

**City of San Antonio
Strategic Plan for Community
Development
2007-2009**

Final Draft incorporating comments after Housing Summit and Stakeholder
Presentations
June 2008

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EXECUTIVE SUMMARY

The City of San Antonio adopted this Strategic Plan for Community Development by Ordinance No. XXXXXX on June 19, 2008.

This Plan is the product of stakeholder input gathered at the Community Development Summit in June of 2007 and at subsequent meetings. The operational definition of Community Development used by stakeholders was very inclusive: *all elements of the living and built environment that constitute a sustainable community*. The key stakeholder ideas that form the basis of this Strategic Plan are the Vision for Community Development, Critical Success Factors, and Initial Focus.

The Strategic Plan for Community Development implements these stakeholder ideas via three components:

1. Reinvestment Planning
2. Coordinating City Resources
3. Leveraging Private Sector Investment

A comprehensive set of Community Development Indicators, including a completed city-wide real estate market value analysis (MVA), underpins the policies, analysis, reporting, and benchmarks set for the Strategic Plan for Community Development.

Measurable outcomes are proposed for each of the three years of the Plan's span. The Strategic Plan is designed to be updated annually, adding a third year of goals during an annual Summit. Some of the key outcomes include:

1. Completion of real estate market value analysis (Year 1)
2. Creation of policies and strategies for each MVA category (Year 1)
3. Selection and completion of five Reinvestment Plans per year (Continuous)
4. Initiate pilot/research partnerships (Year 2)
5. Create CDAC (Year 1)
6. Provide education and training opportunities (Continuous)
7. Create Community Development Fund (Year 1)

1. BACKGROUND

WHAT IS THE STRATEGIC PLAN FOR COMMUNITY DEVELOPMENT?

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

The Strategic Plan includes three innovative elements:

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

The Strategic Plan builds on previous and ongoing community development efforts by the City of San Antonio, local public agencies, non-profit organizations, community development corporations, neighborhoods, and the private sector. Many of these efforts and resources were recognized by stakeholders during the Plan work sessions, and are listed in *Appendix C: Community Development Resources* **Error! Reference source not found.**

WHAT IS A THREE-YEAR "ROLLING" PLAN?

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

GUIDING PRINCIPLES

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

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

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

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

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

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

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

HOW WAS THE STRATEGIC PLAN CREATED?

The Strategic Plan was initiated by a diverse stakeholder group that met in June and July of 2007. [See *Appendix E: Community Development Summit and Work Session Participants*] Through a series of group and breakout sessions, the ideas that form the basis of the Strategic Plan were discussed and developed. These ideas were established in a few key documents: vision for community development, critical success factors, initial focus elements, critical community development public policies, and plan implementation steps.

HOW ARE STAKEHOLDER IDEAS PRESENTED IN THIS DOCUMENT?

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

Vision for Community Development

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

We seek to create and sustain a connected community comprising:

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

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

Critical Success Factors

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

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

Initial Focus

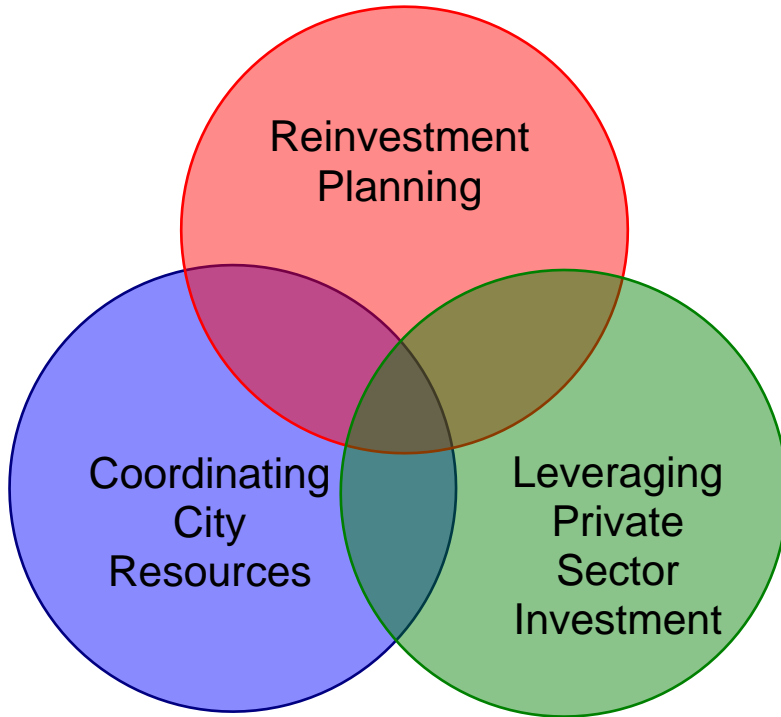
In order to take the necessary first steps toward realizing the vision for community development, stakeholders agreed that the Strategic Plan should focus on the following eight elements for the next three fiscal years.

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

WHAT ARE THE COMPONENTS OF THE STRATEGIC PLAN?

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

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



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

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

2. COMMUNITY DEVELOPMENT ADVISORY COMMITTEE (CDAC)

WHAT IS THE CDAC?

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

WHAT ARE THE RESPONSIBILITIES OF THE CDAC?

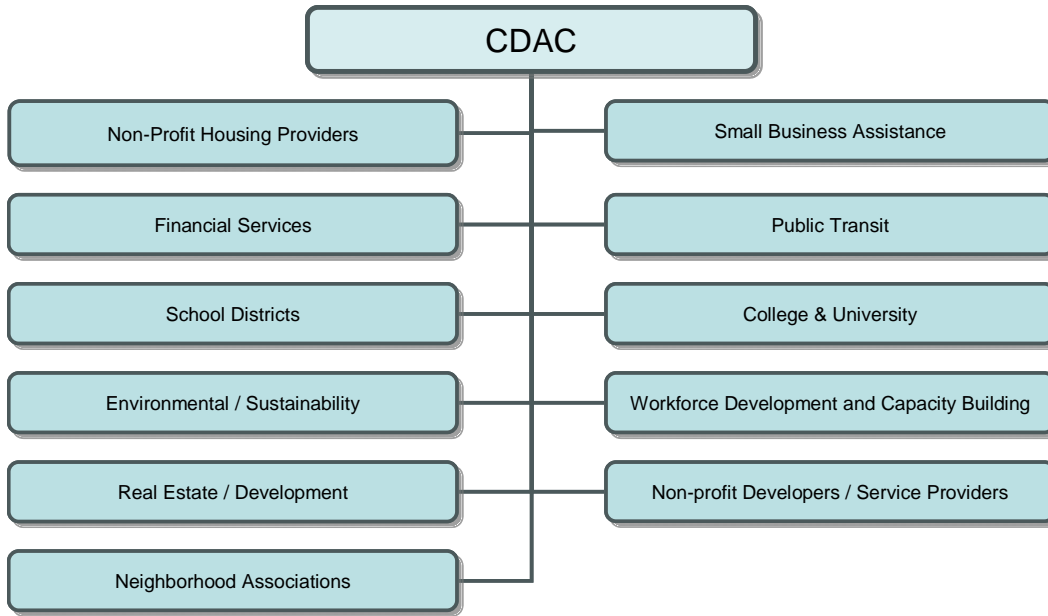
The CDAC is responsible for selecting Reinvestment Plan Areas on an annual basis. These geographic selections, based on criteria described in the following section, are presented at the Community Development Summit. When new Reinvestment Plans and Projects are proposed for consideration, the CDAC evaluates the proposals against the goals of this Strategic Plan for Community Development.

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

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

WHO PARTICIPATES IN THE CDAC?

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



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

HOW DOES THE CDAC REPORT TO THE COMMUNITY?

Strategic Plan Updates and the Community Development Summit

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

Reinvestment Plan Area Updates

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

Workshops

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

Next Steps:

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

3. REINVESTMENT PLANNING

WHAT IS A REINVESTMENT PLAN?

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

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

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

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

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

REINVESTMENT PROJECTS

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

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

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

Process

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

Prioritized Development Outcomes

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

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

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

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

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

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

(potentially including a City-initiated tax increment reinvestment zone) would engage UTSA, the Westside Development Corporation, transit and transportation agencies, and others to finance transit-supportive development that meets community development goals.

Other techniques to support transit and multimodal transportation include:

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

2. Provide workforce housing in mixed-use areas

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

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

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

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

Other options include:

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

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

3. Continue and expand commercial corridor support

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

4. Support educational opportunities

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

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

5. Support local business development

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

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

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

Five Reinvestment Plans are initiated and completed per year.

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

Community Development Division staff make recommendations for Reinvestment Plan selections to the CDAC prior to the annual Community Development Summit. The CDAC announces the final selection during the Summit. The criteria on which staff recommendations are based include:

- MVA analysis
- Engagement of institutions of place, such as universities, transit hubs, major employment centers
- Ongoing reinvestment efforts
- Existence of adopted plans (neighborhood, community, etc.)
- Community Development Indicators

Next Steps

- > **Recommend refinements and amendments to program policies as necessary to incorporate Reinvestment Plan areas in program decision-making.**
- > **Recommend streamlined mechanisms for comprehensive rezoning in Reinvestment Plan areas.**
- > **Encourage stakeholders to identify what they can contribute to Reinvestment Plan Areas (financing, market rate and/or affordable housing production, education, technical assistance, etc.)**
- > **Organize partnerships that bring together institutions of higher education, schools, small businesses, and corporations.**

4. COORDINATING CITY RESOURCES

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

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

The Strategic Plan for Community Development commits new and existing funding sources and financing mechanisms toward implementation of Reinvestment Plans. Additionally, this Plan proposes mechanisms to transition programmatic support over time toward implementation of Reinvestment Plans and MVA-based policies. For instance, Appendix A includes a table the CDAC can use as a tool to track and set goals for targeted program investments.

Commitments of new and existing funding sources and financing mechanisms

- The development of Neighborhood Reinvestment Scorecard with coordinated incentives and project assistance, such as: fee waivers, expedited and coordinated permitting processes, and the establishment of a specialized review/inspection team
- The prioritization of CDBG / HOME fund allocations to designated Reinvestment Plan Areas
- Financing tools, to include the creation of a secondary source of financing where the City establishes investing capital to leverage various programs, and the provision of soft loans at below market interest rates

Programmatic Support

Strategic Plan for Community Development goals are incorporated into existing programs to ensure support for Reinvestment Plans, and to implement MVA-based policies.

- Set-asides with existing program resources
- Coordinated schedules and prioritized program services
- Coordination with SAWS, CPS, and other utilities
- Tax Increment Financing (TIF)
- Public Improvement Districts (PID)
- Capital Improvement Projects
- Foreclosure prevention
- Small business development assistance
- Neighborhood Commercial Revitalization (NCR)
- Affordable Showcase of Homes
- Housing Rehabilitation/Reconstruction
- Code Compliance

MVA-Based Policies

MVA-based policies rely on analysis of the critical characteristics of each market value category. This approach allows policy to be tailored to the strengths and challenges of particular areas, while taking consistent action throughout the city. This tool also provides existing programs (and private-sector initiatives) with an idea of the kind of support that may be available from other programs and initiatives. Programs can prioritize their investments in the areas where they can achieve greater effectiveness. The following chart outlines potential public policies appropriate to the development and/or support of sustainable neighborhoods. *This chart will be updated to reflect CDAC discussion, adoption, and recommendations.*

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

ADDITIONAL STAKEHOLDER IDEAS

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

Rehabilitation and Redevelopment Incentives:

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

Explore potential for new programs:

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

Coordination with other agencies

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

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

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

Tax Policies

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

Infill Incentives

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

Impact fees

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

Fee waivers

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

Next steps:

- > **CDAC to review and finalize recommended MVA-based policies**
- > **CDAC to evaluate, prioritize, and adopt additional policy recommendations**

5. LEVERAGING PRIVATE SECTOR INVESTMENT

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

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

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

This Strategic Plan identifies three tiers of investment opportunities.

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

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

EDUCATION

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

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

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

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

PILOT PROJECTS AND RESEARCH PARTNERSHIPS

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

Research on pilot projects is initiated as a parallel process that provides continual feedback to other initiatives guided by the Strategic Plan for Community Development. One possible process is outlined here.

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

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

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

COMMUNITY DEVELOPMENT TRAINING

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

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

ADDITIONAL STAKEHOLDER IDEAS

Community Development Fund

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

Specific Funding for Transit Oriented Development

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

Additional existing sources to explore

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

Next steps:

- > **CDAC identifies funding to support pilot projects and research partnerships**
- > **Stakeholders serve on committees and research groups**

- > **CDAC organizes and participates in the creation of new funds, including the Community Development Fund**
- > **CDAC to evaluate, prioritize, and adopt additional stakeholder ideas**
- > **Establish partnership programs with school districts, local schools, and institution of higher education to promote creative educational opportunities**
- > **Conduct a survey of training needs for local non-profits and work with participating financial institutions and foundations to develop annual training schedules**
- > **Work with school districts to make use of unoccupied school buildings, create partnership programs, provide down payment assistance for professionals and para-professionals (teachers)**
- > **Partner with higher education institutions, corporations and local school districts to enhance education opportunities for residents, such as, continuing education, distributive education, financial literacy, homebuyer education, and community development training**

6. COMMUNITY DEVELOPMENT INDICATORS

A commitment to providing reliable, up-to-date, and objective data underpins the three components of the Strategic Plan for Community Development. The first product of this commitment is the City-wide Real Estate Market Value Analysis (MVA). A complete set of Community Development Indicators based on the MVA and related data is provided to the CDAC and the general public to aid in decision-making and evaluation.

WHAT IS THE MVA?

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

The San Antonio MVA is the product of collaboration between the City of San Antonio, The Reinvestment Fund (TRF), and the University of Texas at San Antonio. The MVA provides a map of housing market conditions based on a statistical analysis of key real estate data. [For a list of data used, please refer to *Appendix F: Market Value Analysis Data Sets*.] The result of the analysis is a fixed number of categories of market conditions identified geographically at the block group level. [See *Appendix B: Real Estate Market Value Analysis*.]

WHAT ARE THE USES OF THE MARKET VALUE ANALYSIS?

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

- 1. Selecting Reinvestment Plan Areas**

The MVA is one of the criteria for selecting Reinvestment Plan areas.

- 2. Developing targeted policies and investment strategies**

The MVA can be used to identify areas in which to focus specific kinds of investment, technical assistance, services, and program activity.

- 3. Suggesting development strategies for individual Reinvestment Plans**

When a Reinvestment Plan builds on existing Neighborhood, Community, Perimeter, or other City-adopted plans, MVA findings can help prioritize and implement the goals and objectives of those plans. Additionally, the MVA can also suggest development sequencing and other strategies within individual Reinvestment Plans. *Error! Reference source not found.*

4. Supporting ongoing initiatives

The MVA provides analysis useful to other ongoing community development initiatives, such as the Westside Development Corporation, university-led initiatives such as St. Mary's University Task Force, and military-led initiatives such as the Military Transformation Task Force.

5. Measuring progress

The MVA creates a ready benchmark to gauge progress by allowing for standardized comparisons over time. The cluster analysis can be repeated every three years to provide a sense of whether Community Development efforts are working.

6. Creating Community Development Indicators

Any number of additional maps can be layered on the MVA to determine correlations between data sets, such as household income and market activity, employment clusters and market activity, or combined transportation/housing costs and market activity. [See *Appendix G: Community Development Indicators* for a list of indicators currently being prepared.]

Next Steps:

- > **CDAC Identifies Key Community Development Indicators**
- > **CDAC to review and finalize recommended MVA-based policies**

APPENDIX A: IMPLEMENTATION TABLES

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

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

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

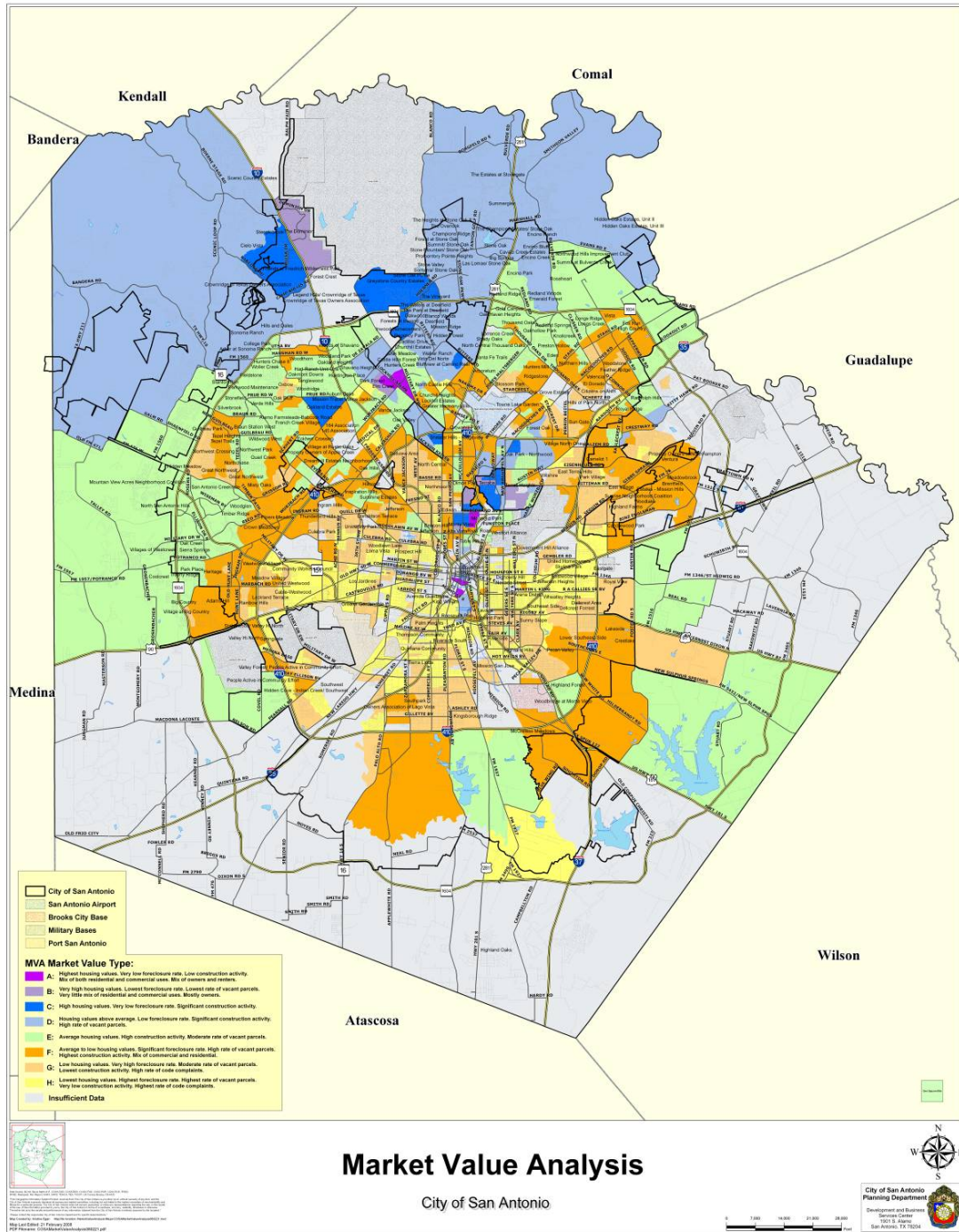
INITIAL FOCUS IMPLEMENTATION TABLE

Initial Focus	End of YR 1	End of YR 2	End of YR 3
Incentives/fees for successful community development	Develop and begin to implement incentive / fee system	Implement incentive / fee system	Implement incentive / fee system; evaluate success of system
Sources of capital	Identify existing resources; cultivate additional short-term and long-term funding	cultivate additional short-term and long-term funding	cultivate additional short-term and long-term funding
Multimodal public transportation	Prioritize Reinvestment Plan areas that are transit-oriented; work with VIA and Commuter Rail District to identify station areas; integrate multimodal transportation strategies in Reinvestment Plans	Prioritize Reinvestment Plan areas that are transit-oriented; integrate multimodal transportation strategies in Reinvestment Plans	Prioritize Reinvestment Plan areas that are transit-oriented; integrate multimodal transportation strategies in Reinvestment Plans
Real estate market analysis	Complete initial MVA; City adopts MVA as part of Strategic Plan for Community Development.	Perform additional contextual analysis based on MVA, as needed	Update MVA
Pilot projects	Develop investment strategies for each market condition based on stakeholder input at the Housing Summit, and national best practices	Mid-point evaluation of success of strategies	Final evaluation of success of strategies
Workforce housing in mixed use areas	Identify funding sources and potential pilot projects	Initiate and/or continue pilot projects	Initiate and/or continue pilot projects
Educational opportunities (including job/workforce training)	Prioritize Reinvestment Plan areas with demand for workforce housing in mixed-use areas; integrate workforce housing strategies into Reinvestment Plans	Prioritize Reinvestment Plan areas with demand for workforce housing in mixed-use areas; integrate workforce housing strategies into Reinvestment Plans	Prioritize Reinvestment Plan areas with demand for workforce housing in mixed-use areas; integrate workforce housing strategies into Reinvestment Plans
Local business development	Focus job creation and workforce education efforts in Reinvestment Plan areas; develop partnerships with school districts and schools in Reinvestment Plan Areas; promote strategic plan for workforce development	Focus job creation and workforce education efforts in Reinvestment Plan areas; continue partnership activities with schools; initiate strategic plan for workforce development	Focus job creation and workforce education efforts in Reinvestment Plan areas; continue partnership activities with schools
	Work with EDD to develop plan and benchmarks.	Implement local business development plan.	Implement local business development plan, evaluate success.

THREE-YEAR TRANSITION IMPLEMENTATION TABLE - TEMPLATE

Transition Plan Template			Year 1			Year 2			Year 3 and Beyond		
			City-wide	Reinvestment Area	MVA Category Driven	City-wide	Reinvestment Area	MVA Category Driven	City-wide	Reinvestment Area	MVA Category Driven
Program	MVA priority category / categories	Target production	%	%	%	%	%	%	%	%	%
			85	5	10	45	40	15	5	75	20
			85	5	10	45	40	15	5	75	20
			85	5	10	45	40	15	5	75	20
			85	5	10	45	40	15	5	75	20
			85	5	10	45	40	15	5	75	20
			85	5	10	45	40	15	5	75	20
			85	5	10	45	40	15	5	75	20
			85	5	10	45	40	15	5	75	20

APPENDIX B: REAL ESTATE MARKET VALUE ANALYSIS



APPENDIX C: COMMUNITY DEVELOPMENT RESOURCES

LAND PURCHASING / DEVELOPMENT

- Public Land Banking COSA Asset Management
- Environmental Assessment EPA, COSA Housing & Neighborhood Services
- New Market Tax Credit Certified Community Development Entities (CDE's)
- Community Infrastructure and Economic Development (CIED) Fund CPS Energy
- Environmental Cleanup EPA, COSA H&NS
- Incentive Scorecard Program COSA Economic Development
- Transportation System Community Preservation Program (TSCP) Federal Highway Administration (FHWA)
- Transportation Enhancement Program FHWA, Federal Transit Administration (FTA)
- Tax Increment Financing (TIF) COSA H&NS
- CDBG and HOME Funds Department of Housing and Urban Development
- State Low Income Housing Tax Credits Texas Dept. of Housing and Community Affairs

PRESERVATION / RE-HABILITATION

- Historic Districts COSA Historic Preservation Division, Federal Department of the Interior
- Low-Income Rental Historic Properties COSA Historic Preservation Division
- Federal Tax Credit Department of the Interior
- Owner Occupied / Rental Rehabilitation Program COSA H&NS
- Homebuyer's Club COSA H&NS
- Homeownership Incentive Program COSA H&NS
- Downpayment Assistance COSA H&NS
- Lead-based Paint Hazard Control Program COSA H&NS

DUE DILIGENCE (Zoning, Platting, Plan Review)

- Development Plan Review Fees (Incentive Scorecard) COSA Development Services, Economic Dev.
- Zoning (IDZ, MXD, Live / work, Commercial Retrofit) COSA Development Services

COMMERCIAL OPERATIONS

- Employee Tax Credits: Federal - Empowerment Zone
 Employment Zone Wage Credit
 Work Opportunity Tax Credit
 Welfare-to-Work Tax Credit

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- Sales and Use Tax Credits State of Texas - Enterprise Zone
- Small Business Loans Various Federal Agencies
- Community Reinvestment Act
Funds Financial Institutions
- Public Improvement Districts State Government, COSA

BUSINESS ASSISTANCE

- Small Business Economic
Development Advocacy
Program (SBEDA) COSA Economic Development
- First Point Business
Information Office COSA Economic Development
- NCR Manager COSA H&NS
- Workforce Training Alamo Worksource, Texas Workforce Commission,
Project Quest

PARKS/OPEN SPACE

- Texas Parks and Wildlife (TPW)
Matching Grant TPW, COSA Parks and Rec
- Bexar County Land Trust Bexar County
- US Army Corps of Engineers
Funds COSA Public Works, San Antonio River Authority

OTHER

- Facility Bond Financing COSA
- City Tax Phase-In Program COSA Economic Development
- Foreign Trade Zone COSA Economic Development
- Defense Readjustment Zone
Project Designation COSA Economic Development
- Free Port Exemption COSA Economic Development
- Historically Underutilized
Business (HUB) COSA Economic Development
- Industrial Development Funds Federal Department of Commerce
- Haven for Hope City of San Antonio Department of Community Initiatives
(COSA/DCI), San Antonio Regional Alliance for the
Homeless (SARAH), United Way of San Antonio & Bexar
County
- S.A. Education Partnership
- Westside Development Corporation
- Bexar County Housing Finance Corporation
- Annie E. Casey - Making Connections
- National Development Council Training Programs
- South Texas Business Fund
- Community Development Loan Fund
- Accion Texas
- UTSA Small Business Development Center

APPENDIX D: COMMUNITY DEVELOPMENT PARTNERS

- Accion Texas
- ACORN
- Alamo Area Council of Governments (AACOG)
- Alamo Area Mutual Housing
- American Institute of Architects
- American Planning Association (APA)
- American Sunrise
- Annie E. Casey Foundation
- Army Medical Department Center and School
- Avenida Guadalupe
- Avenida Guadalupe Association (AGA)
- Bank of America
- Bexar Appraisal District
- Bridle Bit Corporation
- Broadway Bank
- CDFI Community Development Loan Fund
- Citi
- Community Leadership Institute
- COPS /METRO Alliance
- Disciples Ministry Center
- Downtown Alliance / San Antonio
- Embrey Partners
- Enterprise Community Partners, Inc.
- Evanston Financial
- Fannie Mae
- Fort Sam Houston
- Franklin Development
- Freddie Mac
- Frost Bank
- Gateway Planning
- Greater San Antonio Builder's Association
- Habitat for Humanity of SA, Inc
- Historic and Design Review Commission (HDRC)
- Housing & Community Development Consulting
- Housing and Community Services, Inc.
- Intercultural Development Research Association
- Jefferson Woodlawn Lake CDC
- JP Morgan Chase
- Kings Court Housing Foundation
- Kronkosky Charitable Foundation
- Lackland AFB
- Merced Housing Texas
- Mexican American Unity Council
- National Association of Latino Community Asset Builders
- National Development Council
- Neighborhood Associations
- Neighborhood Housing Services (NHS) SA
- Neighborhood Resource Center
- Old Spanish Trail Centennial
- Partners for Community Change United Way of San Antonio & Bexar County
- Planning Commisison
- SA Research Corporation
- San Antonio Alternative Housing Inc.
- San Antonio Area Foundation
- San Antonio Conservation Society
- San Antonio Enterprise Community Partners

- San Antonio Federal Credit Union
- San Antonio Housing Authority
- San Antonio Housing Trust
- San Antonio Neighbors Together (SANT)
- Seton Home for Homeless Pregnant Teenage Girls
- Silver Ventures, Inc.
- St. Paul Area Development Corporation
- Texas Department of Housing and Community Affairs (TDHCA)
- The NRP Group LLC
- Trinity University
- University of Texas at San Antonio (UTSA)
- Urban Collaborative LLC
- Urban Land Institute (ULI)
- USAA
- UTSA Institute for Economic Development
- UU Housing Assistance Corp
- VIA Metropolitan Transit
- Wachovia
- Wells Fargo
- Westside Development Corporation
- Zoning Commission

APPENDIX E: COMMUNITY DEVELOPMENT SUMMIT AND WORK SESSION PARTICIPANTS

Barbara Ankamah	City of San Antonio
Victor Azios	Annie E. Casey Foundation
Lynn Belk	Citi
G.Z. Benavides	St. Paul Area Development Corporation
Anita Branstetter	Disciples Ministry Center
Ben Brewer	Downtown Alliance / San Antonio
TC Broadnax	COSA Assistant City Manger
Darryl Byrd	Silver Ventures
Ed Cabel	HDRC
Andrew Cameron	COSA - GMA
Deborah Cartwright	Bexar Appraisal District
Christina Castano	VIA Metropolitan Transit
Rene Dominguez	CDLF
Ramon Duran	COPS Metro
Lauren Edlund	COSA Planning & CD
Fred Elsner	Bridle Bit Corporation
Romelia Escamilla	Community Leadership Institute
Raquel Favela	NDC
Jesus H. Garza	COSA Planning & CD
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Jennifer Gonzalez	Alamo Area Mutual Housing
Edward L. Gonzalez	HDRC
Gabriel Gonzalez	Lackland AFB
A. Jose Gonzalez II	Urban Collaborative LLC
Natalie Griffith	Habitat for Humanity of SA, Inc
Debra Guerrero	The NRP Group
Lori Hall	NHS SA
Bobbye Hamilton	COSA HNSD
Robert G. Hanley	Planning Commissioner
Catherine Hernandez	COSA Planning & CD
Teresa Hernandez	NCR Project Manager, AGA
Jim Hornbuckle	Broadway Bank
Lori Houston	COSA
Billy Hubbard	COSA DCI
Rose Jackson	AACOG
Mary Kieke	Bexar Appraisal District
Garry Lewis	UU Hosing Assistance Corp
Cory Lime	COSA Planning & CD
Adrian Lopez	COSA Housing & Neighborhood Services
Ann McGlone	COSA Planning & CD
Clint McKenzie	COSA Parks and Recreation

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Bill Montez	Evanston Financial
Michael Montoya	Neighborhood Resource Center
Jennifer Moriarty	Wells Fargo
Terry Neal	San Antonio Enterprise Community Partners
Mark Nerio	Citi
Steve Nivin	COSA EDD
Nina Nixon-Mendez	COSA Planning & CD
Donna Normandin	Frost Bank
Becky Oliver	Greater San Antonio Builder's Association
Sonia Poyo	Independent Consultant
Noel Poyo	National Association of Latino Community Asset Builders
Bethany Prestigiacomio	COSA Cultural Affairs
Rod Radle	San Antonio Alternative Housing Inc.
Oscar Ramirez	Avenida Guadalupe
Joe Ramos	AACOG
Robert R. Robbins	Zoning Commissioner
Carol Rodriguez	Community Leadership Institute
Lady Ray Romano	San Antonio Area Foundation
Denise Saddler	COSA
Susan San Martin	Bank of America
Kimberly Schmittou	Jefferson Woodlawn Lake CDC
Susan Sheeran	Merced Housing Texas
Jody Sherrill	Zoning Commissioner, Vice Chair
Ross Smith	COSA Planning & CD
Margret Starkey	Seton Home for Homeless Pregnant Teenage Girls
Ivy R. Taylor	Planning Commissioner
Joe Valadez	Zoning Commissioner
Sherry Wagner	Sherry K. Wagner
Jeanette Westbrook	Broadway Bank
Michael Westheimer	Zoning Commissioner
Sandra Williams	Housing & Community Development Consulting
Sylvia Zamarripa	COPS /METRO Alliance

APPENDIX F: MARKET VALUE ANALYSIS DATA SETS

1. Real Estate Sales (9/2005-3/2007)
2. Foreclosure Data (9/2003-9/2007)
3. Bexar County Appraisal District Parcel File Data (2007)
4. Housing Tax Credit Projects (1991-2006)
5. Section 8 Certificate Subsidies (2004)
6. Demolition Permits Issued (1/2005-7/2007)
7. Code Violations (1/2004-8/2007)
8. Building Permits (1/2005-6/2007)

APPENDIX G: COMMUNITY DEVELOPMENT INDICATORS

	Category	Maps	Status
1	Code Violations	Number of Code Violations (Jan 2004 to Aug 2007)	Complete
2	Code Violations	Code Violation Density (Jan 2004 to Aug 2007)	Complete
3	Demographics	Median Household Income, 2006	Complete
4	Employers	Number of Employees	In Progress
5	Employers	Annual Sales Revenue Generated	In Progress
6	Employers	Number of Employers	Complete
7	Employers	Number of Employers per Square Mile	Complete
8	Employers	Density of Employers	Complete
9	Foreclosures	Number of Foreclosures (Oct 2003 to Mar 2008)	Complete
10	Foreclosures	Percent of Owner-Occupied Housing Foreclosures Filings	Complete
11	Foreclosures	Percent Change in Foreclosure Filings from FY 06 to FY 07	Complete
12	Foreclosures	Foreclosure Filing Density (Sept 2003 to Mar 2008)	Complete
13	Housing	Number of Residential Building or Renovation Permits	Complete
14	Housing	Density of Residential Building or Renovation Permits	Complete
15	Housing	Number of Demolition Permits	Complete
16	Housing	Housing Tax Credit Projects	Complete
17	Housing	Number of Section 8 Housing Units (2004)	Complete
18	Infrastructure	Sidewalk Conditions	Complete
19	MVA	Market Value Analysis	Complete
20	MVA	Housing Affordability Index	Complete
21	Parcels	Land Value per Acre	Complete
22	Parcels	Commercial Land and Improvement Value	Complete
23	Parcels	Public vs. Private Ownership	Complete
24	Parcels	Age of Structures	Complete
25	Parcels	Vacant and Low Improvement Values	Complete
26	Residential Housing Sales	Numbers of Sales (Sep 2005 to Jan 2008)	Complete
27	Residential Housing Sales	Percent change in Sales from FY 06 to FY 07	Complete
28	Residential Housing Sales	Median Sale Price (Sep 2005 to January 2008)	Complete
29	Residential Housing Sales	Density of Sales (Sep 2005 to Jan 2008)	Complete
30	Sub-Prime Loans	Number of Sub-Prime Loans	Complete
31	Sub-Prime Loans	Number of Owner-Occupied	Complete
32	Sub-Prime Loans	Owner-Occupied Percent of Total Loans	Complete
33	Sub-Prime Loans	Average FICO Score	Complete
34	Sub-Prime Loans	Average Age (Months) of Loans	Complete
35	Sub-Prime Loans	Average Balance	Complete
36	Sub-Prime Loans	Average Current Interest Rate	Complete
37	Sub-Prime Loans	Number Variable Rate Loans	Complete
38	Sub-Prime Loans	Variable Rate Loans Percent of Total Loans	Complete
39	Sub-Prime Loans	Average Change in Variable Rate	Complete
40	Sub-Prime Loans	Number of Loans with Missed Payments Last Year	Complete
41	Sub-Prime Loans	Loans with Missed Payment in Past Last Year as Percent of Total Loans	Complete
42	Sub-Prime Loans	Number of Loans with Foreclosure Filings	Complete
43	Sub-Prime Loans	Foreclosure Filing Loans as Percent of Total Loans	Complete
44	Zoning	Current Zoning (Jan 2008)	Complete
45	Zoning	Change in Zoning from Apr 2006 to Jan 2008	Complete