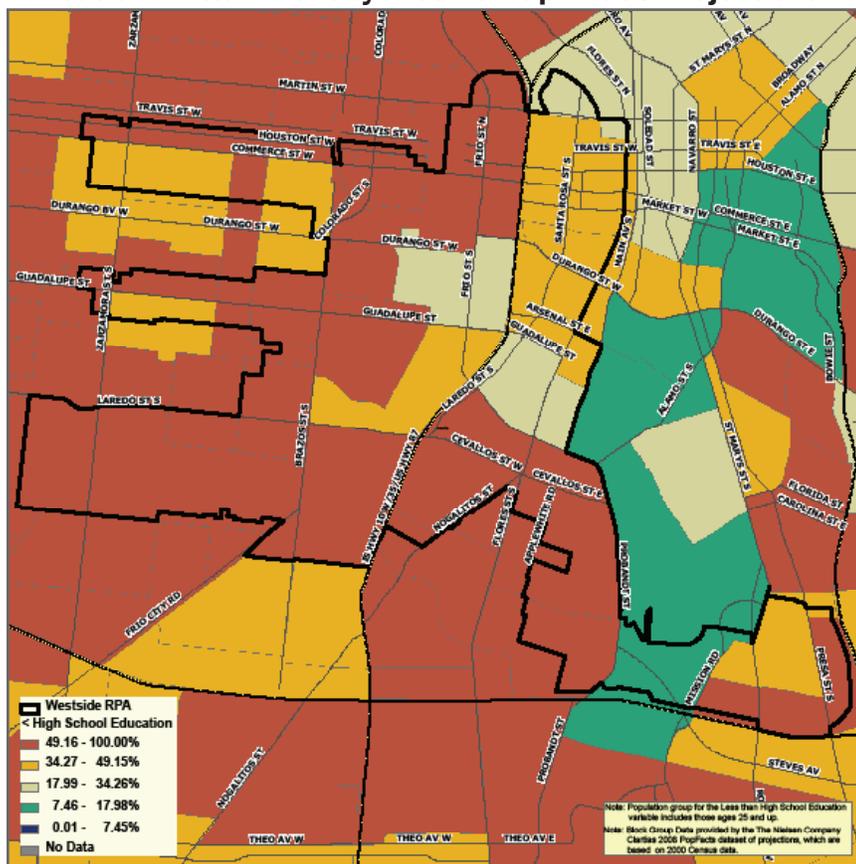
The map below is based on 2008 U.S. Census projections and shows by block group, the percentage of the population, over age 25 with less than a high school diploma. The numbers in the table and as shown in the map, clearly demonstrate a dire need for emphasis to be placed on education and retention in this area. In a significant portion of the plan area, 50% or more of the population over 25 does not have a high school diploma, compared to 21% and 23% in Bexar County and the City of San Antonio respectively.

**Table III: 2008 Projected Educational Attainment**

	Bexar	%	City of San Antonio	%	Westside RPA	%
Total Population	1,585,685		1,290,393		30,281	
Population, Age 25+	975,271	61.5%	793,988	61.5%	18,385	60.7%
< 9Th Grade	100,162	10.3%	89,407	11.3%	5,782	31.4%
Some HS, No Diploma	106,743	10.9%	92,173	11.6%	4,316	23.5%
HS Graduate (Inc. Equivalency)	231,652	23.8%	187,409	23.6%	4,823	26.2%
Some College, No Degree	238,510	24.5%	190,244	24.0%	2,165	11.8%
Associate Degree	61,251	6.3%	48,461	6.1%	492	2.7%
Bachelor's Degree	149,587	15.3%	118,118	14.9%	514	2.8%
Master's/Professional/Doctorate	58,471	9.0%	45,487	8.6%	170	1.6%

Source: The data in this table are derived from Block Group data provided by the Nielsen Company Claritas 2008 PopFacts dataset of projections, which are based on 2000 Census data.

## Educational Attainment by Block Group - 2008 Projections



The westside has a young and able workforce, but the numbers show too many do not meet the minimum educational requirements to fill existing and projected positions of employment. This data suggests that any economic development action plan must coincide with strategies and investment for overall community development on the City's westside, with particular focus on education. If this is not realized, the gap between job opportunities and a prepared local workforce will continue to increase.

Prepared by the City of San Antonio, Planning and Development Services Dept, August 2009. Data derived from Block Group data provided by the Nielsen Company Claritas 2008 PopFacts dataset of projections, which are based on 2000 Census data.

## Median Household Income

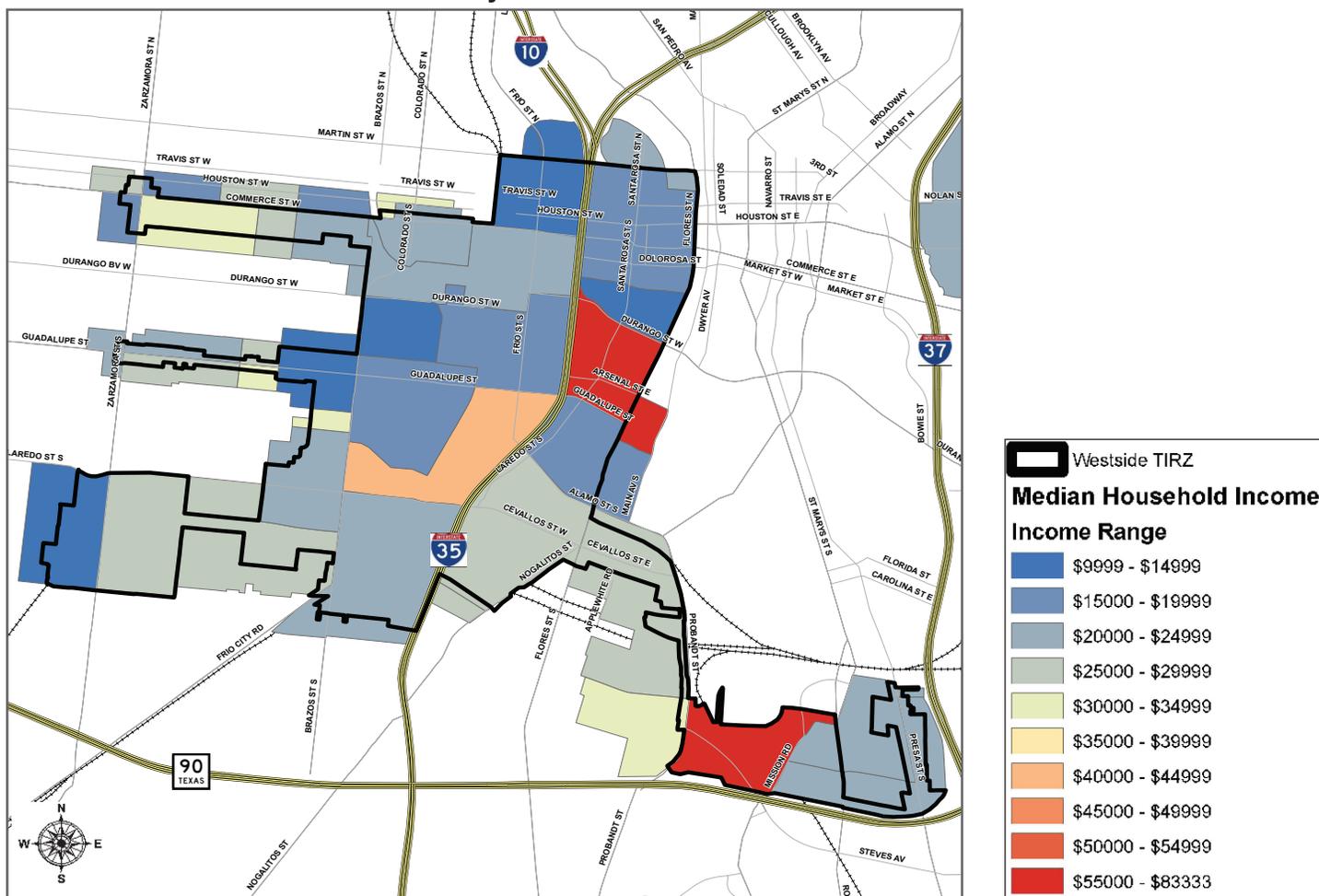
The highest median income concentrations appear east of I-35, between Guadalupe Street and Durango, and an area immediately north of Highway 90, between Probandt Street and Mission Road. The median household income for the two block group sections range from \$50,000 to \$85,000. The Vista Verde Neighborhood block group, east of I-35, south of Guadalupe Street, and extending west to Brazos, has a significantly higher annual median household income of \$40,000 to \$45,000 compared to the surrounding area. However, the block group for the same neighborhood extending from Guadalupe Street to Durango reflects a lower median household income of under \$20,000. In comparison with the City and County, both Median Household Income and Per Capita Income, are significantly lower in the Westside Reinvestment Plan area.

**Table IV: 2008 Projected Median Household and Per Capita Incomes**

	Median Household Income	Per Capita Income
Westside RPA	\$21,710	\$10,419
Bexar County	\$49,270	\$21,564
City of San Antonio	\$46,511	\$20,517

Source: The data in this table are derived from Block Group data provided by the Nielsen Company Claritas 2008 PopFacts dataset of projections, which are based on 2000 Census data.

## Median Household Income - 2008 Projections

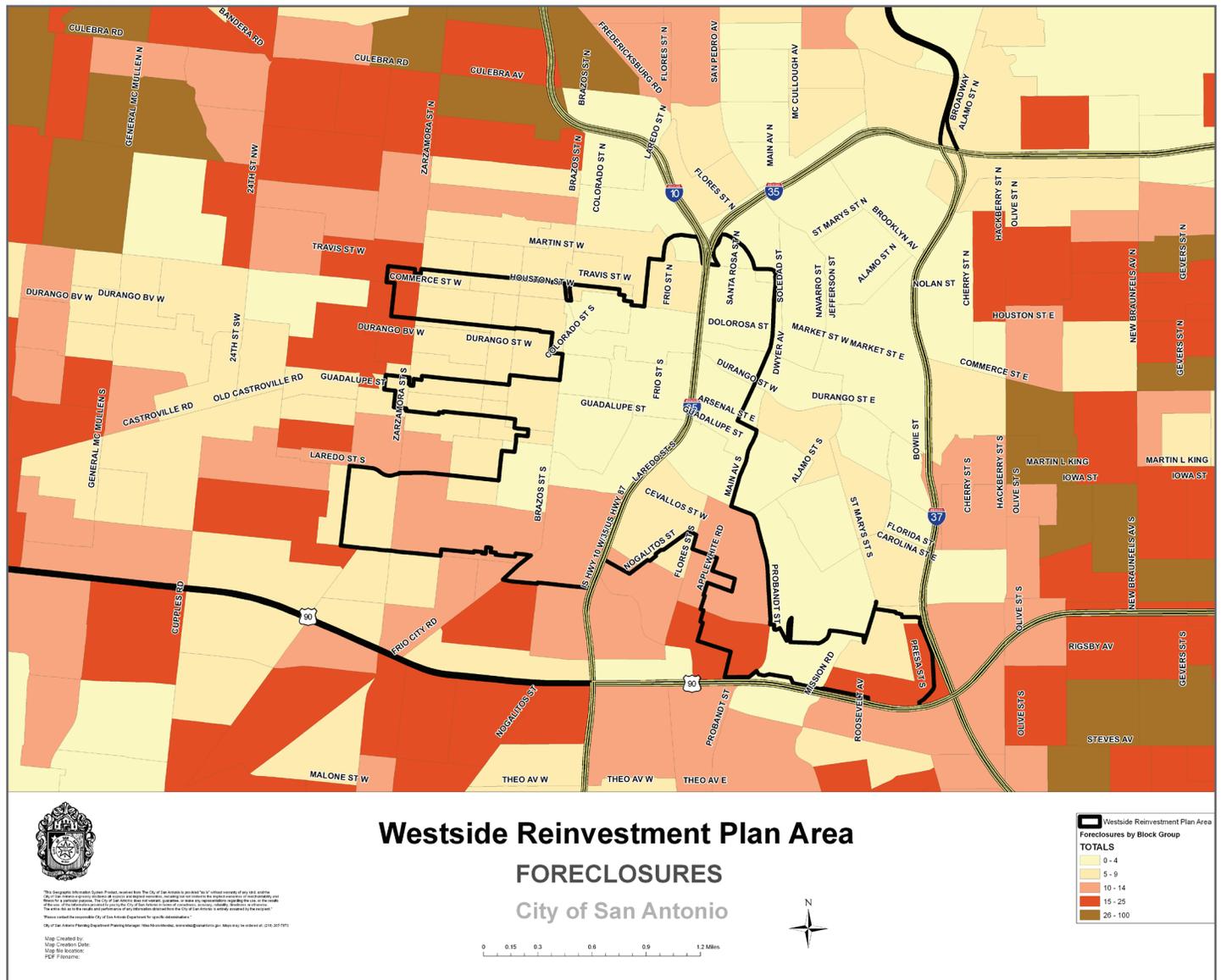


Prepared by the City of San Antonio, Planning and Development Services Dept, August 2009. Data derived from Block Group data provided by the Nielsen Company Claritas 2008 PopFacts dataset of projections, which are based on 2000 Census data.

# Foreclosures

Predictably, the foreclosure totals within the core of the reinvestment plan area are low. The land uses in this area are primarily government and institutional, with some scattered commercial and residential uses dispersed throughout the area. The low density neighborhoods along the periphery and fringe of the reinvestment plan show higher numbers of foreclosures compared to the central core of the plan area. Residential areas around Probandt Street and Highway 90, South Presa and I-37, and Commerce Street and Zarzamora experienced a range of 20 to 25 foreclosures compared to 0 to 4 for the core area. It is interesting to note that the low density Vista Verde neighborhood, the area west of I-35 and south of Guadalupe, also reflects a very low foreclosure rate; 0 to 4.

## Foreclosures Area Wide

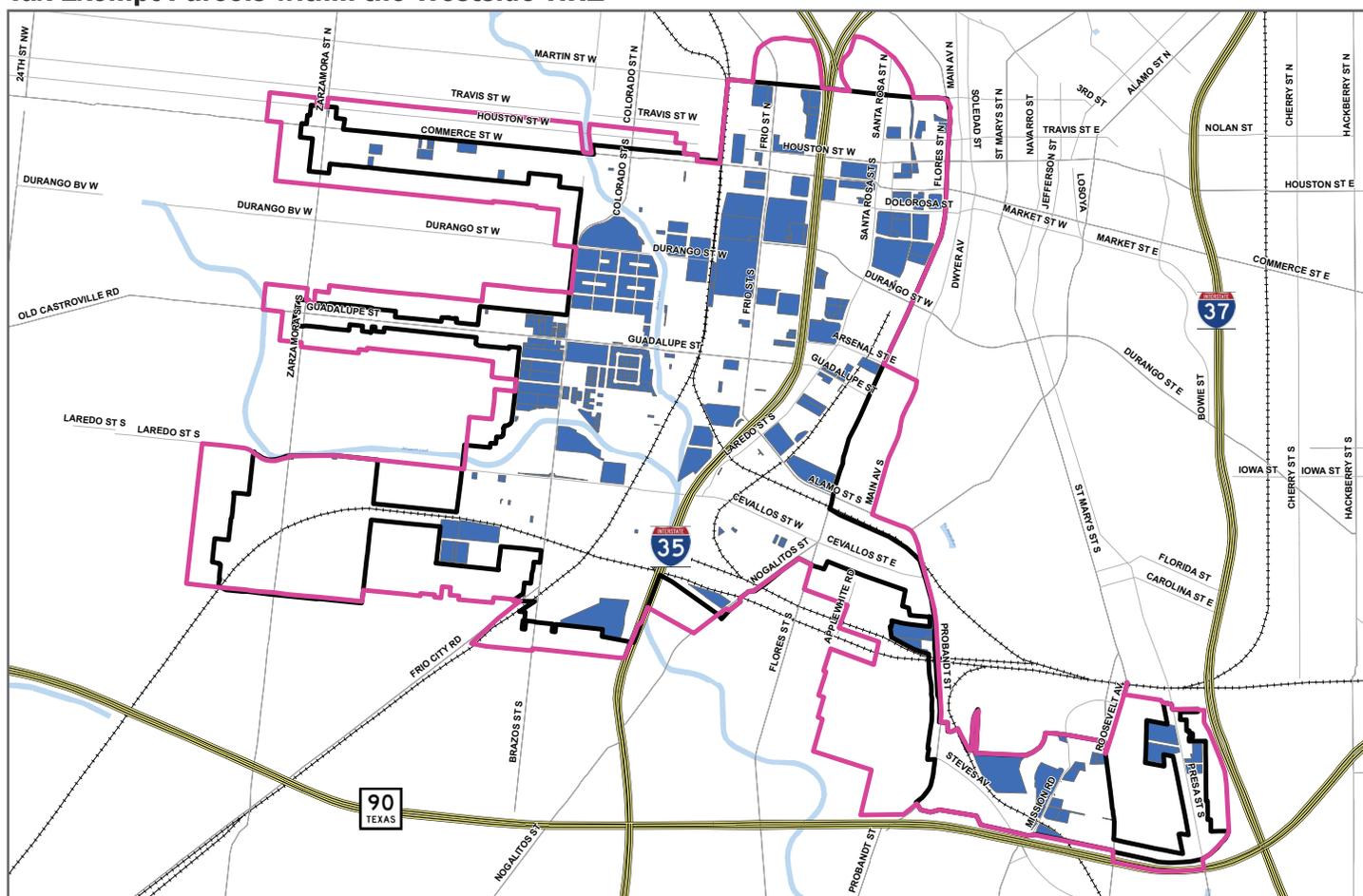


## Tax Exempt Parcels

The Tax Increment Reinvestment Zone (TIRZ) boundary within the Westside Reinvestment area consists of 2,665 parcels. 351 of those parcels are Public with Government Institutional uses. As shown in the map, there is a significant distribution of tax exempt properties within the TIRZ, from which, increment will not be captured. UTSA, the City of San Antonio, University Health Systems, and Bexar County services comprise the largest areas and accumulation of public parcels in the area. Properties managed by the San Antonio Housing Authority (SAHA) are also included in this grouping. SAHA has significant holdings at Alazan and Apache Courts on and near the Guadalupe Street Corridor and new, higher density units are being constructed at the Union Stockyards site.

Although such a proportion of tax exempt properties is generally a concern with regard to the generation of additional tax increment, many of the public institutions are area anchors and have plans for expansion. The additional employee, student, and residential populations have the potential to increase demand for additional supply of services and industry that would add to the area tax base.

### Tax Exempt Parcels within the Westside TIRZ



## Westside Reinvestment Plan Area

### TAX EXEMPT PARCELS

City of San Antonio

- Public and Institution Parcels
- Westside Reinvestment Plan Area
- Westside TIRZ

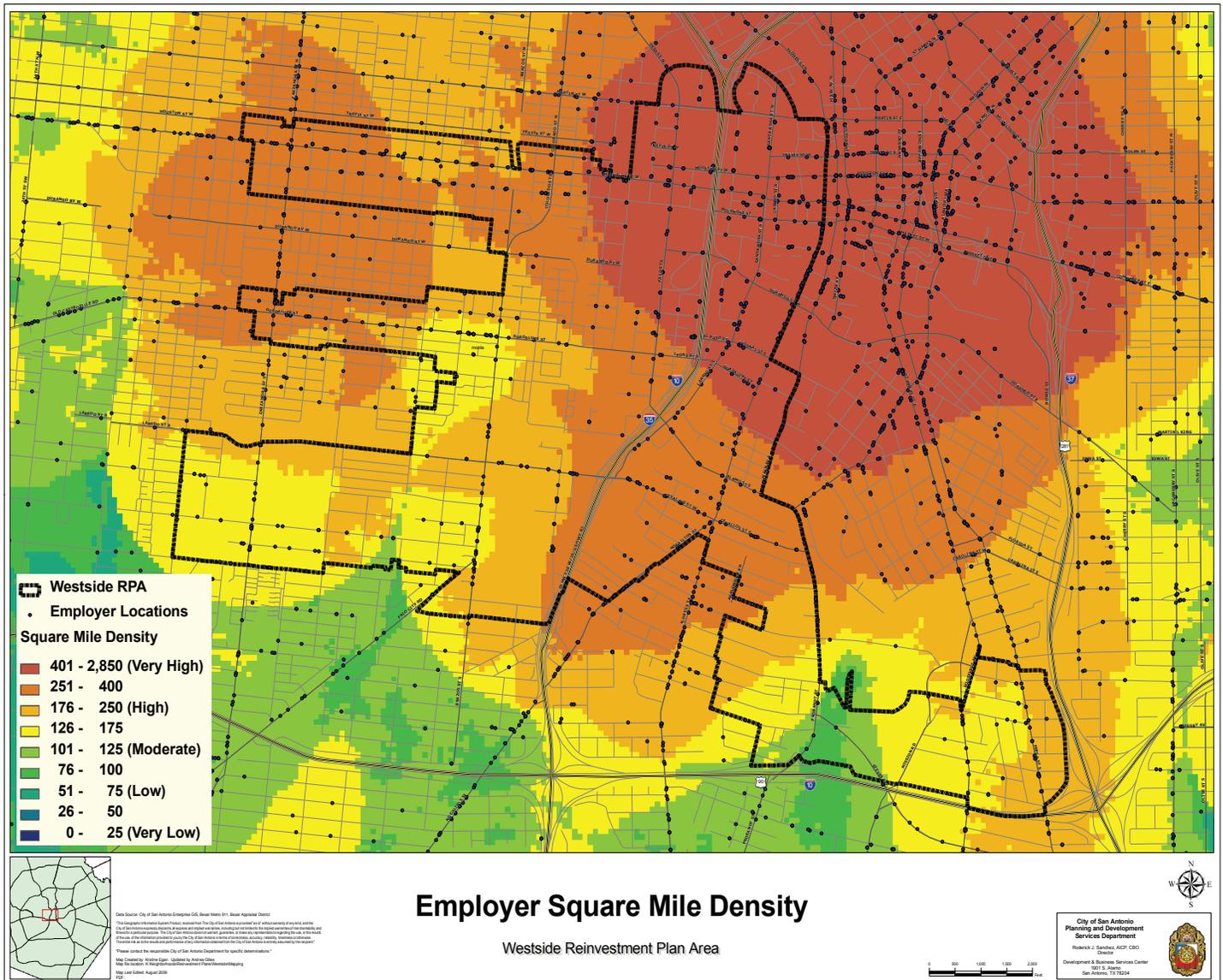
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## Employers Per Square Mile

As shown in the map below, there is a high concentration of employers per square mile in a significant portion of the Reinvestment Plan area. The density is particularly high in the northern segment on both sides of IH 35 and remains strong throughout the central and near west sections. Much of this can be attributed to the proximity to the Downtown central core as well as the existence of several major corridors within the Reinvestment Plan area. However, within the Reinvestment Plan itself, there are several major employers including UTSA, SAISD, Christus Santa Rosa, University Health System, and the City of San Antonio. In addition, a number of key employers have short and long term expansion plans which should create additional market opportunities in the area not only within those industries themselves, but for complementary businesses as well. Coupled with proposed mass transit expansion plans and a young work force in the area, there is potential for areas within the Westside Reinvestment Plan to be strong, diverse employment centers.

## Employers Per Square Mile

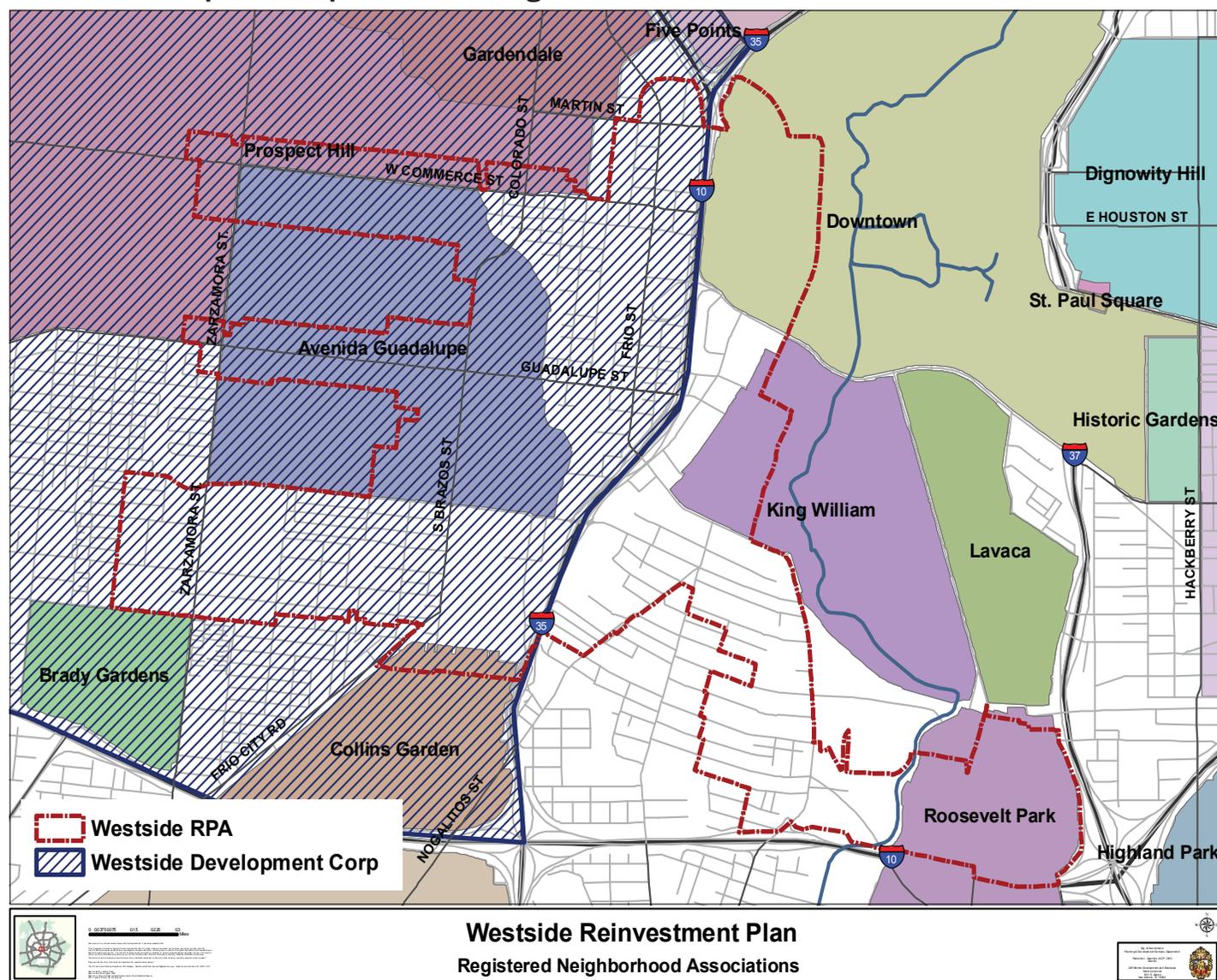


## Capacity

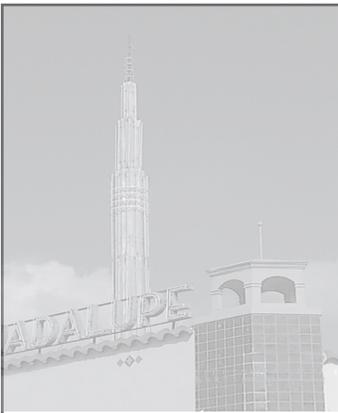
There are multiple Neighborhood Associations in and surrounding the Westside Reinvestment Plan area. Strong Neighborhood Associations are essential to the implementation of existing and future plan action items. In addition to Neighborhood Associations, a significant portion of the Reinvestment Plan area falls within the reach of the Westside Development Corporation (WDC). Increased communication and coordination between these entities, City Departments, and the TIRZ Board is critical for plan implementation. In areas not currently served by a Neighborhood Association, Development Corporation or other community based entity, it is recommended that capacity be developed with either the assistance of the City Planning and Development Services Department and/or another agency focused on such work.

The map below identifies the neighborhood associations in the area currently registered with the City of San Antonio. The boundaries of the Westside Development Corporation have also been added to the map and cover the portion of the Reinvestment Plan area west of Interstate Highway 35.

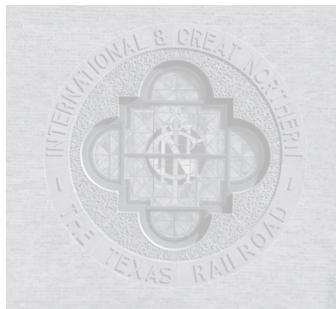
### Westside Development Corporation and Neighborhood Association Boundaries



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### *III. Assets and Opportunities*

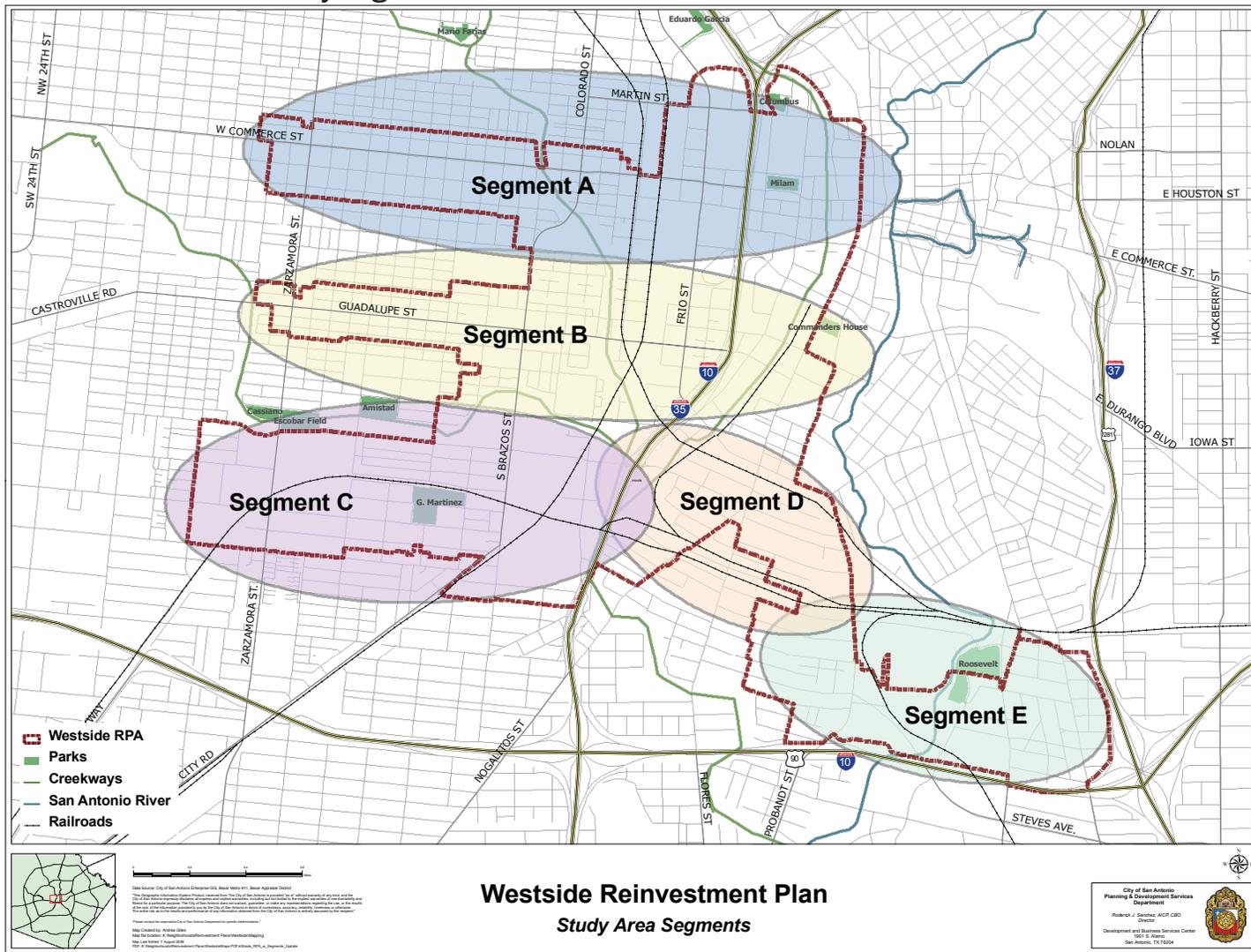


## Introduction

Given the vast scope and diversity of character of the Westside Reinvestment Plan area, staff divided the overall area into five segments to more effectively manage data and provide a more detailed analysis of specific areas. The segments are loosely defined and reflect areas with generally similar characteristics and development patterns. 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. The overlapping of the sections also conveys the importance of linking each of the areas; for example, exploring near Westside connectivity to and from the Downtown Central Business District or developing a Frio Street corridor that threads together area anchors: Avenida Guadalupe cultural corridor, UTSA, and University Health System.

In this section, key assets and opportunities are identified and described by segment. These opportunities, along with coordinated support, resources, and additional private investment, have the potential to galvanize reinvestment in the plan area. The list of opportunities is dynamic and will continue to evolve as different projects progress. A summary of priority actions for each segment, based on existing plans and stakeholder meetings, is included at the end of each segment description.

## Reinvestment Plan Area by Segment

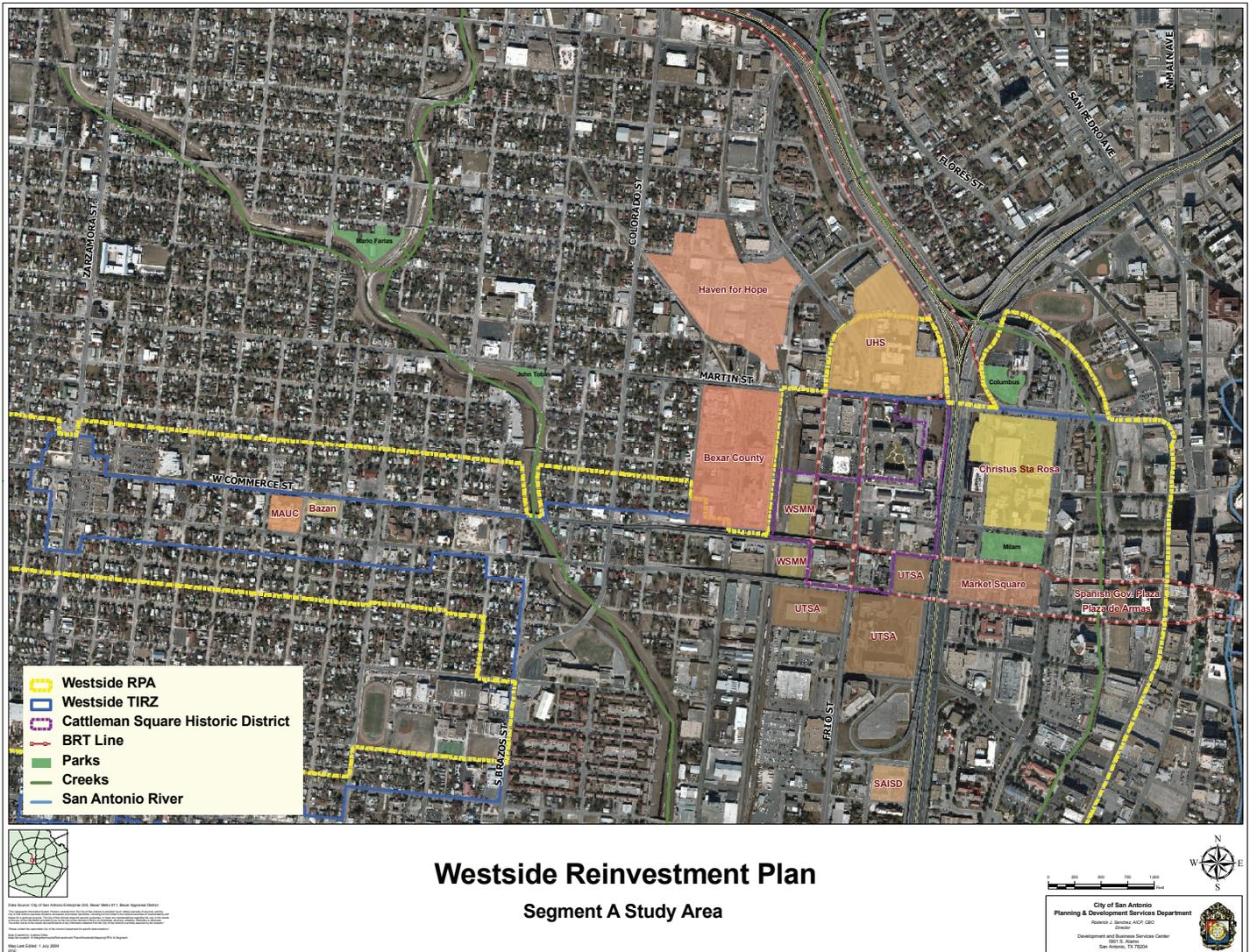


## SEGMENT A

### Overview

Segment A is the northern most sub area of the Reinvestment plan. Multiple public entities surround its core at Cattleman Square: University of Texas at San Antonio; Market Square; Christus Santa Rosa; University Health System; Haven for Hope; Bexar County; Westside Multimodal; and the City of San Antonio. The area is flanked by Alazan Creek to the West and San Pedro Creek to the east. Interstate Highways 35/10 cut north/south through the area along with the Union Pacific rail line along S. Salado Street. The major north/south roadway arterials are Frio, Santa Rosa and S. Flores Streets. W. Commerce, Buena Vista, Dolorosa, and Travis are the major East/West thoroughfares within the segment.

### Map IV: Segment A Study Area



Generally, such a concentration of non-taxable entities would be a concern within the boundaries of a financing mechanism that relies on an increasing tax base. However, although the existing public entities themselves may not directly produce tax increment to the existing TIRZ, the critical mass of people drawn to these institutions has the potential to generate additional private investment in ancillary and support functions. This is important in order to meet the demands of a growing number of area employees, students, residents and tourists.

The Cattleman Square area is about one mile west of the Downtown central core and the San Antonio RiverWalk, and closer yet to major attractions such as Market Square and Main Plaza. This proximity to areas highly trafficked by local residents and tourists provides an opportunity for new businesses to capture benefits from the critical mass already established by these nearby attractions. However, in order to do so, assets on the near westside need to be clearly marked and easily accessible by both vehicles and pedestrians. There are challenges to achieving this goal: physical barriers including railroads and interstate highways; safety, whether perceived or real; dilapidated and vacant structures; and lack of a pedestrian oriented streetscape.

The local street grid has been redirected multiple times over the years which has resulted in incomplete streets and extended blockfaces that hinder pedestrian and vehicle access. In addition to negative constraints on area businesses, the residential neighborhood fabric has been deteriorated by commercial and industrial encroachment and the divisiveness of local street grid changes and highway and railroad development.

Despite its challenges, multiple developments are planned within Segment A that have the potential to significantly alter the character of the area. Particularly around Cattleman Square, several of the public stakeholders have completed or are undergoing master planning processes to enhance or expand their presence in the area. The Westside Multimodal Site Feasibility study was completed for VIA in August 2007; the University Health System, Downtown Campus facilities plan was completed in April 2008; UTSA unveiled its Campus Master Plan in June 2009; and the San Antonio River Authority Westside Creeks Restoration Project is currently underway. In addition, much of Segment A falls within the Downtown Neighborhood Plan, first adopted by City Council in 1999. An update for the area around Bexar County Detention and Haven for Hope was passed by City Council in January 2009.

## **1.0 Community Plan Goals**

### **1.1 Downtown Neighborhood Plan, West Neighborhood District**

The Downtown Neighborhood Plan was first adopted in 1999 and has gone through subsequent updates in 2004 to the HemisFair Park district, and in 2009 to the River North District and Phase I of the West Neighborhood Districts. The Plan was prepared based on community input at several public and planning team meetings and provides a foundation from which to draw recommendations for the Reinvestment Plan.

The plan outlines a vision for the area and identifies specific goals and objectives for the Downtown Neighborhood. Some of the goals and objectives have already been accomplished or are currently underway. The following list is a summary of goals and objectives relevant to Segment A of the Reinvestment Plan.

#### Short Term Strategies

- Enhance the pedestrian streetscape, add pedestrian lighting, landscaping, and enhance crossing safety under IH-35 to create linkages along Commerce, Houston, and Martin. Install identifying banners and wayfinding signage for cars and people.
- Study the day labor site issue and develop positive solutions to enhance the existing environment.
- Develop a Master Plan for San Pedro Creek.
- Add bus shelters along Frio and add bus stops under the highway and improve maintenance of public right-of-ways.
- Support the continued development and expansion of UTSA-Downtown. Study feasibility of potentially expanding the campus. Encourage ties to nearby schools. Lobby state for expansion funding.

## Long Term Strategies

- Construct and rehabilitate housing for students, professionals, families, and seniors in Cattleman Square and the Vista Verde Neighborhood. Include community stakeholders in process. Encourage UTSA to provide housing and school facilities for students.
- Promote adaptive reuse of vacant buildings within Cattleman Square with ground floor retail and office/residential on the upper floors.
- Enhance San Pedro and Alazan Creeks as greenbelts for pedestrians, bicyclists and for active recreational uses.
- Support the continued development and expansion of UTSA-Downtown community facilities.
- Recruit neighborhood and student businesses such as clothing shops, restaurants and pharmacies as well as a grocery store.
- Add a neighborhood scale park in the Vista Verde Neighborhood that is within walking distance of the existing residential area.
- Improve the Commerce Street Corridor from east to west neighborhoods.

## **1.2 Land Use Plan Update - Phase II**

The Downtown Neighborhood Plan, as adopted in 1999, consists of 20 different geographic districts. Phase I of the Downtown West Neighborhood Plan was updated and adopted in January, 2009. Subsequent phased updates to the west area of the plan are proposed for the Cattleman Square Area, UTSA/ Government District, Vista Verde, and the San Pedro Creek District.

Goals and land uses identified for each of the four districts of the 1999 Downtown West Neighborhood Plan include:

### Cattleman Square Area

Development of commercial and mixed use parking facilities; mixed income and residential uses that include university student housing, cleaners, pharmacies and a grocery store to serve a new neighborhood.

### UTSA/ Government District

Continued development and expansion of community facilities within the district and surrounding adjacent areas.

### Vista Verde Neighborhood

Expansion of housing into warehouse areas located to the west of Frio Street. Alazan Creek becomes a linear park for all new and old surrounding neighborhoods. Existing Vista Verde single family densities remain constant at a maximum of 10 units per gross acre located east of Frio Street.

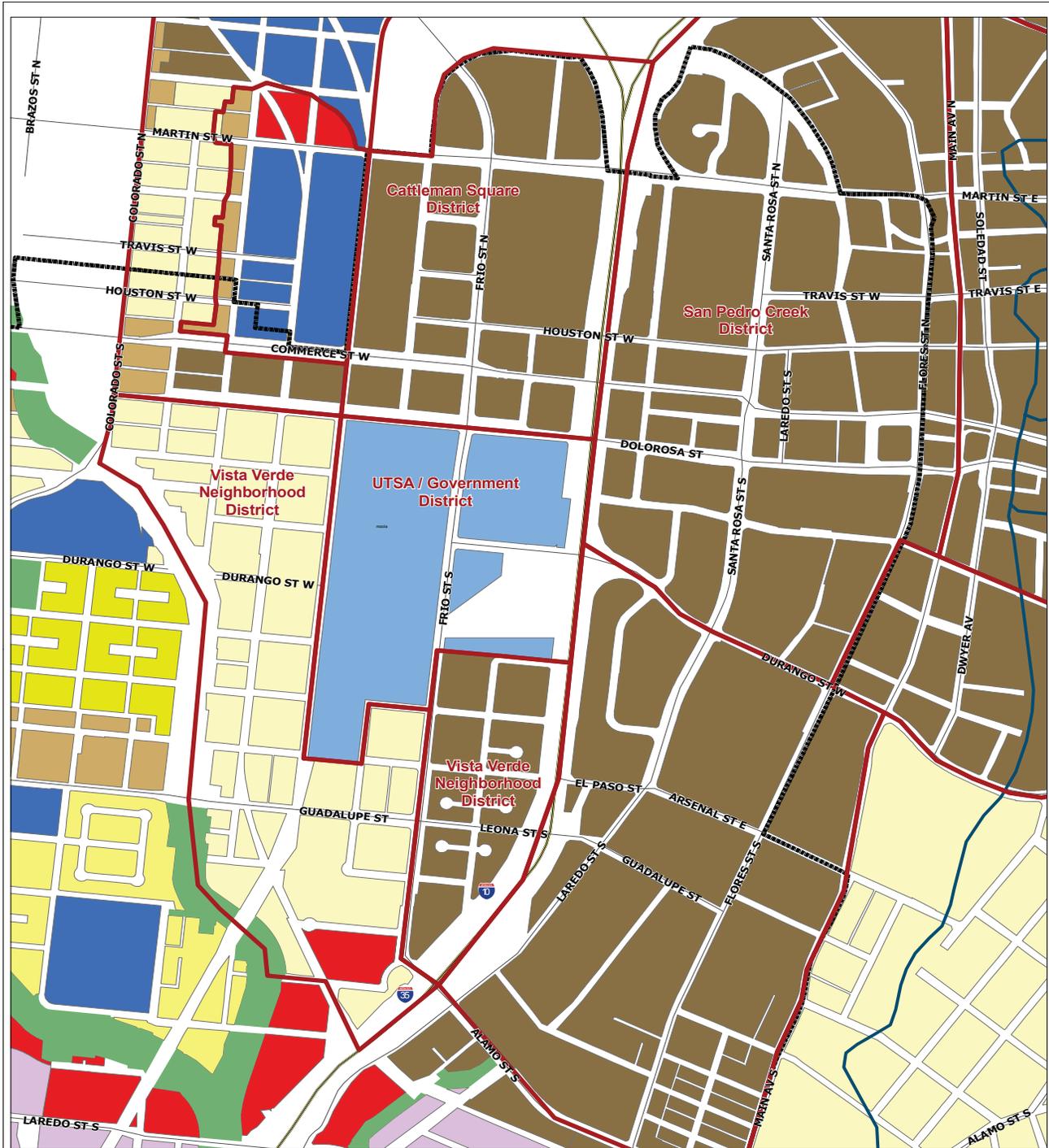
### San Pedro Creek District

Mixed use neighborhood along San Pedro Creek linear park that has active recreational facilities and a historic trail. Development of community, educational, hotel and recreational facilities in areas along IH-35. As an unique concept, to redesign Romana Plaza to rediscover past downtown urban space.

With the exception of the UTSA/ Government District, the future land use designation for each district is Mixed Use. The future land use for the UTSA/ Government District is appropriately classified as Government/Educational.

Phase II of a Downtown West Neighborhood Plan update would include considerations for uses appropriate for Transit Oriented Development, and a potential comprehensive rezoning effort intended to correct existing incompatible zoning classifications.

### Downtown West Neighborhood - Existing Land Use



### Downtown Plan - West Neighborhood Land Use

Downtown_Districts = all other values >	Land Use Low Density Residential	Low Density Mixed Use	Light Industrial
Westside RPA	Medium Density Residential	Mixed Use	Government Institutional
	High Density Residential	Community Commercial	Public Institutional
	Neighborhood Commercial	Regional Commercial	Parks & Open Space
		Business Park	



Area Source: City of San Antonio Geographic GIS, Base Map 911, Base Aerial Dataset  
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## 2.0 Public Stakeholder Plans and Programs

### 2.1 Westside Multimodal Center

Building upon one of the long term visions identified in the 1999 adopted Downtown Neighborhood Plan, VIA Metropolitan Transit, through a feasibility study completed by Parsons in 2007, has identified the former International and Great Northern railroad station building, currently operating as Generations Federal Credit Union, as the recommended location for a Westside Multimodal (WSMMT) Transit Center.

The WSMMT project will be implemented in phases, with Phase I scheduled for operation in 2012. VIA envisions the facility at full build-out will include future high capacity transit options, such as AMTRAK, the Austin-San Antonio commuter rail, bus rapid transit (BRT), inter-city bus service, and taxi services. The near westside station is one of two identified transit stations. The other terminus will be located in the Medical Center which will connect commuters and visitors to downtown along a route on Fredericksburg Road.



#### Transit Oriented Development

The significance of the proposed multimodal development is the potential to catalyze additional investment within the area and establish a critical mass of viable retail, office, residential and shared parking uses. The incoming transit center creates an opportunity to proactively plan for appropriate land uses around the station that create a framework for sustainable economic and social development.

Transit oriented development (TOD) focuses compact, mixed use development around mass transit stops. This type of development pattern allows for a more intense and efficient use of land at increased densities



WSMMT Area at Buildout

Draft Conceptual Rendering - for illustrative purposes only. Image provided by VIA.

for the mutual re-enforcement of public investments and private development. The City of San Antonio has an adopted TOD ordinance in the Development Code, however, amendments to the code are being developed in order to further support the intent of such development.

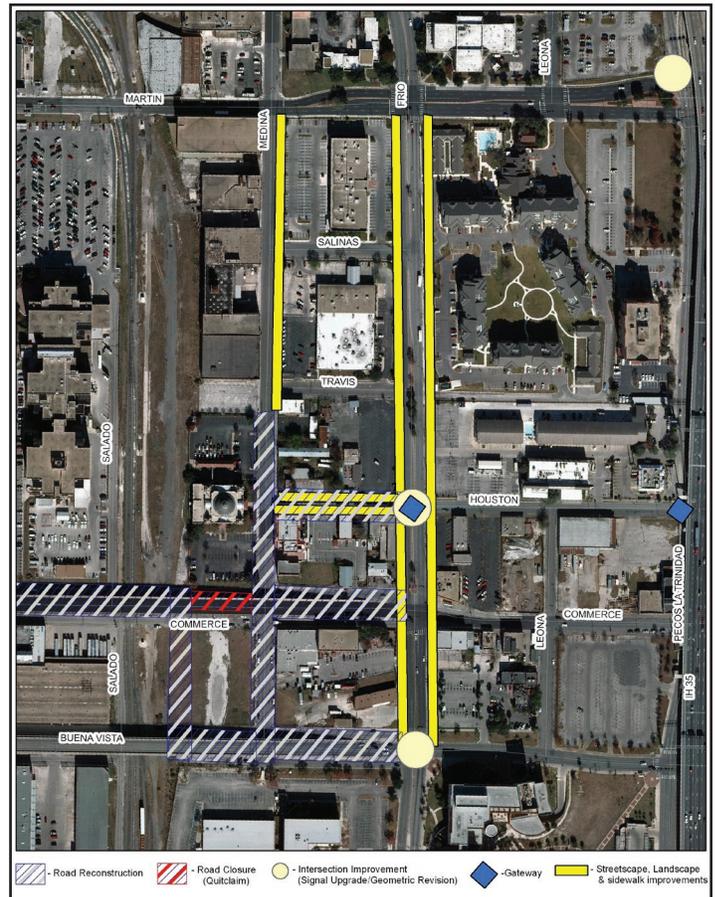
#### Infrastructure

Given the massive undertaking and cost of the WSMMT facilities themselves, comprehensive public infrastructure improvements will have to be funded through multiple sources. The infrastructure along Frio Street plays a role in the comprehensive success of this redevelopment, and VIA has identified intersections geared toward pedestrian improvements, particularly along Frio Street at Buena Vista, Commerce, Houston, and Martin Streets.

The Site Feasibility Study also recommends closing Commerce Street between Medina and Salado Streets (at grade) to vehicular traffic, and adding a street between Buena Vista and Commerce Streets, along the west side of the transit center, adjacent to the railroad track, to accommodate at-grade, east-to-west vehicular movement around the transit center. This allows the opportunity to establish a vibrant pedestrian oriented corridor that moves people from east to west through the transit center and visually removes the physical barriers that exist between the near westside and downtown.

**Summary of Master Plan Recommendations:**

- Infrastructure Improvements - street, sidewalk and intersection improvements that address safe and efficient vehicular flow as well as pedestrian accessibility to and from the site, specifically:
  - » Frio Street intersection improvements at intersections with Buena Vista, Commerce, Houston and Martin Streets;
  - » Pedestrian oriented corridors along Buena Vista, Commerce, Houston and Martin Streets that draw people to and from downtown.
- Property Acquisition - Investigate acquisition of City owned property, possibly site immediately to the east at Buena Vista and Frio Street, to allow for contiguous expansion of the facility's footprint.
- Transit Oriented Development (TOD) - development of compact, mixed-use functions concentrated around the transit facility.

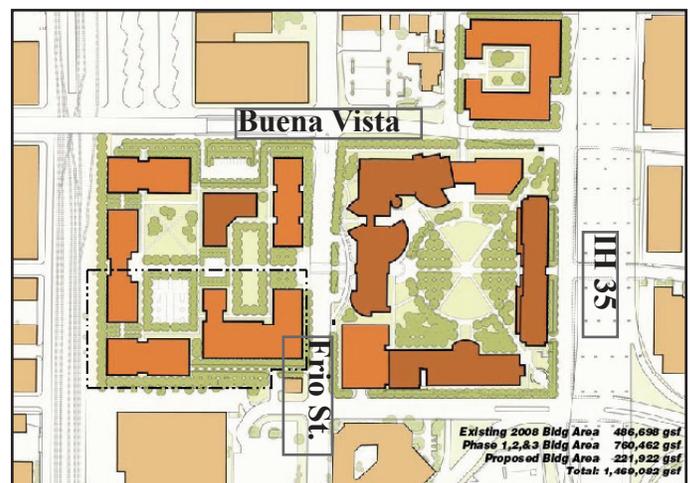


Proposed Infrastructure Improvement Projects as Components of the WSMBTC Development. Map provided by VIA.

**2.2 University of Texas at San Antonio - Downtown Campus Long Range Plan**

In June 2009, UTSA unveiled its Campus Master Plan to the public which contains expansion plans for each of its campuses. Since opening in 1997, the Downtown campus has been a key stakeholder in the northern segment of the Reinvestment Plan area; drawing students and educators to the near westside area, generating employment, and creating a sense of place through architecture and design.

According to UTSA, the campus has grown from 1,900 students in 1997 to 6,000 today and is projected to reach an enrollment of 7,000 by 2016. The Downtown Campus is the home to the colleges of Public Policy and Architecture and the departments of Counseling and Educational Psychology. Four buildings make



UTSA Long Range Master Plan - Downtown Campus Barnes Gromatzky Kosarek Architects, 2009.

up the campus: Frio Street Building; Buena Vista Street Building; Durango Street Building; and Monterey Building.

The long range plan includes proposals to further increase the footprint of the existing central campus site, expand northward at the University's property located at Dolorosa and the IH-35 access road, and develop the entire block to the west across Frio Street. The University currently owns the parcel that houses the College of Architecture, however the site to the south is City owned property and would have to be acquired.

The plan identifies several recommendations to further solidify the institution's presence in the area and add to the overall experience for its students and faculty.



UTSA Downtown Campus at Buildout  
Barnes Gromatzky Kosarek Architects, 2009.

Summary of Master Plan recommendations:

- Frio Street Improvements - retrofit as a boulevard with ample tree coverage and other pedestrian amenities:
  - » Landscaped planting strips separating the sidewalk from the street
  - » Replace left turn lane with raised median
  - » Create a pedestrian connection from the campus to the multi-modal station
- Frio Street Gateway - through the campus where priority is given to the pedestrian and one's arrival to the Downtown Campus is clearly established.
- Property Acquisition - investigate acquisition of the City owned Fleet Services property to allow for contiguous expansion of the campus footprint.
- Student Housing - Develop student housing and/or mixed use developments near the campus.
- Improved Transit Options - between the Downtown campus and the main 1604 campus.

### **2.3 University Health System - Downtown Campus**

In April 2008, Broaddus & Associates completed Volume 2 of the Master Facility Plan for the University Health Center Downtown Campus. The plan contains an analysis of existing constraints, proposals for expansion, and an action plan for implementation. While the plan is focused primarily on development of the internal campus, the Implementation section does identify several proposals for improvements to the public realm, particularly along W. Martin and N. Frio Streets.

As shown in the Site Plan on the following page, the concept emphasizes a system of landscape improvements as well as connectivity between surrounding developments. In particular, the concept illustrates a seamless streetscape connection with the Haven for Hope properties to the west along Perez and Morales Streets. The IH 35/10 barrier to the east is also addressed by incorporating extensive landscape and pedestrian walkways around Columbus Park and San Pedro Creek to establish a pedestrian friendly environment.

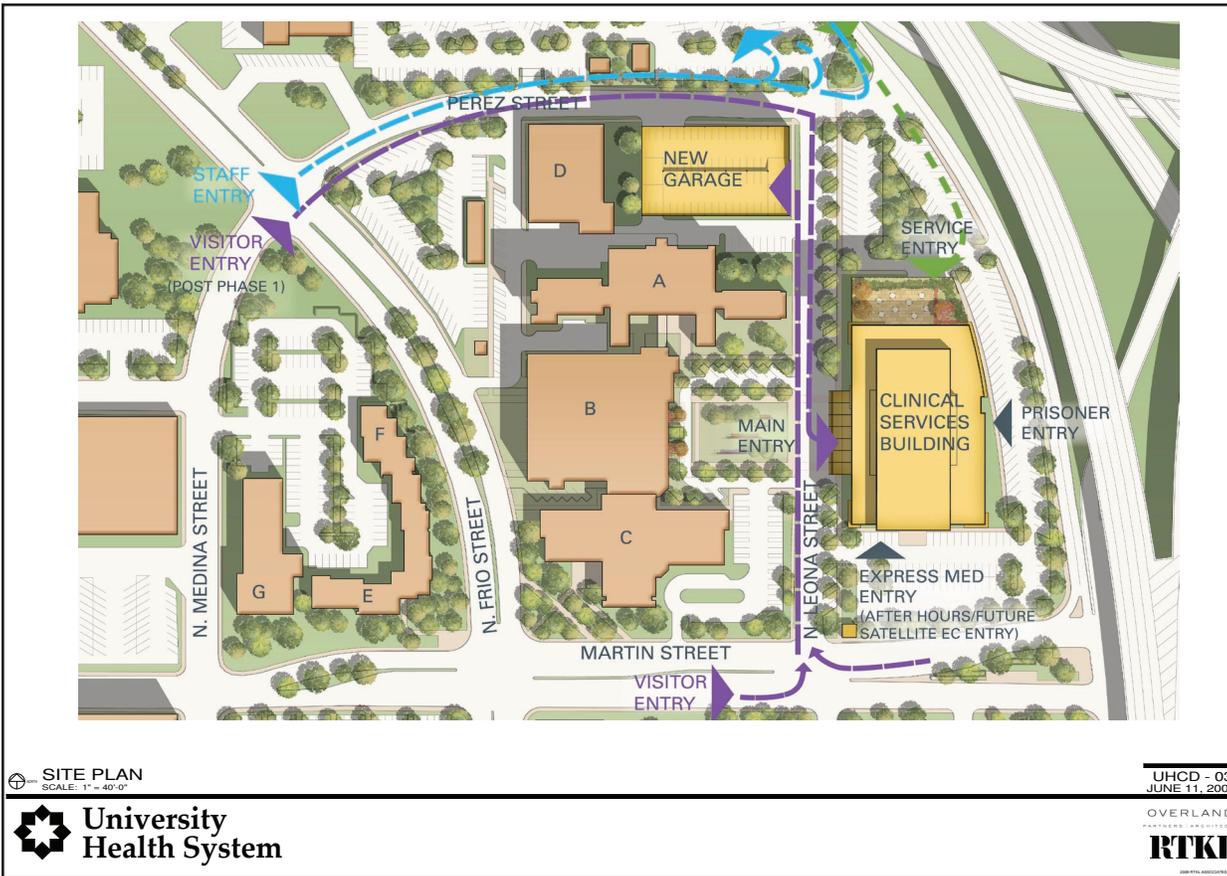


Image Provided by University Health System

**Summary of Master Plan Recommendations:**

- Building Setbacks - significant enough to allow a “green buffer” between the building and the street, particularly along W. Martin and N. Frio Streets
- Plazas, Courtyards, Gathering Areas - W. Martin frontage to allow for outdoor seating and other pedestrian amenities; a plaza at N. Frio Street between Perez and Morales Streets; other small but intentional public green spaces along W. Martin and N. Frio
- Pedestrian Circulation - develop pedestrian oriented walkways in concert with landscape plans to foster an environment that is inviting to visitors and other pedestrians and provides access to destination points within close proximity to the campus

**2.4 Christus Santa Rosa Hospital City Center Campus**

Christus Santa Rosa Hospital is developing a long range expansion plan for its City Center campus located east of IH 35 and south of W. Martin Street between N. San Saba and Santa Rosa Streets. Houston Street and Milam Park frame the southern boundary of the campus. Although in the preliminary stages, expansion of the facility will add to redevelopment efforts underway. The long range plan includes a new children’s services tower and possible parking garage.



Christus Santa Rosa - Conceptual Long Range Plan

Expanded facilities will bring additional employees to the area and increase the need for parking, restaurants and other services.

Christus Santa Rosa is situated in a prime location to benefit from proposed mass transit initiatives. The site is a short 0.3 miles from the Westside Multimodal Site along Houston Street. Coupled with streetscape improvements that clearly define a seamless pedestrian walkway under the expressway, current and new employees at the hospital would have an inviting 5-10 minute walk from the transit station to work.



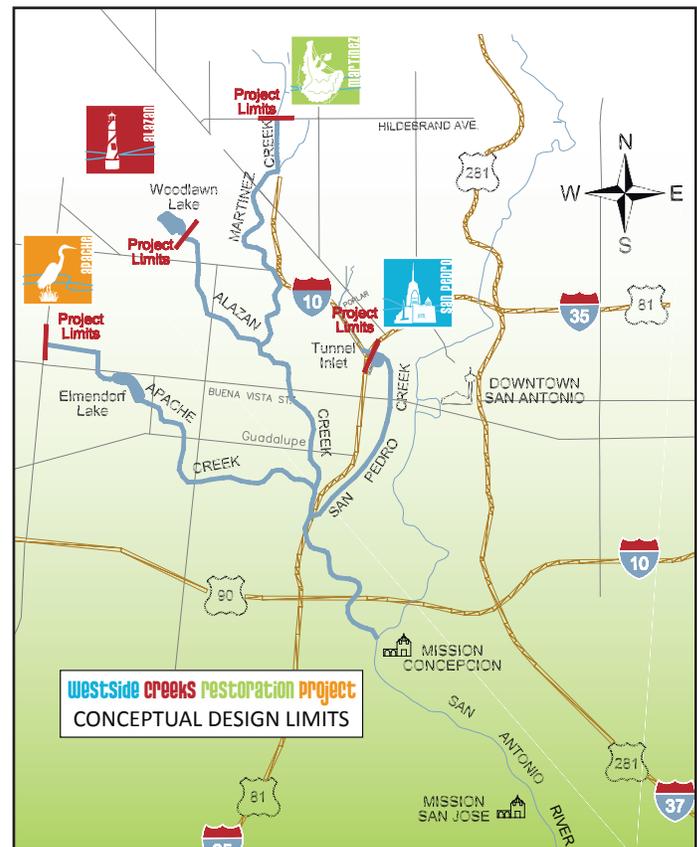
In addition, if multiple transit options are available, typical parking demands should decrease. This is particularly critical in dense, downtown areas where parking is a premium. Shared parking garages between several entities would also be an efficient manner in which to consolidate continued parking needs while providing additional space for employment and tax generating functions.

## 2.5 San Antonio River Authority - Westside Creeks Restoration Project

The Westside Creeks Restoration Project was initiated by the San Antonio River Authority (SARA) in 2008 and includes Alazán, Apache, Martínez, and San Pedro Creeks. According to SARA, the mission of the project is to develop concepts for restoring the environmental condition of the creeks; maintain current flood control; and provide opportunities for people to enjoy these urban creeks.

SARA has hosted numerous public meetings to engage residents in the planning process. The project is still in the conceptual design phase with an anticipated completion in spring 2010. SARA envisions that proposed improvements will draw people to these urban creeks to enjoy a variety of recreational and leisurely activities. Once enhanced, the Westside Creeks will be valuable amenities to westside businesses and residents.

Although still in design phase, implementation options have been proposed, one being to identify nodes from which to begin improvements. The node identified in Segment A is at Commerce Street and the Creek. Improving the creek around Commerce Street would not only establish an amenity for surrounding new and existing development, it would add to the pedestrian experience if coordinated with any street and streetscape improvements along Commerce Street.

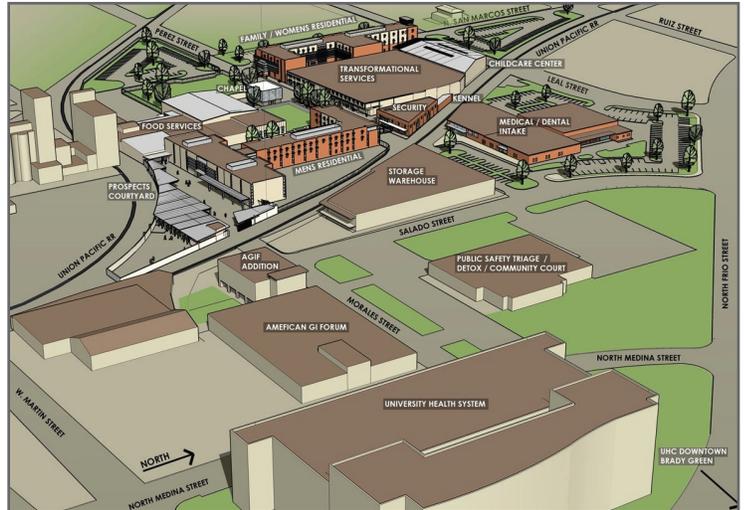


Map of the Westside Creek Restoration Project Limits, SARA, 2009

## 2.6 Haven for Hope

The Haven for Hope 501(c)3 was established in 2006 to comprehensively address homelessness in Bexar County. According to Haven for Hope, the facilities are designed to address the root causes of homelessness and provide a wide range of services and partner agencies within one campus. At buildout, the campus will encompass approximately 37-acres of land situated just west of IH-10 near the intersection North Frio and West Martin Streets.

Although the campus is just outside of the Reinvestment Plan area, its functions directly impact redevelopment within plan boundaries. First, the new campus construction adds to redevelopment efforts on the near westside by adaptively reusing previously vacant warehouses. Second, the Haven



Haven for Hope conceptual site plan

Provided by City of San Antonio Department of Community Initiatives

for Hope site plan, particularly items related to connectivity and infrastructure improvements, was designed to complement plans for its neighbor to the east; University Health System (UHS) Downtown Campus. Both Haven for Hope and UHS show infrastructure improvements along N. Frio and W. Martin Streets and conceptual designs to link the campuses to one another. Finally, Haven for Hope staff expect that services provided at the campus will mitigate, if not completely remedy the existing conditions under the Commerce Street Bridge, where many of the homeless of San Antonio congregate each day to await the opening of the SAMMinistries emergency shelter on Commerce.

## 2.7 San Antonio Metropolitan Health District

In May 2009, the San Antonio Metropolitan Health District (Metro Health) submitted a proposal for the Healthy Kids, Healthy Communities program of the Robert Wood Johnson Foundation. Metro Health, in a collaborative effort, proposes to increase opportunities for physical activity and access to healthy food options for children and families through community-level policy, environmental, and systems changes in Bexar County, Texas. The target area for the initiative is the City's near westside, which includes Segments A, B and C of the Reinvestment Plan area. Metro Health has four major goals for the initiative:

1. Conduct community assessment and evaluation.
2. Implement activities to develop partnerships, build capacity, and conduct collaborative planning.
3. Implement policy and environmental change interventions that support Active Living.
4. Implement policy and environmental change interventions that support Healthy Eating.

### Complete Streets

Goal 3 in particular, falls in line with other proposals within the area by emphasizing the need for improved, complete infrastructure to address the social well-being of the community. Two interventions are proposed to support Goal 3, Active Living: 1) Expand shared use of schools and other public facilities in the target area for after-hours use for physical activity; and 2) Implement the Complete Streets concept in the target area for new development and redevelopment projects.

The first intervention, shared use of schools and other public facilities in the area for after-hours use, is also a goal in the Guadalupe Westside Community Plan. The second intervention, implement the Complete Streets concept could be accomplished as part of the proposed street and creekway improvements by other stakeholders in the area.

Metro Health has established Benchmarks for the Complete Streets initiative:

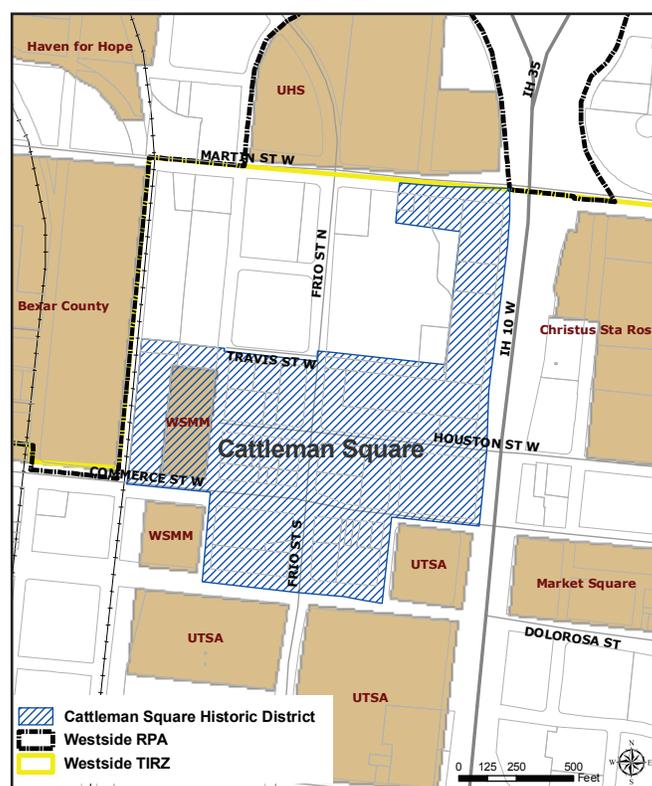
- a) Convene a work group of the partnership to include representatives from the City of San Antonio Department of Planning & Development Services, Community Development Advisory Committee and Westside Development Corporation.  
Timeline: May 2010; Responsible Lead: Metro Health-Project Coord.
- b) Work group develops a plan for implementation of complete streets concept projects in target area.  
Timeline: August 2010; Responsible Lead: COSA Planning & Development Services
- c) Complete streets development projects will begin implementation in the target area.  
Timeline: December 2010; Responsible Lead: COSA Planning & Development Services

The Metropolitan Planning Organization, CoSA Planning & Development Services Department, and the Community Development Advisory Committee (CDAC) all endorse the Complete Streets model. However, Metro Health acknowledges that there is often a gap between endorsement of a concept and its actualization. The gap could be minimized by linking the Healthy Kids, Healthy Communities initiative with other projects in the area to 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.

## 2.8 Historic Preservation and Economic Development

Cattleman Square, designated a Historic District by City Council in 1985, is located at the core of Segment A. There are several distinct buildings within the Cattleman Square Historic District as well as scattered throughout the immediate area, many of them vacant and ripe for redevelopment. Two historic structures have been rehabilitated in recent years and are vibrant contributing businesses; the former Great Northern Depot which currently houses Generations Federal Credit Union and the former IG&N Hotel located on Medina which is the AVANCE national headquarters.

Historic Districts and buildings help create a sense of place and identity within a community and can be key components of an economic development strategy. The adaptive reuse of historic structures is a sustainable manner in which to revitalize a neighborhood. Generations Federal Credit Union and the Avance Headquarters are examples of the benefits. Several historic buildings currently lie vacant within the area. Targeting the adaptive reuse or rehabilitation of those buildings would further preservation efforts and establish a critical mass of viable and sustainable buildings and functions.



Map of the Cattleman Square Historic District

## **Incentives**

Local and federal tax incentives are available to assist property owners with rehabilitation. The city tax credit is available for commercial or residential “substantial rehabilitation” of individual landmarks or properties within historic districts. The federal tax credits are administered through the Texas Historical Commission and the National Park Service.

In addition to tax credits, the City Office of Historic Preservation administers a service to the community through the design review component of the Historic Design and Review Committee (HDRC) for properties within historic districts, the River Improvement Overlay (RIO), and city-owned property. Before formally submitting an application to the HDRC, citizens can meet with members of the HDRC for preliminary design review and recommendations prior to investing heavily in a project.

In addition to Historic Districts, individual structures may be landmarked or identified as historically or culturally significant. The City Master Plan identifies as a goal, the completion of a comprehensive historic structure survey for the area covering the original city limit of 1856. In 2002, staff from the Office of Historic Preservation began conducting the survey and documenting the built environment. The Office of Historic Preservation mapped the survey of the area around Cattleman Square and south the Frio/S. Alamo intersection. Four classifications for historic or historically significant buildings exist in Segment A: Landmarks, High Integrity, Medium Integrity and Low Integrity and are described below.

### **Landmarks**

Historic Exceptional Landmarks are those considered most unique in terms of historic, cultural, archaeological significance. Demolition would mean an irreplaceable loss to the quality and character of the city. There are currently over 1300 designated landmarks in the city. Landmark designation does not affect the use of a property. Land use is regulated by Zoning. Designation does, however, affect the aesthetics of any exterior changes made to landmarks or properties within local historic districts.

### **High Integrity**

Buildings, objects, sites, appurtenances or structures which retain their original design, material, and architectural character defining features. These resources are eligible for local landmark designation, but have not gone through the ordinance designation process. Loss of these resources would constitute serious loss to the quality and character of San Antonio.

### **Medium Integrity**

Buildings, structures or appurtenances which retain most of their original design, material and architectural character defining features. Loss of the features can easily be replaced or rehabilitated to restore the resources back to its original style. Loss of these resources would constitute a loss to the quality and character of the surrounding neighborhood and understanding of the built environment.

Retention of historic buildings, designated and with architectural integrity, is critical to the establishment of an area’s sense of place and stimulating neighborhood revitalization. Rehabilitated historic structures can create an interesting and unique pedestrian experience that adds value, both economic and social, to the built environment.



### 3.0 Segment A Priority Actions

#### Street and Streetscape Improvements

- » Frio Street and Streetscape Improvements:
  - Streetscape improvements in favor of the pedestrian
- » Frio Street Design Charrette
  - Design Charrette: create a graphical, common vision for the future design and development pattern along the corridor; develop design guidelines and specific strategies for implementation; target nodes at which to focus street improvements and increased connectivity
- » Connect near Westside to/from Downtown by mitigating physical and psychological barriers
  - Pedestrian streetscape that flows seamlessly from the near Westside, under the Interstate, through to Downtown
  - Focus areas: Buena Vista, Houston, Commerce, Martin Streets; minimum: Frio to Santa Rosa
- » Gateways: Focus Frio Street Corridor targeting a sense of place and unifying distinct entities en route: Gateway at Frio and Guadalupe Bridge; Gateway at Frio and Commerce, Buena Vista or Houston (UTSA campus and WSMM); Gateway at Frio and Martin (UHS and Haven for Hope)
- » Improve connectivity and re-establish street and block grid where development occurs, particularly between San Fernando Street to the south and Buena Vista to the north
- » Develop shared parking plans to meet the needs of multiple stakeholders and uses

#### Land Use Updates and Rezoning

- » Update Phase II of the Downtown Neighborhood Plan, West Neighborhood land use plan to establish the foundation for mixed use, compact, urban development
- » Designate “Neighborhood Infill Zones” that both preserve the remaining residential neighborhoods and identify areas to target the adaptive reuse of vacant warehouses for purely residential or mixed uses and vacant parcels for mixed use infill
- » Comprehensively rezone areas in need to correct incompatible zoning classifications and establish a foundation for mixed use, transit oriented development; consider a Form Based Zoning District for the area around the Westside Multimodal Station

#### Creekway Improvements

- » Participate in the San Antonio River Authority, Westside Creeks Restoration Project
  - Currently in design phase; final concepts expected spring of 2010
- » Prioritize nodes at which to begin implementation - Alazan/Guadalupe St.; Alazan/Commerce

#### Transit Oriented Design and Development

- » Strengthen and amend the City Transit Oriented Development (TOD) Ordinance to incorporate standards that target sustainable, well designed, compact, mixed use, urban developments

#### Historic Rehabilitation/Renovation Strategy for structures in and around Cattleman Square

- » Adopt an adaptive reuse ordinance that incorporates financial and construction incentives to address sustainable inner city revitalization
- » Verify and Update Historic Landmark and Integrity maps as a tool to identify specific areas and strategies for preservation

#### Capacity

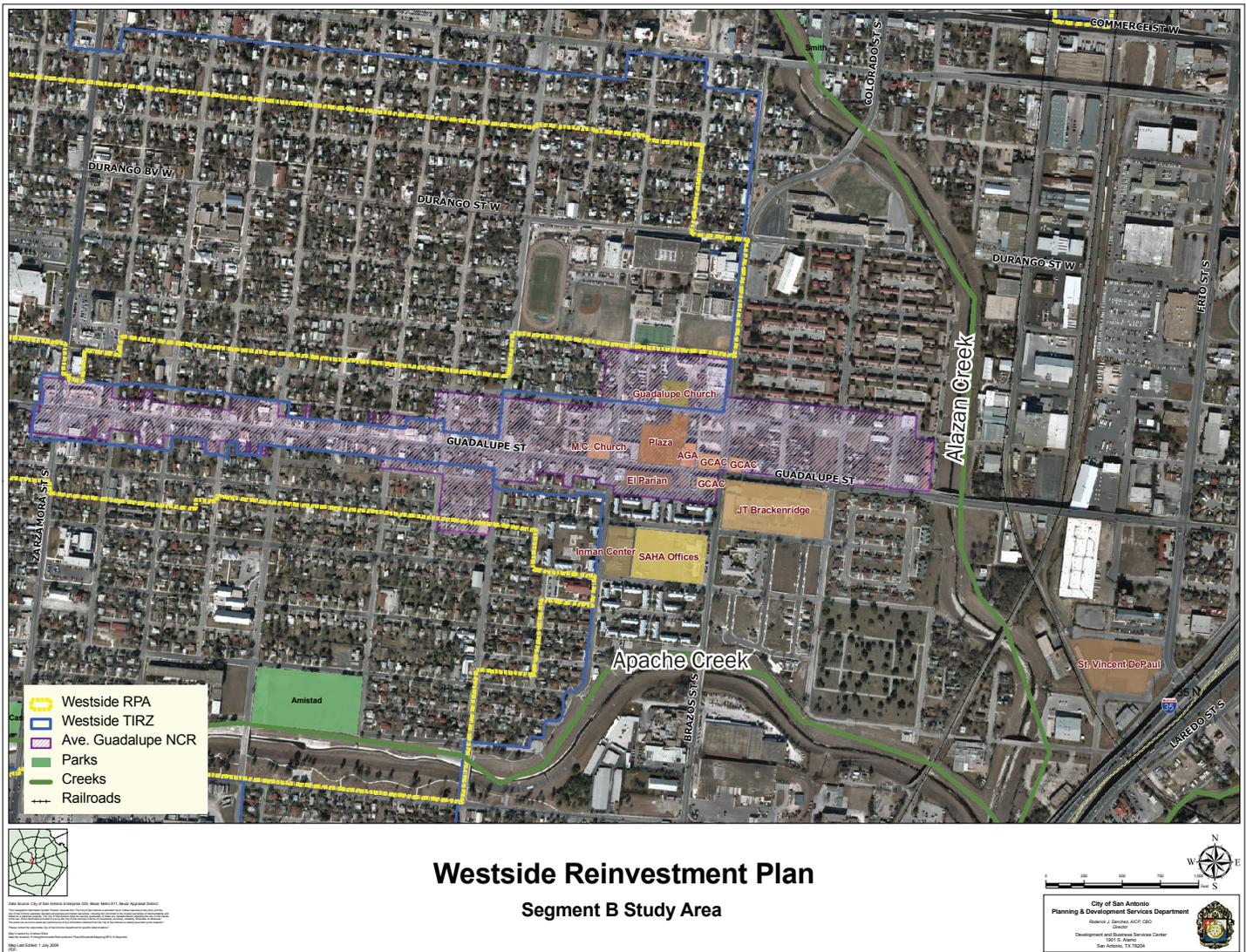
- Coordinate with existing Neighborhood Associations to implement plan action items
- Formalize commitments from community based stakeholders to work with COSA Reinvestment Team toward implementation

## SEGMENT B

### Overview

Segment B is an area rich in culture, arts and history. It is home to several of the City’s prominent cultural assets: Guadalupe Theatre; Guadalupe Cultural Arts Center; Plaza Guadalupe; and public art murals. Many of these assets are clustered at the intersection of Avenida Guadalupe and Brazos Streets. Avenida Guadalupe, “The Avenida”, is the central east/west arterial that traverses this segment of the Reinvestment Plan area, and Brazos runs north/south. The Avenida also intersects with the north/south arterials of Zarzamora to the west and Frio Street to the east.

### Map V: Segment B Study Area



This area has been the subject of numerous studies and master planning efforts over the past few decades. A list of some of those plans can be found in the Appendix. Some of the most recent planning efforts include the Guadalupe Westside Community Plan, adopted by City Council on May 3, 2007; the Avenida Guadalupe Corridor Strategic Revitalization Plan, adopted as part of the Community Plan in May 2007; and the designation of a Neighborhood Commercial Revitalization corridor along Guadalupe Street. In addition, two of the area’s key stakeholders; Avenida Guadalupe Association and Guadalupe Cultural Arts are undergoing master planning efforts to enhance upon and expand their facilities. In the section to follow, these planning efforts are described in further detail.

## 1.0 Community Plan Goals

### 1.1 Guadalupe Westside Community Plan

The Community Plan includes a comprehensive set of goals, objectives and action steps related to infrastructure, housing, economic development, community facilities, and land use. To follow is a summary of goals relevant to this segment of the Reinvestment Plan.

#### Infrastructure

- Retrofit Avenida Guadalupe to that of a pedestrian oriented corridor to include: strategically placed plazas and courtyards; public art; street furniture; wide sidewalks; well defined crosswalks; pavers, streetlights; and landscaping.
- Install or enhance traffic management devices at intersections and around schools to improve pedestrian, bicyclist, and motorist safety at these locations.
- Install new VIA bus stops and/ or shelters

#### Economic Development

- Target development on vacant commercial parcels. Look into opportunities for vacant and underutilized land assembly to “package” and market the land to developers.
- Evaluate pedestrian and auto access within and to/from outside the planning area.
- Work to promote infusion of cultural history in economic revitalization strategies.

#### Land Use and Design Standards

- Develop a mix of uses which promote compatibility through design guidelines and encourage pedestrian activity on the street.
- Address “substandard” lots that currently may be precluded from possible development by applying appropriate zoning and development standards.

#### Creekways

- Plan and develop a system of landscaped linear parks, hike and bike trails, and greenways using vacant land, rights-of-way, and drainage areas to link all parks.

#### Housing

- Develop a variety of housing types including retirement housing, assisted living, quality affordable single-family, small apartment complexes (6 to 20 units), and housing in mixed-use buildings.
- Identify and rehabilitate dilapidated historic and culturally significant housing stock.
- Promote neighborhood appropriate infill housing developments on abandoned or vacant lots.

#### Community Facilities

- Investigate the possibility of sharing the use of area athletic fields, plazas and other open space.
- Investigate the feasibility an area one-stop multigenerational and multifunctional community center.

### 1.2 Avenida Guadalupe Corridor Strategic Revitalization Plan

In addition to the Community Plan, an Avenida Guadalupe Corridor Strategic Revitalization Plan was prepared. The community was invited to a series of public charrettes/workshops to establish a common vision for the corridor, a development framework, and design guidelines. The action plan that resulted from the charette includes nine items:

Infrastructure: Establish baseline capacity available and relationship to proposed increased density; consult outside experts as needed; explore various forms of funding mechanisms to pay for improvements; and create ways to make the corridor more pedestrian friendly.

Community Action Committee (CAC): Request that the Westside Development Corporation (WDC) create a CAC to provide oversight and guidance for the City’s planning and investments in the area.

**Zoning Ordinance Amendments:** Create an urban design ordinance that provides for compatible infill development and redevelopment opportunities; consider an area-wide rezoning for the corridor.

**New and Infill Development:** Designate segments or block(s) of the corridor to concentrate rehabilitation and redevelopment efforts to provide a highly visible change; partner with the development community to design a short-term, smaller scale, revitalization plan to provide an example of successful redevelopment along the corridor that sparks enthusiasm for future investment.

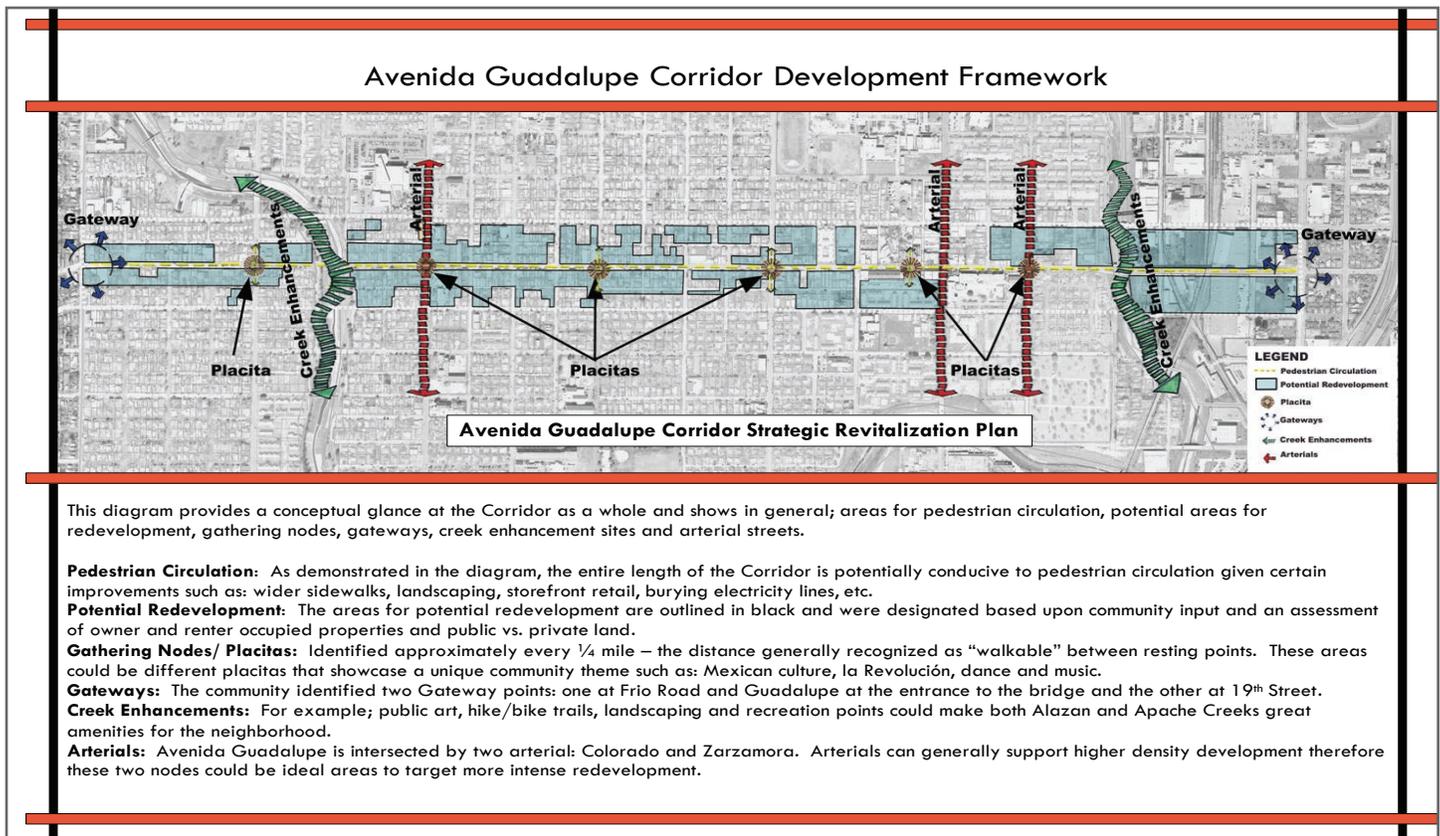
**Market Plan:** Utilize the Neighborhood Commercial Revitalization (NCR) market study and other studies to create a market strategy to stimulate private investment and attract viable businesses to the corridor.

**Parks and Civic Spaces:** Prioritize and seek funding for needed park improvements, including potential recreational areas along Alazan Creek. Also explore options for public/private partnerships to install trees, vegetation and lighting options that enhance the aesthetics of corridor.

**Housing:** Approach UTSA to discuss student housing opportunities in the area partnering with potential developers; also seek partnerships with affordable housing entities and market-rate developers willing to collaborate on mixed-use and mixed-income endeavors.

**Code Compliance and Public Safety:** Focus on a comprehensive program that addresses public safety, code compliance, and vandalism in order to change the negative perception of the neighborhood.

**Historic Structure Analysis:** Further refine the evaluation of historic structures along the corridor.



Conceptual Development Framework as adopted in the Corridor Strategic Revitalization Plan

## 2.0 Public Stakeholder Plans and Programs

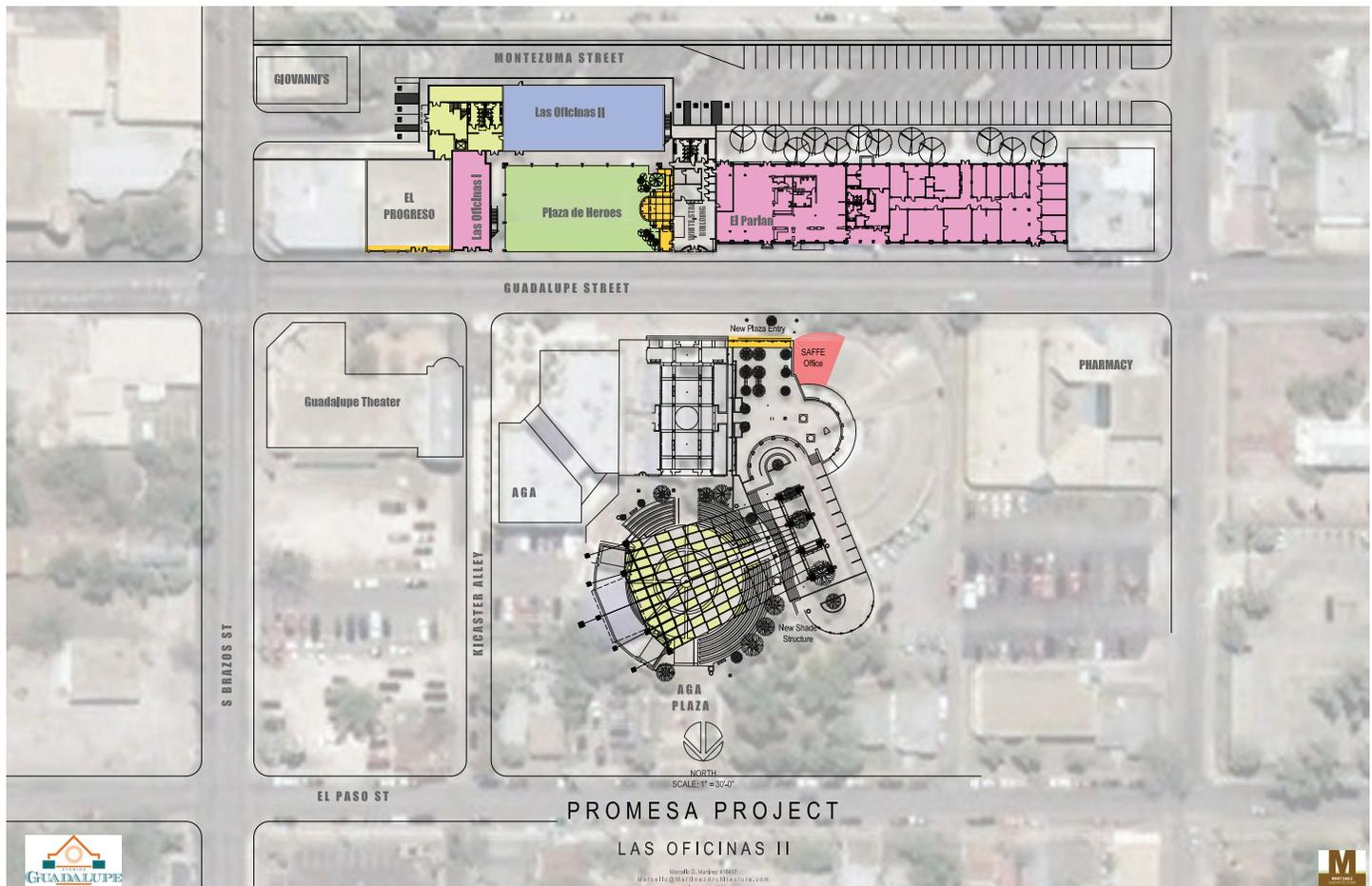
### 2.1 Neighborhood Commercial Revitalization Program

In 2006, Avenida Guadalupe, from Alazan Creek to Zarzamora Street, became part of the City's Neighborhood Commercial Revitalization (NCR) program. This program is designed to preserve, protect, and revitalize neighborhood commercial districts by attracting consumers, private sector investment and employment opportunities to targeted corridor areas. Businesses within NCR areas are eligible for certain incentives including: Operation Facelift façade improvement grants; the Brownfields Redevelopment Program; Empowerment Zone Tax Credits; and HUB Zone certification. The program manager for the Avenida Guadalupe NCR program is located on site at the Avenida Guadalupe Neighborhood Association.

### 2.2 Avenida Guadalupe Association - Promesa Project

Using the Avenida Guadalupe Strategic Revitalization Plan as a guide, the Avenida Guadalupe Neighborhood Association (AGA) is currently undergoing a more detailed master planning process. The Promesa Project is comprised of proposals for new construction and existing structure facade improvements. Phase I includes the construction of a performing arts stage off the east wall of the Guadalupe Street coffee shop, facade improvements to El Progreso Hall, and the installation of a shade structure over the historic Plaza Guadalupe. The new stage will anchor the east end of the existing green space and begin the transition of the currently underutilized space into a formal "Plaza de Heroes".

Phase II will include the construction of a new two to three story, class A grade, professional office space, to be developed on land currently owned by the AGA through public and private partnerships. The development



Draft Concept Plan provided by Avenida Guadalupe Assoc. August 2009.

will diversify employment opportunities and create local jobs, an estimated 42, along the corridor as well as provide a revenue source to AGA, providing the non-profit with greater self-sufficiency. Plans for Phase III propose additional office space and a parking garage that incorporates a mix of uses on the ground floor.

### **2.3 Guadalupe Cultural Arts Center**

The Guadalupe Cultural Arts Center, with existing facilities at three of the four corners at the Guadalupe Street and Brazos intersection, envisions the development of a Guadalupe *Culture Corridor* to serve as a westside art zone. This Corridor will celebrate the past, present, and future cultural achievements of the Chicano/Latino peoples. Spaces will be offered for contemporary artists to gather, discuss and present their work in a variety of settings. There will also be opportunities to present and convey the vast history of cultural activity and illustrate how the arts and culture of the Westside have stimulated the entire present day face of San Antonio. It will include music, dance, theater, visual arts, media, literature, culinary arts, and other folk art traditions.



The Guadalupe Cultural Arts Center plans to connect and expand its existing properties through new innovative growth and the stimulation of creative entrepreneurship of its community. This will be accomplished through the expansion of existing sites as well as the addition of new venues.

The proposal includes a historical exhibition space that focuses on the arts and culture of the Westside, a new contemporary exhibition space that emphasizes contemporary practice, a large education program that assists neighboring schools with their curriculum goals, the expansion of the existing theater to house larger audiences, additional classroom spaces for promising neighborhood artists, a new culinary arts center that focuses on the diverse food of the westside and youth/adult job training, artistic retail spaces, and places for partnerships with other non-profit cultural organizations.

### **3.0 Segment B Priority Actions**

At a public meeting on July 15, 2009 held in partnership with the Avenida Guadalupe Association, the community prioritized seven goals in the following manner:

#### **Corridor Street and Streetscape Improvements**

- To include: wider sidewalks; pedestrian walkways; wayfinding (pedestrian signage); street furniture (benches, bus shelters); street pavers; pedestrian scale lighting; landscaping; burying utility lines

#### **Creekway Improvements**

- Prioritize and seek funding for needed park improvements along Alazan and Apache Creeks to include: enhanced recreational areas, particularly at the parks adjacent to the creeks; hike and bike trails; landscaping; lighting; seating areas; and flood control

#### **Public Art**

- Enhance the Avenida Guadalupe corridor and creekways and provide information about the area's history and culture through: statues; plaques; street furniture; lighting; and historical photo exhibits of the Westside

#### **Avenida Guadalupe Corridor Rezoning**

- Establish the foundation for compatible infill development and redevelopment
- Base rezoning to promote smaller scale neighborhood serving uses and design overlay to preserve area character.

#### **Design Standards**

- To ensure that new developments maintain neighborhood character and integrity by creating standards that may address: fences; signage; roof pitch; building materials; windows and openings; awnings and other shading devices
- Emphasize neighborhood preservation and character
- Possible options: Neighborhood Conservation District; Arts and Entertainment District; Historic District

#### **Gateway at Frio and Guadalupe Bridge**

- Gateway District from Frio Street and Avenida Guadalupe Bridge to Colorado St.
- Bold design to create a sense of arrival to the area
- Utilize columns/public art to express historical/cultural character
- Emphasize entrances to corridor or prominent corners

#### **Frio Street Design Charrette**

- Create a graphical, common vision for the future look and development style along a corridor;
- Build stronger partnerships with City Departments, Public Agencies, Non-Profits, Residents, and Private Investors that will help pave the way for future commercial and residential investment;
- Develop design guidelines and specific strategies for implementation.

#### **Capacity**

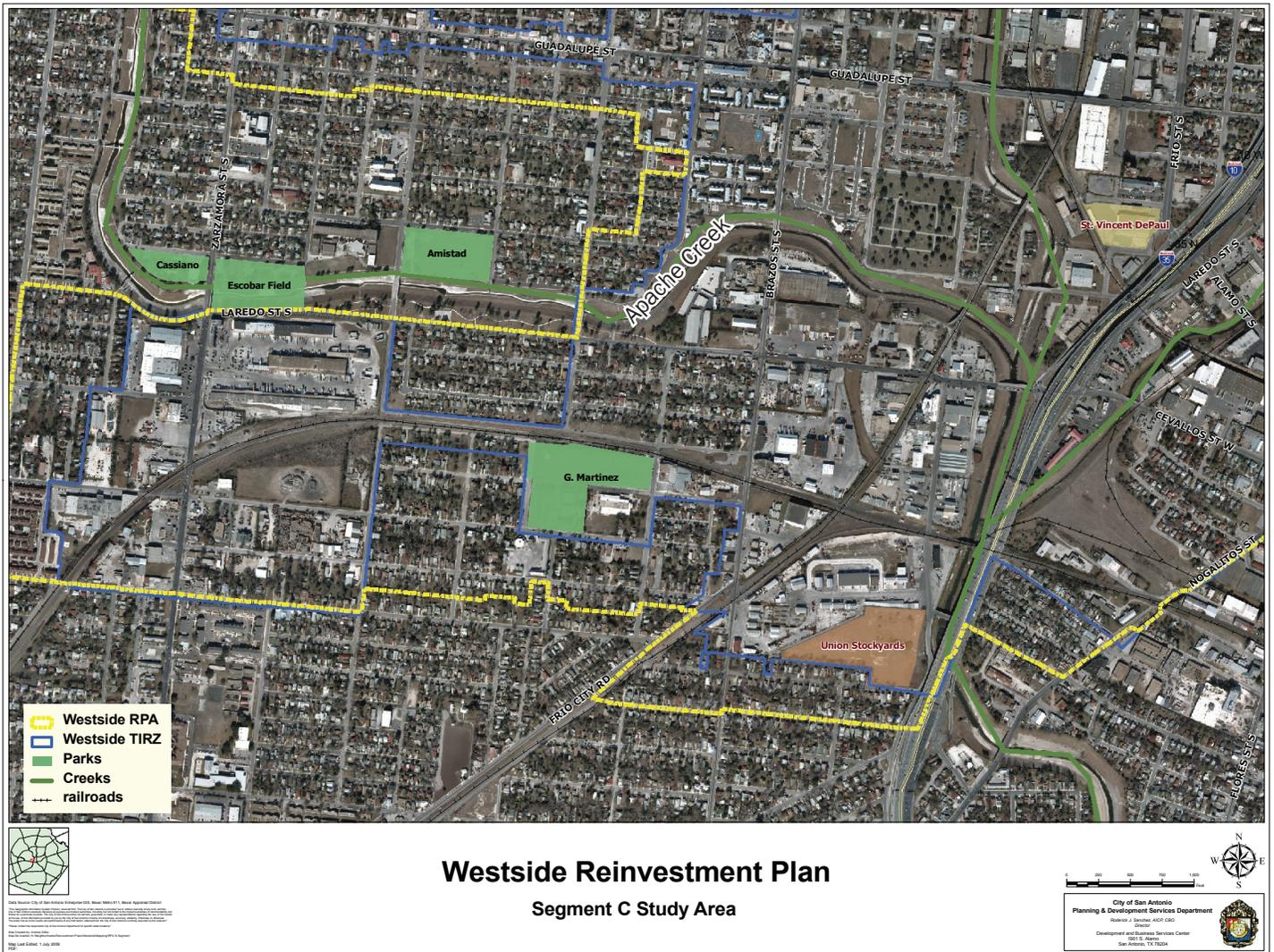
- Coordinate with existing Neighborhood Associations to implement plan action items
- Formalize commitments from community based stakeholders to work with COSA Reinvestment Team toward implementation

## SEGMENT C

### Overview

Segment C includes Apache Creek to the north, Guadalupe Lumber and the San Antonio Produce Terminal to the west, the Union Stockyards to southeast and IH-10 to the east. Zarzamora Street to the west and Frio City Road to the south and east are both major thoroughfares that anchor the area. The majority of this segment falls within the Guadalupe Westside Community Plan, however, the Union Stockyard area east of Frio City Road is part of the Nogalitos/S. Zarzamora Community Plan. Both Community Plans include goals specific to this segment.

### Map VI: Segment C Study Area



## 1.0 Community Plan Goals

### 1.1 Guadalupe Westside Community Plan

The critical issues targeted in the Community Plan for this segment are the creeks and parks and the need for improvements to both. The Apache Creek is the northern limit for almost the entirety of Segment C. In many areas, the creek bank is expansive and provides great opportunity for hike and bike trails as well as active recreational areas. Three parks are situated adjacent to the Creek: Cassiano; Escobar Field; and Amistad, and Patrolman G. Martinez Park is centrally located within the Segment. Currently, the parks are

in need of improvements and additional community amenities. These needs have been outlined in the plan as follows:

- Plan and develop a system of landscaped linear parks, hike and bike trails, and greenways using vacant land, rights-of-way, and drainage areas to link all parks.
- Explore options for pedestrian bridges over Apache Creek
- Enhance park amenities at Escobar Field



Apache Creek

### 1.2 Nogalitos/S. Zaramora Community Plan

The Nogalitos/S.Zaramora Community Plan addresses the Union Stockyards area, which for years has been targeted for redevelopment. The Community Plan includes the following goals for the stockyards area:

#### Economic Development / Housing

- Work with SAHA to develop the vacant land portion of the old stockyards as a mixed-use “Shop-yards” similar to the Quarry Market and the West End in Dallas.



SAHA Development at Union Stockyards

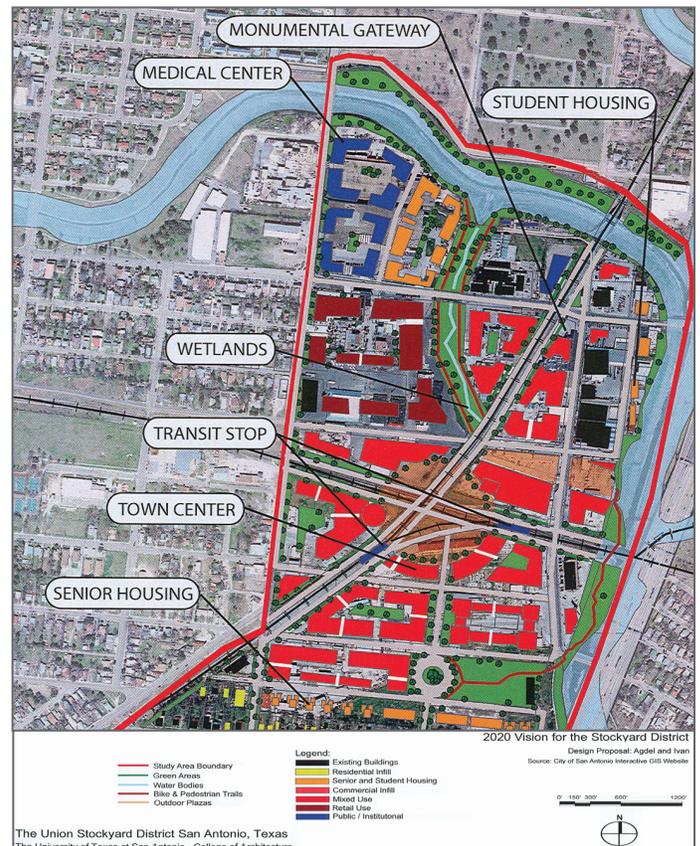
#### Infrastructure

- Identify locations with specific drainage problems where new infrastructure or drainage channel repair is needed (One outfall is San Pedro Creek near the stockyards).

## 2.0 Public Stakeholder Plans and Programs

### 2.1 SAHA / Union Stockyards

Currently, the San Antonio Housing Authority (SAHA) is constructing affordable multi-family units at the Union Stockyards site. The plan had originally called for a mixed use development to include retail and residential uses, however, given the struggling economy, the retail was removed from the project. If additional property were to come available in the future, adding a commercial component to the SAHA development itself or at another adjacent site would be ideal.



One of three Vision concepts developed as part of the 2006 APA Community Planning Workshop.

### 3.0 Segment C Priority Actions

#### Infrastructure

- Identify locations with specific drainage problems where new infrastructure or drainage channel repair is needed
  - » one outfall is San Pedro Creek near the stockyards (as identified in the Nogalitos/S. Zarzamora Community Plan)

#### Creekways and Green Spaces

- Plan and develop a system of landscaped linear parks, hike and bike trails, and greenways using vacant land, rights-of-way, and drainage areas to link all parks
- Prioritize nodes at which to begin the implementation of the Westside Creek Restoration Project
  - » Alazan Creek/Guadalupe St.
  - » Alazan Creek/Commerce
  - » Apache Creek/Laredo
  - » Apache Creek/Zarzamora
- Integrate creek improvements into the enhancement of existing creek-side parks to include:
  - » Improved recreational areas; hike and bike trails; landscaping; lighting; seating areas; and flood control
  - » Parks: Amistad, Cassiano, Escobar

#### Housing and Economic Development

- Target the Union Stockyards for Mixed Use Redevelopment
- Target the Zarzamora/S. Laredo/Salttillo/Merida area, anchored by the Produce Terminal and Guadalupe Lumber, as a prominent commercial node
  - » The land uses around the Produce Terminal and Guadalupe Lumber are designated predominantly light industrial, community commercial and high density mixed use in the Guadalupe Westside Future Land Use Plan, setting the foundation for a greater mix of higher density uses

#### Capacity

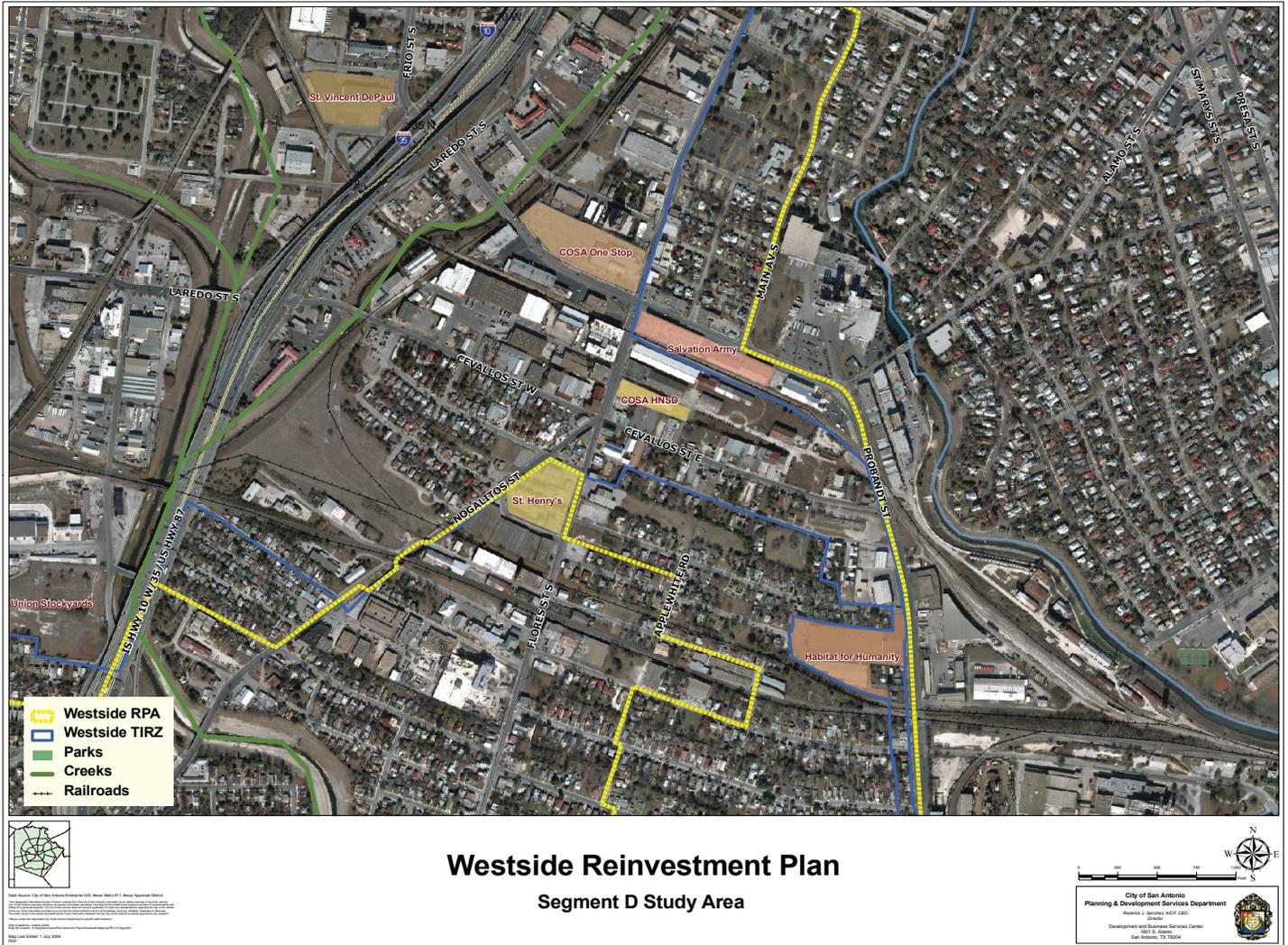
- Coordinate with existing Neighborhood Associations to implement plan action items
- Build capacity in areas with limited representation
  - » Work within the existing Neighborhood Associations
  - » Establish a Community Development Corporation (CDC) or other community based entity to coordinate with City Departments, the TIRZ Board, and private entities

# SEGMENT D

## Overview

The core of Segment D is the S. Flores, Cevallos, Nogalitos intersection. In the past few years, S. Flores has been transitioning from a traditionally industrial corridor to a mixed use neighborhood. Several previously vacant warehouses have been converted to high end urban lofts including the Judson Candy Factory Lofts, South End Lofts, and the Steelhouse Lofts. The City has also opened offices in the area: Planning and Development Services and Housing and Neighborhood Services, between which hundreds of jobs have been brought to the area.

## Map VII: Segment D Study Area



The South San Antonio River is just east of Probandt Street, beyond the Blue Star Arts Complex. The Mission Reach improvements begin at South Alamo and the segment from South Alamo to the Lone Star Brewery is identified by SARA as the Eagleland Segment which includes the design and improvements to Alamo Street Bridge, picnic areas, bridge enhancements and River overlooks.

The South Central San Antonio Community Plan, adopted in August 1999 and updated in October 2005, guides this portion of the Reinvestment Plan area. The Plan boundaries are S. Alamo Street to the north, IH-10 to the west, SW Military to the south and IH-37 to the east. The plan contains several recommendations that target mixed use redevelopment around this segment of the Reinvestment Plan as well as increasing connectivity and linkages from the neighborhoods to the River.

## 1.0 Community Plan Goals

### 1.1 South Central San Antonio Community Plan

A summary of the goals specific to this segment of the Reinvestment Plan include:

#### Land Use, Design Standards and Zoning

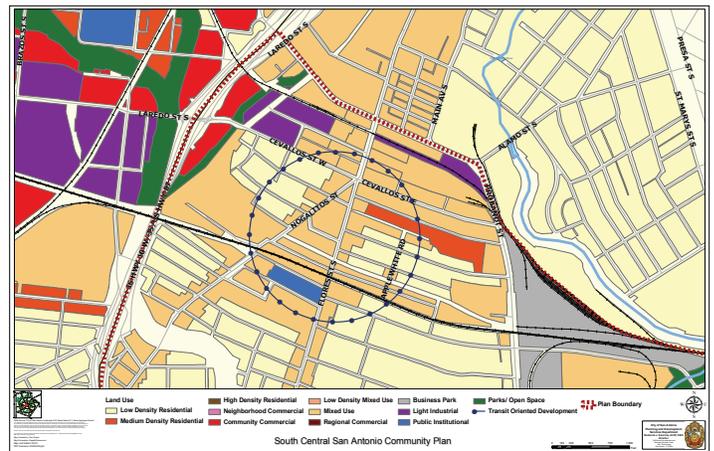
- Mixed uses are desired along the corridors S. Flores Street, Cevallos, S.W. Military Drive, S. Presa Street, Pleasanton Road, Probandt Street, and Roosevelt Avenue that incorporate certain design guidelines or standards:
  - » parking in the rear
  - » promote walkability
  - » buildings built closer to the street
  - » mitigate impact on adjacent residential neighborhoods
- A comprehensive rezoning initiative along the corridors will provide for compatible uses.
  - » S. Flores Street, Cevallos, S.W. Military Drive, S. Presa Street, Pleasanton Road, Probandt Street, and Roosevelt Avenue

#### Infrastructure Improvements

- Improve South Flores as a “green” corridor to include street trees, landscaping, extended sidewalks, and pavers
- Enhance bus stop at Flores and the railroad tracks

#### Transit Oriented Development

- The 2005 Plan identifies the S. Flores, Nogalitos, Cevallos intersection area as a potential Transit Oriented Development (TOD), which if designated, would further facilitate the development of a compact, easily accessible, multi-serving neighborhood.



Potential TOD area as identified in the Community Plan

### Mixed Use Urban Neighborhoods

To further facilitate the goals of the Plan update, in 2008 the land use of approximately 11 acres near the S. Flores/Peden Alley/Cevallos intersections was amended from Industrial land Use to Mixed Use land use. The change was in response to the trend toward establishing an urban neighborhood environment where individuals and families could work and play near their residences and find a variety of services within walking distance. During the land use amendment process, pedestrian oriented infrastructure improvements were identified as a need along South Flores to complement the new and proposed residential, office and retail uses. Currently, S. Flores has a large right-of-way designated for traffic lanes and very few pedestrian oriented amenities.

### So Flo Street Improvements

Alamo Architects, a key stakeholder in the area, has played an active role in designing the transition of the heart of Segment D from predominantly industrial functions to a mixed use, urban, pedestrian scale environment. They began with the adaptive reuse of their building on S. Flores and are the architects for a mixed income, mixed use development soon to be under construction at South Flores and Pedan Alley, just north of Cevallos Street. In conjunction with that development and as an asset to the area as a whole,

Alamo Architects has prepared a So Flo Street Improvements concept plan to address needs along S. Alamo, S. Flores, Cevallos, and Probandt Streets. The concept proposes areas to target street improvements; wider sidewalks; silent railroad crossings or quiet zones; burying utility lines; street trees; and potential street realignments to provide for wider sidewalks, on street parking and greater connectivity to and from the neighborhood.



So Flo Street Improvements  
 Plan prepared and provided by Alamo Architects

### Railroad Crossing Quiet Zones

A constraint in the area is the Rail lines that dissect the area north/south along Probandt and east/west just south of Alamo Street. The lines run adjacent to existing neighborhoods as well as some of the newly constructed loft developments. One solution, at least to mitigate the noise pollution created by active railroads, is to establish a Quiet Zone in the area. Within Quiet Zones sounding horns is prohibited, however, additional safety measures must be implemented to compensate for the absence of the train horn. The creation of Quiet Zones fall under the authority of the Federal Railroad Administration. Two general areas have been identified for potential Quiet Zones: the Probandt and Lone Star Blvd area and the S. Flores and S. Alamo area.



Rail lines adjacent to residential development

## **2.0 Segment D Priority Actions**

### **Street and Streetscape Improvements**

- Street reconfiguration in favor of the pedestrian:
  - » landscaping; street trees; and wider sidewalks along S. Flores to complement new and proposed mixed use developments; improve connectivity to and from the neighborhood; and provide for on street parking.
  - » Particular focus should be placed around the S. Alamo/S. Flores/Cevallos/Nogalitos intersections.

### **Land Use, Rezoning and Design Standards**

- Adopt appropriate zoning and if appropriate, design standards that promote compact, higher density, mix use developments
- Explore Transit Oriented Development opportunities at the S. Flores/Cevallos/Nogalitos Street intersection area

### **Quiet Zones**

- explore feasibility at the crossings near S. Flores and S. Alamo and along Probandt near the Lone Star Brewery

### **Capacity**

- Coordinate with existing Neighborhood Associations to implement plan action items
- Build capacity in areas with limited representation
  - » Work within the existing Neighborhood Associations
  - » Establish a Community Development Corporation (CDC) or other community based entity to coordinate with City Departments, the TIRZ Board, and private entities

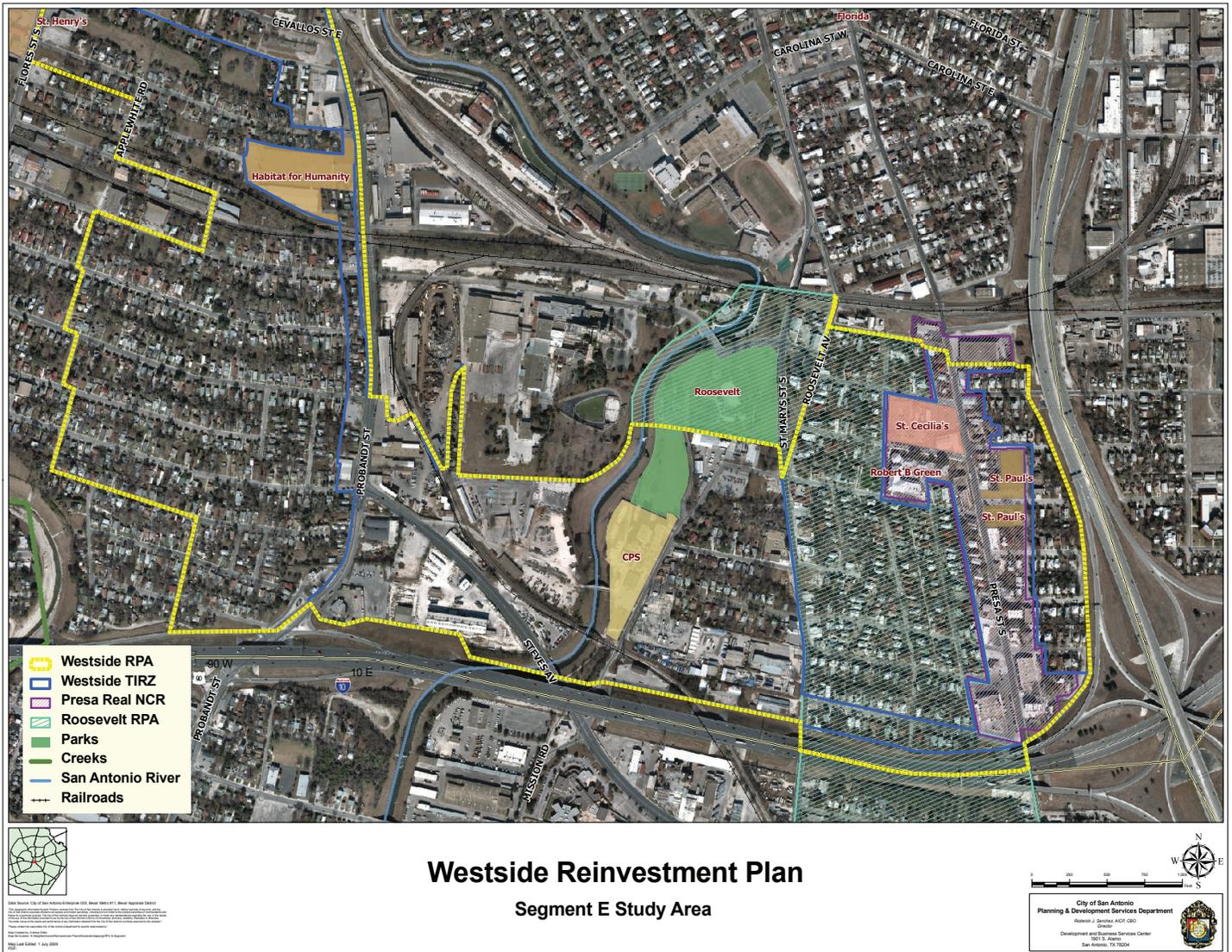
# Segment E

## Overview

The South Central San Antonio Community Plan also covers the area within Segment E and includes goals related to: River enhancements; street and sidewalk improvements along Probandt and Roosevelt; and environmental cleanup for vacant industrial properties. The area includes Newell Recycling along Probandt and IH-10 to the south, Roosevelt Park along the San Antonio River, and the S. Presa Corridor to the east. The Lone Star Brewery is adjacent to the TIRZ boundary to the north, and Roosevelt Avenue runs north/south through the segment.

As indicated in the map below, this segment of the Westside Reinvestment Plan area overlaps with the Roosevelt Reinvestment Plan area, north of IH-10 along both sides of Roosevelt Avenue. Although this section is geographically disconnected from the Westside, there may be opportunities for projects within this segment to link the area to Roosevelt Reinvestment Planning efforts just to the south of IH 10.

### Map VIII: Segment E Study Area



## 1.0 Community Plan Goals

### 1.1 South Central San Antonio Community Plan Goals:

#### Land Use and Zoning

- Mixed uses are desired along the corridors S. Presa Street, Probandt Street, and Roosevelt Avenue
- A comprehensive rezoning initiative along the corridors will provide for compatible uses.
  - » S. Presa Street, Probandt Street, and Roosevelt Avenue

There are several potential opportunities and catalysts for redevelopment in this area:

- The Mission Reach of the River Improvements Project
  - » Restoration is underway for the portion of the River that falls within this segment. Some of the anticipated benefits are: ecosystem restoration; flood control; enhanced recreational space; historic and cultural connections; and economic development
- The Lone Star Brewery
  - » Currently, Lone Star falls within Inner City TIRZ boundaries which is scheduled to expire in 2015. The Westside TIRZ Board could investigate the possibility of coordinating with the Inner City TIRZ Board to shift boundaries and include Lone Star within the Westside TIRZ.
- Roosevelt Park and Community Center
- CPS Property
- Presa Real Neighborhood Commercial Revitalization Corridor

## 2.0 Segment E Priority Actions

### Infrastructure improvements

- street and stormwater improvements along Probandt and Roosevelt

### Assess potential changes to current Westside TIRZ Boundaries

- Extension: if amenable to the Inner City TIRZ Board, incorporate the Lone Star Brewery
- Reduction: if unable to shift boundaries to include Lone Star Brewery; and decision made not to reinstate Presa Real NCR

### Comprehensive Rezoning

- along the corridors to provide for compatible uses
- S. Presa Street, Probandt Street, and Roosevelt Avenue
- 

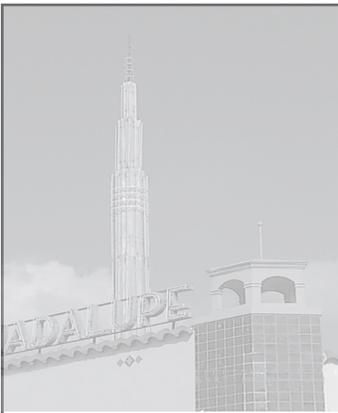
### Quiet Zones

- explore feasibility at the crossings near S. Flores and S. Alamo and along Probandt near the Lone Star Brewery

### Capacity

- Coordinate with existing Neighborhood Associations to implement plan action items
- Build capacity in areas with limited representation
  - » Work within the existing Neighborhood Associations
  - » Establish a Community Development Corporation (CDC) or other community based entity to coordinate with City Departments, the TIRZ Board, and private entities

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# IV. Reinvestment Strategies



To address changing market trends, development patterns and city-wide needs, the City of San Antonio adopted a Strategic Plan for Community Development in 2008. One of the recommendations of the Strategic Plan was to develop a comprehensive policy that would address infill and targeted reinvestment within the core of the City. The result is a Citywide Infill and Reinvestment Policy (I&RP) based upon mutually supportive ideas and initiatives. The I&RP targets areas within which to focus the resources of multiple city departments, public agencies, and other stakeholders in order to maximize the impact of services and reinvestment. To follow is a summary of the policy.

### **City of San Antonio Infill and Reinvestment Policy**

#### **A. 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 the Infill and Reinvestment Policy (I&RP) 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 I&RP, the entire range of public incentives is provided under this policy, including regulatory, procedural, and financing incentives.

#### **B. Public Benefits**

The benefits of a successful Infill & Reinvestment 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 I&RP 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 Infill & Reinvestment 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 Infill & Reinvestment 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 Infill
5. Establish Sustainable Design and Development Standards

#### **E. Implementation**

Reinvestment Planning is one of four initiatives that make up the coordinated I&RP implementation strategy. The other three are Land Banking, Upgraded Incentive Scorecard System, and Interdepartmental Oversight / Single Point of Contact. The primary target area follows the CRAG boundaries, and Reinvestment Plan Areas are designated within Loop 410.

## Westside Reinvestment Plan Strategies

The Westside Reinvestment Plan has been developed within the framework of the Citywide Infill and Reinvestment Policy (I&RP). In the previous sections of the Plan, the area profile and assets and opportunities were outlined in order to establish the foundation for Reinvestment Strategies specific to the Westside Reinvestment Plan area. Six overarching strategies have been identified to serve as the compass for specific priority actions. These 6 Reinvestment Strategies are critical to the successful redevelopment of the Westside Reinvestment Plan area and are as follows:

### Reinvestment Strategies

1. Invest in public infrastructure improvements to catalyze additional private investment
2. Adopt land use plan updates, 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

Each of the big picture Reinvestment Strategies is followed by a set of more specific action items needed to implement the reinvestment strategy. Whereas in previous chapters, the priority actions were broken down by the five plan area segments, the action plan consolidates all priority actions into one succinct Action Plan Matrix.

### Action Plan Matrix

The Action Plan Matrix is organized by Reinvestment Strategy, specific action item, and detailed action steps recommended to accomplish each item. Potential partners and funding sources have also been identified, however, the list is not exhaustive, nor is it stagnant. Many action items are eligible for financing through the TIRZ, however, given the massive scale and needs of the Westside Reinvestment Plan area, there are sure to be gaps in funding. Creative and alternative funding sources will have to be sought.

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

In addition, some action steps have been classified as “Ongoing.” These action steps require continuous effort and maintenance. Ultimately, the TIRZ Board will be charged with prioritizing projects as they move forward with the development of the TIRZ project plan, and timelines may shift accordingly. As revitalization occurs, priorities may shift and new actions be added. Therefore, the action plan 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.

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## 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, Rezonings and Design Standards that Uphold the Vision for an Area	2.1	Downtown Neighborhood Land Use Plan Update
		2.2	Comprehensive Rezonings
		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

	<b>Priority Action</b>	<b>Partners</b>	<b>Potential Funding Source</b>	<b>Time-frame</b>
<b>1.0</b>	<b>Invest in Public Infrastructure Improvements to Catalyze Additional Private Investment</b>			
<b>1.1</b>	<b>Frio Street and Streetscape Improvements</b>			
1.1.1	Coordinate improvements with the master planning processes of stakeholders adjacent to Frio Street: <ul style="list-style-type: none"> <li>• University Health System (UHS) - Downtown</li> <li>• UTSA - Downtown</li> <li>• VIA - Westside Multimodal</li> <li>• Haven for Hope</li> </ul>	COSA Planning & Development Services Dept. (PDS); 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"> <li>• Create a graphic, common vision for future design &amp; development patterns;</li> <li>• Develop design guidelines and specific strategies for implementation</li> <li>• Target nodes at which to focus street improvements and increased connectivity</li> </ul>	COSA PDS; UTSA; WDC; UHS; Haven for Hope; VIA; Bexar County; Business Owners; Residents; AIA; Neighborhood Associations	COSA PDS; 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"> <li>• 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</li> </ul>	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"> <li>• Redesign corridor to include wider sidewalks; street trees; additional landscaping; pedestrian crosswalks; pedestrian scale lighting</li> <li>• Design &amp; construct gateways that create sense of place and thread together distinct entities: <ul style="list-style-type: none"> <li>- Frio and Guadalupe Bridge - Gateway to Guadalupe Arts District</li> <li>- Frio and Commerce, Buena Vista or Houston - Gateways to education and mass transit hubs (UTSA &amp; WSMM);</li> <li>- Frio and Martin - Gateway to Medical Services (UHS and Haven for Hope)</li> </ul> </li> </ul>	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
<b>1.2</b>	<b>Near Westside/Downtown Connectivity Improvements</b>			
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"> <li>• Design pedestrian streetscape that flows seamlessly from near Westside, under the highway, to Downtown to include: <ul style="list-style-type: none"> <li>- wider sidewalks; wayfinding (pedestrian signage); street furniture (benches, bus shelters); pedestrian scale lighting; landscaping; public art</li> <li>- Focus areas: East/West - Buena Vista, Houston, Commerce, Martin Streets; minimum from Frio St. to Santa Rosa St.</li> </ul> </li> </ul>	CIMS; Public Works; CPS; SAWS; TIRZ Board; WDC; Property Owners	TIF; CIP; Bond; Private Investment; Infrastructure Maintenance Program (IMP)	Mid to Long

	<b>Priority Action</b>	<b>Partners</b>	<b>Potential Funding Source</b>	<b>Time-frame</b>
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
<b>1.3</b>	<b>Avenida Guadalupe Street &amp; Streetscape Improvements</b>			
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"> <li>Extend Request for Proposals for consultant services if deemed necessary</li> </ul>	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"> <li>Wider sidewalks; wayfinding (pedestrian signage); street furniture (benches, bus shelters); public art; street pavers; pedestrian scale lighting; landscaping; burying utility lines</li> <li>Focus areas: Gateway District - Frio Road to Colorado Street; and Cultural Arts District - from Colorado Street to San Jacinto Street</li> </ul>	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
<b>1.4</b>	<b>S. Alamo/S. Flores Area Street and Streetscape Improvements</b>			
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"> <li>landscaping; street trees; wider sidewalks; on street parking; connectivity to San Antonio River</li> <li>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</li> </ul>	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
<b>1.5</b>	<b>Quiet Zone Designations</b>			
1.5.1	Investigate feasibility of designation near residential areas adjacent to rail lines: <ul style="list-style-type: none"> <li>S. Flores and S. Alamo intersection</li> <li>Probandt Street near the Lone Star Brewery</li> </ul>	UP; City Council; CIMS; Public Works	Bond; CIP; TIF; Private Investment; State/Federal grants	Mid to Long
<b>1.6</b>	<b>Shared Parking Plan Implementation</b>			
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

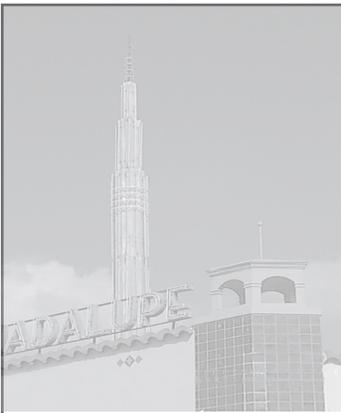
	<b>Priority Action</b>	<b>Partners</b>	<b>Potential Funding Source</b>	<b>Time-frame</b>
<b>1.7</b>	<b>Complete Streets and Re-establishment of Street and Block Grid</b>			
1.7.1	Achieve a more comprehensive system of sidewalks and hike and bike trails that supports not only healthy living, but creates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

	<b>Priority Action</b>	<b>Partners</b>	<b>Potential Funding Source</b>	<b>Time-frame</b>
2.3.2	Explore designating TOD districts: <ul style="list-style-type: none"> <li>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</li> </ul>	VIA; MPO; COSA Planning & Development Services Dept. (PDSD); Property Owners	COSA PDSD	Short to Mid
<b>3.0</b>	<b>Restore and Enhance Westside Creeks and Leverage Public Improvements</b>			
<b>3.1</b>	<b>Implement the Westside Creeks Restoration Project Master Plan</b>			
3.1.1	Prioritize nodes at which to begin the implementation of the Westside Creek Restoration Project <ul style="list-style-type: none"> <li>Alazan Creek/Guadalupe St.</li> <li>Alazan Creek/Commerce</li> <li>Apache Creek/Laredo</li> <li>Apache Creek/Zarzamora</li> </ul>	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"> <li>Improved recreational areas; hike and bike trails; landscaping; lighting; seating areas; and flood control</li> <li>Parks: Amistad, Cassiano, Escobar</li> </ul>	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
<b>4.0</b>	<b>Create a Sense of Place and Destination Points Through Public Art</b>			
<b>4.1</b>	<b>Incorporate Public Art into the Design of Civic and Private Spaces</b>			
4.1.1	Utilize a combination of temporary, permanent and functional (benches, lighting, bike racks, etc.) art installations <ul style="list-style-type: none"> <li>Focus Areas: <ul style="list-style-type: none"> <li>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</li> <li>Westside Creeks - enhance the open space experience and passive recreational points</li> <li>Gateway Nodes - create themes; signal destination points</li> </ul> </li> </ul>	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

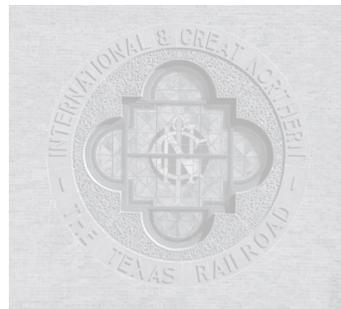
	<b>Priority Action</b>	<b>Partners</b>	<b>Potential Funding Source</b>	<b>Time-frame</b>
<b>5.0</b>	<b>Promote Historic Preservation Strategies that Balance Preservation and Redevelopment</b>			
<b>5.1</b>	<b><i>Incentivize the Preservation and Adaptive Reuse of Historic Structures as an Urban Infill and Economic Development Tool</i></b>			
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. (PDSD); 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
<b>6.0</b>	<b>Create Investment Opportunities</b>			
<b>6.1</b>	<b><i>Establish Public/Private Partnerships to Implement Reinvestment Strategies</i></b>			
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"> <li>Develop Task Force to provide oversight and policy guidance</li> <li>Designate single point of contact with COSA Center City Development Office</li> <li>Establish Reinvestment Team composed of staff from multiple COSA departments to facilitate project development and permitting</li> </ul>	COSA Planning & Development Services (PDSD), COSA Center City Development	Existing Program Funds	Short
<b>6.2</b>	<b><i>Formalize Commitments from Community Based Organizations to Implement Reinvestment Strategies</i></b>			
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; PDSD; 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; PDSD; 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"> <li>build capacity within those associations</li> <li>build capacity within businesses associations</li> <li>Explore the option of establishing new Community Development Corporations</li> </ul>	TIRZ Board; PDSD; City Council Offices	N/A	Short & on-going

	<b>Priority Action</b>	<b>Partners</b>	<b>Potential Funding Source</b>	<b>Time-frame</b>
<b>6.3</b>	<b>Link Community Stakeholders with Funding and Program Resources</b>			
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"> <li>Assist low income individuals increase the energy efficiency of their households and decrease utility bills</li> <li>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.</li> </ul>	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"> <li>Schedule kick-off event to begin following the 2009 Community Development Summit</li> </ul>	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"> <li>Reduce or waive fees associated with new construction including: plan review fees, building permit fees, street closure fees, and water/ sewer impact fees</li> <li>Incorporate incentives that target the adaptive reuse of historic and historically significant structures as defined by the COSA Office of Historic Preservation</li> </ul>	COSA Economic Development Dept. (EDD), COSA City Center Development Dept.; COSA PDSD	Existing Program Funds	Short

	<b>Priority Action</b>	<b>Partners</b>	<b>Potential Funding Source</b>	<b>Time-frame</b>
<b>6.4</b>	<b>Create Marketing Plans to Promote Investment Opportunities</b>			
6.4.1	Prepare marketing plans either by segment or for the area as a whole to include: <ul style="list-style-type: none"> <li>• Cultural, Historic and Environmental Assets</li> <li>• Inventory of available vacant and underutilized land</li> <li>• Opportunities for vacant land assembly to market larger tracts of vacant land</li> <li>• Available incentive packages for the relocation of new businesses</li> <li>• Available incentive packages for the expansion of existing businesses</li> <li>• Creation of location guides that highlight prime location opportunities</li> </ul>	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



# V. Appendix



The Westside Reinvestment Plan area is covered by four adopted Community and Neighborhood Plans: the Downtown Neighborhood Plan; the Guadalupe Westside Community Plan; the Nogalitos/S. Zarzamora Community Plan; and the South Central San Antonio Community Plan. The information to follow is a summary of plan goals and objectives relevant to the segments within the Westside Reinvestment Plan.

### **Downtown Neighborhood Plan, West Neighborhood**

#### Long Term Strategies

- Construct and rehabilitate housing for students, professionals, families, and seniors in Cattleman Square and the Vista Verde Neighborhood. Include community stakeholders in process. Encourage UTSA to provide housing and school facilities for students.
- Promote adaptive reuse of vacant buildings in Cattleman Square with ground floor retail and office/residential on the upper floors.
- Enhance San Pedro and Alazan Creeks as greenbelts for pedestrians, bicyclists and for active recreational uses.
- Support the continued development and expansion of UTSA-Downtown community facilities.
- Recruit neighborhood and student businesses such as clothing shops, restaurants and pharmacies as well as a grocery store.
- Add a neighborhood scale park in the Vista Verde Neighborhood that is within walking distance of the existing residential area.
- Improve the Commerce Street Corridor from east to west neighborhoods.

#### Short Term Strategies

- Enhance the pedestrian streetscape, add pedestrian lighting, landscaping, and enhance crossing safety under IH-35 to create linkages along Commerce, Houston, and Martin. Install identifying banners and wayfinding signage for cars and people.
- Study the day labor site issue and develop positive solutions to enhance the existing environment.
- Develop a Master Plan for San Pedro Creek.
- Add bus shelters along Frio and add bus stops under the highway and improve maintenance of public right-of-ways.
- Support the continued development and expansion of UTSA-Downtown. Study the feasibility of potentially expanding the campus. Encourage ties to nearby schools. Lobby state for expansion funding.

### **Guadalupe Westside Community Plan**

#### Infrastructure

- Increase stormwater capacity and performance to reduce street and home flooding
- Explore options for bridges over Apache Creek.
- Explore conversion of narrow two-way streets into one-way streets.
- Identify and promote potential bicycle trail projects within the Westside Community.
- Install or enhance traffic management devices at intersections and around schools to improve pedestrian, bicyclist, and motorist safety at these locations.
- Work with the community and Public Works to improve alley maintenance.
- Help VIA get permission from property owners to install new stops or shelters

### Community Facilities

- Discuss with neighborhood institutions, especially area schools, the possibility of sharing the use of athletic fields, plazas and other open space.
- Establish new libraries and learning centers and improve/expand existing facilities and programs.
- Investigate the possibility of establishing a one-stop multigenerational and multifunctional community center
- Identify current day/child care options for residents in the community and seek new opportunities for affordable care.

### Parks and Open Space

- Develop a linear park system along Apache and Alazan Creeks.
- Establish “community gardens” as a multi-generational gathering place where youths learn horticultural techniques from the experienced generation of gardeners.

### Code Compliance

- Provide assistance to homeowners unable to comply with Code Compliance requirements due to advanced age and/or financial hardships.
- Apply to the COSA Housing and Neighborhood Services Department for a Neighborhood Sweep for a portion of the area.

### Community Safety and Crime Prevention

- Advocate for long-term drug counseling and treatment programs.
- Collaborate with COSA to organize vandalism clean up projects and volunteer days.
- Foster organized Community Murals / Street Art as an alternative to graffiti vandalism.
- Collaborate with school districts and parents in gang prevention programs.

### Community Health and Well-being

- Identify outreach programs that currently exist for the homeless population. Explore ways to expand their capacity and locations, as well as services provided.
- Provide education to the community concerning proper nutrition. Explore programs such as cooking demonstrations at grocery stores and cooking classes.
- Encourage area restaurants, grocery stores and schools to provide a wider variety of healthy foods.
- Promote youth involvement, beginning at an early age, in sports and active recreation.
- Encourage adults of all ages to participate in active recreation to promote individual health within the community.

### Cultural Arts

- Provide constructive arts programming for youth that affirms their identity through history, culture and tradition.
- Work to promote infusion of cultural history in economic revitalization strategies.

### Capacity Building

- Provide leadership training and support to community residents in order to build capacity
- Encourage the Establishment of Neighborhood Associations

## Economic Development

- Utilize incentives to encourage commercial and mixed-use development in targeted areas such as: an NCR Corridor; Historic District; Empowerment Zone; HUB Zone; etc.
- Examine types of industry that are appropriate & sustainable in this area and encourage them to locate, invest, and/or expand in the area.
- Utilize existing studies to assess economic conditions, and tailor new market analysis to address any gaps in information from previous studies.
- Create an overall vision for economic development in the Guadalupe Westside area.
- Create and Implement Strategic Plans for Specific Commercial Areas
- Work with the WDC to explore private resources from developers interested in revitalization, or financial institutions dedicated to community reinvestment.
- Target development on the various commercial parcels. Look into opportunities for vacant land assembly to “package” and market vacant land to developers.
- Consider mixed use developments which promote compatibility through design guidelines and encourage pedestrian activity on the street.
- Evaluate pedestrian & auto access within & from outside the planning area (Trolley from downtown).
- Create action plan to address vacant parcels and underutilized or deteriorating buildings.
- Address “substandard” lots that currently may be precluded from possible development by applying appropriate zoning and development standards.

## Housing

- Facilitate the development of quality, diverse housing that is compatible with the character of the neighborhood.
- Promote the development of a variety of housing sizes and prices including retirement housing, assisted living, quality affordable single-family houses, small apartment complexes (6 to 20 units), and housing in mixed-use buildings.
- Identify and rehabilitate dilapidated historic and culturally significant housing stock.
- Encourage the rehabilitation of abandoned housing and promote neighborhood appropriate infill housing developments on abandoned or vacant lots.
- Organize a parade of remodeled homes to demonstrate progress made w/in the neighborhood.

## **Nogalitos/S. Zarzamora**

### Economic Development / Housing

- Work with SAHA to develop the vacant land portion of the old stockyards as a mixed-use “Shop-yards” similar to the Quarry Market and the West End in Dallas.

### Infrastructure

- Identify locations with specific drainage problems where new infrastructure or drainage channel repair is needed.
- Prioritize projects and submit to COSA Public Works Department.
- One outfall is San Pedro Creek near the stockyards.

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## South Central San Antonio Community Plan

### Land Use / Design Guidelines and Standards

- Mixed uses are desired along Cevallos St., provided that zoning standards include conditional use strategies to promote walkability while protecting adjacent residential areas:
  - » 10 feet maximum front setback
  - » parking allowed only at the rear of the lot, and behind the buildings, and
  - » no ingress or egress on Clay St to prevent traffic in residential areas
- A comprehensive rezoning initiative along the corridors will provide for compatible uses.
  - » S. Flores Street, Cevallos, S.W. Military Drive, S. Presa Street, Pleasanton Road, Probandt Street, and Roosevelt Avenue

### Economic Development

- Develop and enhance the community's commercial corridors by improving streetscape appearances and recruiting businesses to employ and provide goods/services to residents.

### Housing

- Encourage the rehabilitation of existing homes and the construction of new housing.

### Parks and Recreation

- Enhance and improve the Missions, parks, and the San Antonio River.

### Community Identity

- Build on the strength of good neighbors and increase participation to make community improvements happen.

### Railroad Traffic

- Provide for the smooth flow of traffic at railroad crossings and work to address noise concerns while maintaining railroad safety.

There is no lack of data, analysis, and plans for different areas and projects on the near Westside. For decades City staff, students, private consultants and local community based groups have studied this area and in many respects, have arrived at complementary conclusions. The following documents were reviewed and utilized as guides to inform the goals and recommendations outlined in this Reinvestment Plan.

- UTSA Master Plan 2009
- Westside TIRZ Economic Feasibility Study – December 2008
  - > Prepared by the City Economic Development Department
- WDC Market Analysis Report – 2008
  - > Prepared by the City Economic Development Department, June 23, 2008
- Downtown Neighborhood Plan – 1999, 2009
  - > Prepared by the City Planning and Development Services Dept. in partnership with area neighborhood associations, residents and business owners
- Guadalupe Westside Community Plan – May 2007
  - > Prepared by the City Planning and Development Services Dept. in partnership with area neighborhood associations, residents and business owners
- Ave. Guadalupe Strategic Revitalization Plan
  - > Prepared by the City Planning and Development Services Dept. in partnership with area neighborhood associations, residents and business owners
- Westside Multimodal Center Site Feasibility Study – 2007
  - > Prepared for VIA Metropolitan Transit by Parsons, in association with Vickery & Associates, Inc.; Wallace Roberts and Todd, LLC; and Wilbur Smith Associates, August 2007
- City Scan: San Antonio and San Antonio Phase II: Target Industry Scan
  - > Prepared for: Annie E. Casey Foundation “Making Connections” Site Team by MetroEdge, November 2003 and June 2004
- Beyond the Alamo: West Side / Murals – 2002
  - > City of San Antonio, Office of Cultural Affairs, Beyond the Alamo Program
- Villa de Guadalupe Historic Assessment – 1986
  - > Prepared for the City of San Antonio by Andrew Perez Associates, July 9, 1986
- UTSA School of Architecture Studies of Ave. Guadalupe – 1998, 1980, 1979

