

Presentation at the 2007 Housing Summit

The San Antonio Strategic Plan for Community Development

San Antonio's Community Development Context

- Community Development?
 - All elements of the living and built environment that constitute a sustainable community

Raquel Favela, Director National Development Council

The San Antonio Strategic Plan for Community Development

How the Strategic Plan was Produced

- Community Development Summit, June 26, 2007
- Work Session, July 10, 2007
- Key stakeholder products:
 - Vision for Community Development
 - Critical Success Factors
 - Initial Focus

Donna Normandin, Frost Bank Senior Vice President, Community Development

The San Antonio Strategic Plan for Community Development

VISION FOR COMMUNITY DEVELOPMENT

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 of and diverse range of affordable, quality and green housing that is well-integrated into mixed-use neighborhoods;
- multi-modal, integrated, accessible, efficient and comprehensively planned transportation options;
- physical infrastructure that supports community development;
- economic opportunity accessible to residences in the form of jobs and workforce education resulting in living wages and increasing per capital income;
- equitable services;
- well-preserved historic and cultural resources; and
- a clean and healthy environment with safe places and ready access to medical and health services.

Donna Normandin, Frost Bank Senior Vice President, Community Development

The San Antonio Strategic Plan for Community Development

WHAT IT WILL TAKE TO SUCCEED

- strong, continuous, committed and effective leadership
- multiple sources of flexible capital and funding
- collaborative working relationships
- active implementation of this Plan
- informed, engaged and supportive citizens
- educational opportunities
- workforce development and job creation
- supporting success while encouraging innovation
- acting in an environmentally sound manner
- developing and employing high standards for community development

Donna Normandin, Frost Bank Senior Vice President, Community Development

The San Antonio Strategic Plan for Community Development

INITIAL FOCUS

- Establish incentives/fees to support community development
- Secure sources of capital
- Support multimodal public transportation
- Complete and make use of real estate market analysis
- Promote model and pilot projects
- Ensure affordable housing in mixed use areas
- Cultivate educational opportunities (including job/workforce training)
- Support local business development

Donna Normandin, Frost Bank Senior Vice President, Community Development

The San Antonio Strategic Plan for Community Development

Strategic Plan Content

Seven implementation components

1. City-wide real estate market value analysis (MVA)
2. Investment strategies based on MVA findings
3. Reinvestment Plans
4. Pilot project and research partnerships
5. Reporting to the Community: Community Development Action Team (CDAT)
6. Education and Training
7. Community development funding strategies

Jelynn Burley, City of San Antonio Deputy City Manager

Strategic Plan Content

1. City-wide real estate market value analysis (MVA)
 - Data-driven framework to guide policy formulation, investment, and the execution of programs and projects
 - Reinvestment Area selection
 - Targeted policies and investment strategies
 - Measuring progress

Jelynn Burley, City of San Antonio Deputy City Manager

Strategic Plan Content

2. Investment strategies based on MVA findings
 - Policies and strategies adopted for each MVA category
 - Focus programs in areas of high effectiveness
 - First-year transition period: working towards higher coordination

Jelynn Burley, City of San Antonio Deputy City Manager

Strategic Plan Content

3. Reinvestment Plans

- A Reinvestment Plan identifies:
 - strengths and needs of a defined geographic area
 - the vision for the area
 - strategies for implementation, including funding and financing
- First-year (transition period) selections build on existing efforts
- MVA to guide selection in future years

Jelynn Burley, City of San Antonio Deputy City Manager

Strategic Plan Content

4. Pilot project and research partnerships
 - Opportunity to field test concepts
 - Try new techniques and ideas, demonstrate what works
 - Suggest improvements to ongoing efforts

Jelynn Burley, City of San Antonio Deputy City Manager

Strategic Plan Content

5. Reporting to the Community: Community Development Action Team (CDAT)
 - Made up of cross-departmental staff and a cross-section of stakeholders
 - Coordinates, oversees and evaluates implementation of Strategic Plan
 - Reviews proposed policy changes
 - Presents new Reinvestment Plan areas annually at Housing Summit
 - Additional reporting to community from Reinvestment Plan teams

Jelynn Burley, City of San Antonio Deputy City Manager

Strategic Plan Content

6. Education and Training
 - Needs of Reinvestment Plan residents
 - Professional community development training

Jelynn Burley, City of San Antonio Deputy City Manager

The San Antonio Strategic Plan for Community Development

Strategic Plan Content

7. Community development funding strategies
 - Funding needs:
 - specific projects
 - individual Reinvestment Plans
 - Strategic Plan, generally
 - Community Development Fund
 - Incentive/Fee System
 - Existing Resources

Jelynn Burley, City of San Antonio Deputy City Manager

What's Special About this Plan

Three unique characteristics

- Implementation informed by real estate market value analysis (MVA)
- Reinvestment Plans focus resources in targeted areas
- Reporting and evaluation through Community Development Action Team (CDAT)

Ivy Taylor, Merced Housing Director of Resident Services

The San Antonio Strategic Plan for Community Development

Plan Implementation

- Key implementation strategy: effective communication
- Community Development Action Team (CDAT)
- Reinvestment Plan Teams
- Other implementation steps
 - Scorecard system
 - Incentive / fee system for community development
 - Community Development Fund

Jennifer Gonzalez, Executive Director Alamo Area Mutual Housing Association

The San Antonio Strategic Plan for Community Development

What it Will Take to Succeed

- strong, continuous, committed and effective leadership
- multiple sources of flexible capital and funding
- collaborative working relationships
- active implementation of this Plan
- informed, engaged and supportive citizens
- educational opportunities
- workforce development and job creation
- supporting success while encouraging innovation
- acting in an environmentally sound manner
- developing and employing high standards for community development

Councilwoman Sheila McNeil, District 2

Where We Go From Here

- Continue providing feedback
 - www.sanantonio.gov/planning/cd.asp
- Fill out evaluation cards, sign up for CDAT consideration if interested
- Rank Reinvestment Areas on maps
- Afternoon MVA session

Jelynn Burley, City of San Antonio Deputy City Manager

The San Antonio Strategic Plan for Community Development

Question and Answer