

AN ORDINANCE 2008-09-04-0765

ADOPTING A STRATEGIC PLAN FOR COMMUNITY DEVELOPMENT TO ESTABLISH A VISION FOR COMMUNITY DEVELOPMENT, CREATE A COMMUNITY DEVELOPMENT ADVISORY COMMITTEE, DEFINE REINVESTMENT PLANNING AS A TOOL TO FOCUS PUBLIC AND PRIVATE INVESTMENT IN TARGETED AREAS, ADOPT METHODS TO INCREASE INTER-DEPARTMENTAL COORDINATION AND PUBLIC-PRIVATE PARTNERSHIPS AND ESTABLISH A SCHEDULE TO UPDATE THE STRATEGIC PLAN.

* * * * *

WHEREAS, the City Council directed the creation of a Strategic Plan for Community Development; and

WHEREAS, the adoption of the Strategic Plan for Community Development creates new tools that are critical to the effective long-term investment of limited community development resources; and

WHEREAS, the City Council, at this time desires to adopt a Strategic Plan for Community Development to establish a vision for community development, create a Community Development Advisory Committee, define Reinvestment Planning as a tool to focus public and private investment in targeted areas, adopt methods to increase inter-departmental coordination and public-private partnerships and establish a schedule to update the Strategic Plan, **NOW THEREFORE:**

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

SECTION 1. City Council hereby adopts The Strategic Plan for Community Development attached as Exhibit "A" and made a part hereof and incorporated herein for all purposes.

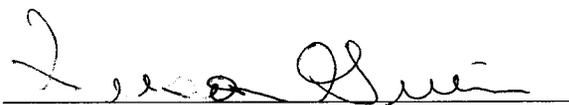
SECTION 2. This ordinance shall take effect September 14, 2008.

PASSED AND APPROVED on this 4th day of September 2008.


M A Y O R

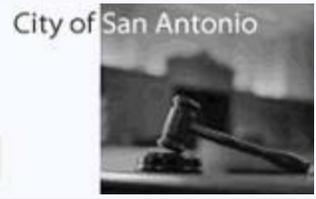
ATTEST: 
City Clerk

PHIL HARDBERGER

APPROVED AS TO FORM: 
City Attorney



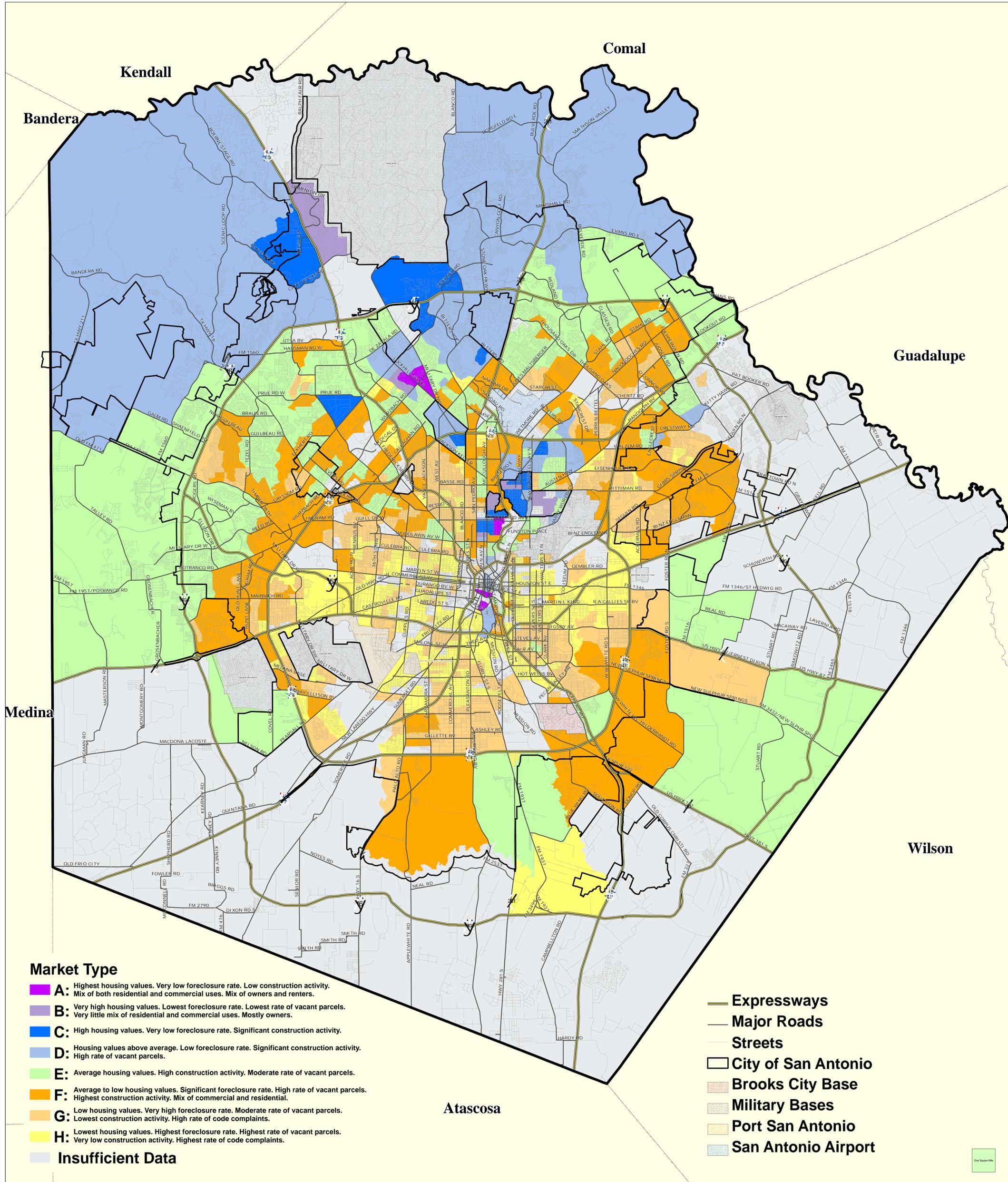
Request for
**COUNCIL
ACTION**



Agenda Voting Results - 28

Name:	28
Date:	09/04/2008
Time:	10:49:20 AM
Vote Type:	Motion to Appr w Cond
Description:	An Ordinance adopting a Strategic Plan for Community Development to establish a vision for community development, create a Community Development Advisory Committee, define Reinvestment Planning as a tool to focus public and private investment in targeted areas, adopt methods to increase inter-departmental coordination and public-private partnerships and establish a schedule to update the Strategic Plan. [T.C. Broadnax, Assistant City Manager/Interim Director, Planning and Community Development]
Result:	Passed

Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Phil Hardberger	Mayor		x				
Mary Alice P. Cisneros	District 1		x				
Sheila D. McNeil	District 2		x				
Jennifer V. Ramos	District 3		x			x	
Philip A. Cortez	District 4		x				x
Lourdes Galvan	District 5		x				
Delicia Herrera	District 6		x				
Justin Rodriguez	District 7		x				
Diane G. Cibrian	District 8		x				
Louis E. Rowe	District 9		x				
John G. Clamp	District 10		x				



Market Type

- A:** Highest housing values. Very low foreclosure rate. Low construction activity. Mix of both residential and commercial uses. Mix of owners and renters.
- B:** Very high housing values. Lowest foreclosure rate. Lowest rate of vacant parcels. Very little mix of residential and commercial uses. Mostly owners.
- C:** High housing values. Very low foreclosure rate. Significant construction activity.
- D:** Housing values above average. Low foreclosure rate. Significant construction activity. High rate of vacant parcels.
- E:** Average housing values. High construction activity. Moderate rate of vacant parcels.
- F:** Average to low housing values. Significant foreclosure rate. High rate of vacant parcels. Highest construction activity. Mix of commercial and residential.
- G:** Low housing values. Very high foreclosure rate. Moderate rate of vacant parcels. Lowest construction activity. High rate of code complaints.
- H:** Lowest housing values. Highest foreclosure rate. Highest rate of vacant parcels. Very low construction activity. Highest rate of code complaints.
- Insufficient Data**

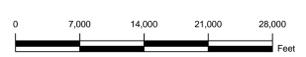
- Expressways
- Major Roads
- Streets
- City of San Antonio
- Brooks City Base
- Military Bases
- Port San Antonio
- San Antonio Airport

Market Value Analysis

City of San Antonio



Data Source: City of San Antonio Enterprise GIS, Bexar Metro 911, Bexar Appraisal District
 The geographic information system products received from the City of San Antonio is provided as an information only and does not constitute a warranty of any kind, and the City of San Antonio expressly disclaims all express and implied warranties, including but not limited to the implied warranties of merchantability and fitness for a particular purpose. The City of San Antonio does not warrant, guarantee, or make any representation regarding the use, or the results of the use, of the information provided to you by the City of San Antonio in terms of completeness, accuracy, reliability, timeliness or otherwise. The user assumes all the risks and consequences of any information obtained from the City of San Antonio in entirety as presented by the user.
 *Please contact the responsible City of San Antonio Department for specific determinations.
 Map Created by: Kristine Egan
 Map File Location: MarketValueAnalysis\Map\CCSGMarketValueAnalysis_080606.mxd
 Map Last Edited: 5 June 2008
 PDF: COSAMarketValueAnalysis_080606.pdf



City of San Antonio
 Planning and Community
 Development Department
 Development and Business
 Services Center
 1901 S. Alamo
 San Antonio, TX 78204



Maria Kieke

URBAN AFFAIRS
COM.

From: Mona Gamez
Date: Thursday, February 22, 2007 4:52 PM
To: 'mbowen@satx.rr.com'; 'mwilliams@coil.cdc.org'; 'bbenson@pulmanlaw.com'; 'dramirez@pulmanlaw.com'; Adolph Torres; Adrian Lopez; Alberto Solorzano; Alice Aguirre; Ana Galindo; Andrew Cameron; aurora_ortega-geis@fanniemae.com; Barbara Trevino; Barbara Trout; bbrewer@mindspring.com; Bill Burman; Bill Telford; Brandon Smith; Bridget Lewis; Camila Kunau; Carl Wedige; Catherine J Hernandez; cblume@earthlink.net; Celena Sanchez; Charles Pruski; Christina Foley; Christopher Brady; Cindy Schoenmakers; Clint McKenzie; Connie Munoz; conserve@saconservation.org; copsmetro@sbcglobal.net; Council Aide District 1; Council Aide District 10; Council Aide District 2; Council Aide District 3; Council Aide District 4; Council Aide District 5; Council Aide District 6; Council Aide District 7; Council Aide District 8; Council Aide District 9; Cris Young; Daniel Lopez (ACS); David D Garza; DBYRD@MEDALLIONHOMES.COM; Deborah Hosey; Denise Monday; Dennis J Campa; dguerrero@nrpgroup.com; Diana Rosas; Dianne Quaglia; Diedrie Brewton; eaguiar@earlandbrown.com; Edgar Lozano; eduardom@hcscorp.com; Edward Benavides; Elisa Campos Soto; Elizabeth Viesca; Emil Moncivais; Erik Walsh; Estella Jimenez; exb@saha.org; Felix Padron; Fernando Guerra MD; Florencio Pena; fteran@mauc.org; Gayle McDaniel; Gloria Garcia; Gracie Castillo; hbustos@saws.org; Hollis Young; Irma Gonzalez; Jackie Bolds; Janie Garcia; Jason Cosby (Pub Works); Jeff Pullin; Jelynn Burley; Jennifer Reyna; Jennifer Smith; Jesus Garza; jlane@enterprisefoundation.org; jlpepper@usa.net; Jo Ann Sanchez; Joann Sanchez (CCO); johnk@sahousingtrust.org; Karmen Binka; kbailey@saconservation.org; Krystal Strong; KWB@kbrownpc.com; Larry Zinn; Laura Cabanilla-Cruz; Leticia Callanen; Leticia Rivera; Leticia Vacek; LHall@nhs-satx.org; Lisa Juarez; Liz C Garcia; Mahala Ritchey; Manuel Longoria (EDD); Margaret U. Villegas; Maria Kieke; Mark Webb; Mary Alice Ramirez; Mary Perez (CMO); MC EVENTS; Melinda Cerda; Melissa Byrne Vossmer; Melissa Marie Ramirez; Michael Armstrong; Michael Bernard; Michael Goeken; Milo Nitschke; Mitsuko Ramos; Nikki M Ramos; Nina Nixon-Mendez; nrcca@swbell.net; ourcasas@stick.net; Patricia A Runyan; Patsy Delgado; Patti Puente; Paula Stallcup; Ramiro Cavazos; Ramon Mendez; Raquel Favela; Rebecca Waldman; Richard L Milk; rjodon@nhs-satx.org; Rocky A Aranda; Roderick Sanchez; Roland Lozano; Rosann Sanchez; Sandra Garza; Sandra Whitaker; Sarah Flores; Sharon Boyd; Shawn Eddy; Shreya Shah; smoiser@earlandbrown.com; Susan Sheeran; Sylvia Salinas; Tina Flores; Tom Wendorf; Trey Jacobson; txacornsa@acorn.org; UrbanC@saahc.org; Valicia Henderson; Walter Ague; Xavier Urrutia; Yolanda Ledesma; Yonnie Blanchette; Aaryn Gomez; bbenson@pulmanlaw.com; Delfina Tovar; dramirez@earl-law.com; dramirez@pulmanlaw.com; Emily Tarango-Chavez; martham@recsanantonio.com; Paul Jimenez; Peter Zaroni; Rachel Scheller; Ramiro Gonzales; Ronnie Guest; Rosa Pineda; Telesforo Pinales; Teresa Vasquez-Romero; txdevserv@netzero.net; www.mercedhousingtexas.org

Subject: Urban Affairs Council Committee Meeting

Importance: High

Attached, please find the packet for the **Special Meeting of the Urban Affairs Council Committee** for **Tuesday, February 27, 2007 at 5:00pm in the Municipal Plaza B Room.**

The Committee is comprised of the following members:

Councilwoman Patti Radle, District 5 (Chair)
 Councilman Roger Flores, District 1
 Councilwoman Sheila McNeil, District 2
 Councilwoman Delicia Herrera, District 6

Meeting Date: 2nd Tuesday of each month at 5:00pm

Should you have any questions please let me know.

Thank you,

Mona Gamez
 City Manager's Office
 210.207.2200 (Office)
 210.207.4122 (Fax)

2/23/2007

NOTICE OF PUBLIC MEETING

A SPECIAL MEETING OF THE URBAN AFFAIRS COUNCIL COMMITTEE * WILL BE HELD AT THE MUNICIPAL PLAZA B ROOM, 114 W.COMMERCE , SAN ANTONIO, TEXAS 78205 ON TUESDAY, FEBRUARY 27, 2007, 5:00 P.M., TO CONSIDER THE FOLLOWING MATTERS:

At any time during the Special Urban Affair Council Committee Meeting, the Committee may meet in executive session regarding any of the matter posted below in compliance with the Texas Open Meetings Act (Attorney-client, Personnel, Security, Real Estate) under Chapter 551 of the Texas Government Code.

A. Regular Business:

- ❖ Call Meeting to Order

B. Presentation on the Housing Study Analysis Jelyne LeBlanc Burley, Deputy City Manager

C. Adjourn

07 FEB 27 PM 1:19
CITY CLERK

DISABILITY ACCESS STATEMENT

The meeting place is accessible to disabled persons. Accessible parking is located at City Hall, 100 Military Plaza. To arrange for special assistance to attend this meeting, please call the Disability Access Office at 207-7243. Requests for an interpreter for the hearing impaired must be received at least 48 hours prior to the meeting by calling (210) 207-7245 VTCC for assistance.

* Other members of the City Council may attend to observe, but not vote, on matters before the committee."

CITY OF SAN ANTONIO

Office of the City Manager Interdepartmental Correspondence Sheet

TO: Urban Affairs Committee

FROM: T.C. Broadnax, Assistant City Manager

SUBJECT: Briefing on the Housing Study Analysis

DATE: __ February 21, 2007

SUMMARY AND RECOMMENDATIONS

The purpose of the study which was conducted by Sandra J. Williams, Housing & Community Development Consulting was to take an objective snapshot of affordable housing efforts and use that as the basis for informed local discussions about priorities, resources, and performance; allow for cross-city comparisons and learning; as well as establish benchmarks and goals for improvement. As the City of San Antonio moves forward in developing housing goals a synthesis of the results of the valuable observations from the report card, and an evaluation of those recommendations from past studies still outstanding can form the foundation for future plans. A well-facilitated planning process that acknowledges affordable housing needs, encourage economic and social integration and build stronger neighborhoods.

BACKGROUND INFORMATION

The City of San Antonio is committed to providing better quality and more affordable housing opportunities to the San Antonio households. Studies, coming from citizen input, have taken a broader look at housing problems and the evaluations have been very specific in looking at the delivery of housing to lower income households. A majority of the recommendations from past plans 131 or (58%) have been implemented in part or in full. These have ranged from recommendations for improved downtown circulation patterns to incentives for adaptive reuse in the downtown on one end to requiring a common definition of affordable housing for all city programs. Only eight (8) recommendations of the 224 included in all plans were tried and discarded, these were the HARP program, a similar program in conjunction with Fannie Mae, HNAT, and Neighborhood Mini grants. The balance (85) was either infeasible or not implemented. Some had practical barriers; others were so vague in their form that their intended outcome was unclear.

ISSUE

Some key and emerging issues will be integrating housing with other planning activities, preservation of historic areas, housing, jobs, downtown and neighborhood revitalization and resolving on-going conflicts over affordable housing within the City of San Antonio.

ALTERNATIVES

The City of San Antonio can take the lead and make affordable housing available for its residents; this type of leadership can influence and motivate other local partners to then join efforts with the city leaders and make a stronger community.

FISCAL IMPACT

None. This study carries no specific financial commitment.

RECOMMENDATION

Staff recommends moving forward in the development of a three (3) year affordable housing strategic plan. At the end of each fiscal year, staff will revisit the previous year and add an out year to the plan.

ATTACHMENTS

A survey which was conducted by Housing and Community Development Consulting is attached.



T.C. Broadnax
Assistant City Manager

Housing and Community Development Studies Analysis

Sandra J. Williams
Housing & Community Development Consultant

4203 Woodcock, Ste 253
San Antonio, TX 78228
210-324-7705

HOUSING STUDY ANALYSIS SUMMARY AND CONCLUSIONS

In 2005 The University of Texas School of Architecture Graduate Program in Community and Regional Planning conducted an evaluation of four Texas Cities to determine their success in meeting their community's affordable housing needs. This study was conducted by Dr. Elizabeth Mueller and was funded by the Rockefeller Foundation Working Communities Program. On July 10, 2006 their results were published.

The premise of the study is to take an objective snapshot of affordable housing efforts and use that as the basis for " ... informed local discussions about priorities, resources, and performance; allow for *cross-city comparisons and learning*; establish *benchmarks and goals* for improvement; and finally, give *recognition* to innovators."

The big picture questions the study aims to answer are: "*What are our most pressing housing problems? What would it take for us to make a significant impact on these problems? How far are we from that path now?*"

By looking at six areas and measuring performance against specific indicators the intention was to provide the local communities with the information that would encourage them to move forward in their affordable housing delivery efforts with more success. Regardless of 'score' on the report card, each community is encouraged to use this information in conjunction with other local priorities to strengthen their efforts.

The Six indicator areas used in the Report Card Study are:

1. **Leadership:** To what extent do city leaders make housing a spending and policy priority?
 - a. The Mayor takes leadership by proposing and championing housing initiatives for the city.
 - b. The City Manager ensures that housing initiatives are well coordinated by placing them all under the supervision of one assistant city manager.
 - c. City relies on general revenue to support at least 20% of its housing-related full time staff, thus freeing up federal funds for programming.

- d. City resources are allocated in the context of the overall budget picture for housing (both local and non-local funds), compensating for declines in important funds allocated by the federal or state governments, as needed.
 - e. Community leaders put forward a focused agenda for housing and track progress over time.
2. **Resources:** How strong is the local commitment to housing as demonstrated through available resources?
- a. City has established a dedicated revenue source for local housing programs.
 - b. City has generated revenue for housing production through local bond elections in the past three years.
 - c. City has allocated general revenue to housing production or vouchers over the past three years.
 - d. City uses fee waivers or other incentives to facilitate affordable housing production.
 - e. City or local partners fund capacity building for Community Housing Development Organizations (CHDOs.)
3. **Production:** On what scale are new affordable housing units being made available?
- a. Current rate of production of new low/moderate income housing units (including LIHTC units) would address the needs of those paying more than 50% of their income for housing over the next 20 years.
 - b. Current rate of rehabilitation or repair of substandard units would allow backlog to be addressed over the next 20 years.
 - c. At least 500 units per year are produced through the Low Income Housing Tax Credit program.
 - d. New housing vouchers have been added to the stock since 2000.
 - e. No net loss of public housing units since 2000.

4. **Targeting:** How close is the match between housing needs and program priorities?
 - a. Consolidated Plan clearly lays out priorities based on analysis of HUD data.
 - b. Share of rental units, produced with HOME funds, that is affordable to extremely low-income renters (below 30% of median income) meets or exceeds national average of 42%.
 - c. Share of rental units, produced with HOME funds, that is affordable to very low-income renters (below 50% of median income) meets or exceeds national average of 75%.
 - d. Program rents do not exceed HUD's fair market rents for the region.
 - e. Homeownership programs target those excluded by the mainstream market, include counseling.

5. **Fair Housing:** How strong is the local commitment to improving access to housing for groups that have historically faced discrimination?
 - a. Most recent Impediments to Fair Housing Study, required by HUD, is available on city web site and/or in hard copy in the community.
 - b. Study's Action Plan addresses impediments identified in study.
 - c. Housing Choice Voucher program proactive in recruitment of landlords, counseling of voucher holders to encourage use in non-minority neighborhoods.
 - d. Affordable housing programs give residents access to housing throughout the city.
 - e. Accessibility requirements incorporated into local housing programs.
 - f. Evidence of enforcement of Fair Housing Laws through local organizations.

6. **Transparency:** How accessible to the public and user-friendly is information on housing needs, programs and priorities?
 - a. Current Consolidated Plan available on city website, and in local libraries.
 - b. City's most recent Consolidated Annual Performance Evaluation Report (CAPER) available on city website.

- c. Audits of city agencies posted on website.
- d. Consolidated Plan clearly lays out priorities based on analysis of HUD data.
- e. City provides program information and contact information on website.
- f. City provides information and referrals by telephone or in person.
- g. City housing program information is available in Spanish.
- h. The Housing Authority's most recent annual plan is available on its website.

Criteria met:

Leadership:

- ✓ *Housing programs under same city manager:* In the city manager's office, the two departments with primary responsibility for housing are under the same assistant city manager.

The City Manager has organized all housing related activities including development services under one Deputy City Manager. This makes planning and implementation of Affordable housing strategies more efficient and greatly facilitates communication. The larger non profit housing producers meet regularly with the Dept. Heads and Deputy Manager to maintain communications and a strong relationship that allows the non profit sector to better meet its goals in housing production and preservation.

Resources:

- ✓ *Funding for capacity building available through partners:* The Target 2000 Operating Support Collaborative, a partnership between the city, the Enterprise Foundation and Fannie Mae, funds grants to nonprofit, affordable housing providers to improve operations. However, the city does not contribute any funds to this effort.

In addition to the capacity building funds that are available to non profit affordable housing providers, the city's HOME funds pay for administrative support that includes capacity building with all the city's CHDO's who apply. Additionally, the city sponsors training in compliance and financing for local non profits. The Housing Summit provides a venue of additional training.

- ✓ *The city offers development incentives for production of affordable housing through its Incentive Scorecard System:* Affordable housing developments are eligible for waivers of water and sewer impact fees.

In addition to these incentives, the City is able to provide soft money to projects through the housing trust. These funds are directed specifically at developments in the inner city. The Housing Trust has an active program of support for rehabilitation of owner occupied homes, and has pioneered programs that looked at innovative ways to deliver more affordable homes for purchase by low income and first time home buyers.

Production:

- ✓ *Low Income Housing Tax Credit Production:* With support from the federal Low Income Housing Tax Credit Program, an average of 874 affordable rental housing units per year have been added since 2000.

The number of units added through the Low Income Housing Tax Credit Program is limited by state allocation of funds. Smaller developments have been supported locally through HOME and Housing Trust Funds where feasible. The Housing Authority has teamed up with private sector developers to stretch their housing replacement dollars farther than could happen with simple SAHA replacement. Preservation and new construction through the use of Volume Cap and 501 (c) 3 bonds further stretches the ability of the community to meet ongoing housing needs.

Targeting:

- ✓ *Program rents are affordable to renter households:* Rents in developments supported by city programs are affordable to the median renter household.

Through the requirements of the HOME program lower and lower income households are reached with the city's housing efforts.

- ✓ *Homeownership programs well targeted:* Between 1999 and 2002, first time homebuyer programs focused on households between 60-80% of median family income. In contrast, rehab programs for homeowners focused on lower income households, those below 50% of median family income. Targeting rehab at low-income owners is supported by data presented in the Consolidated Plan.

San Antonio's affordable homeownership programs are some of the best in the state. There is a wide variety of programs offered by multiple non profits operating in different geographic areas as well as together. The larger groups are able to develop subdivisions and create entire communities of mixed income homes. Area groups have been aggressive at acquiring large tracts of land for development. Owner occupied rehab programs have largely been run by the city of San Antonio with programs like Rebuilding Together are able to bring private resources to the problem of substandard owner occupied housing. Additionally, Merced and San Antonio Alternative Housing provide emergency repairs to older homeowners.

Fair Housing:

- ✓ *The San Antonio Housing Authority (SAHA) informs voucher holders of housing options throughout the city:* According to the city's recent study, SAHA staff makes a strong effort to encourage families to seek housing outside areas with concentrations of low-income housing or minorities.

San Antonio has been aggressive at insuring that Sec. 8 voucher holders are able to find housing in all parts of the city. Apartment complexes that accept vouchers are encouraged to advertise at the voucher office where prospective tenants are able to compare various properties based on amenities, school districts, access to public transportation, and other features. This has resulted in significantly reducing the concentration of low income voucher holders in the lowest income census tracts in the city.

- ✓ *Accessibility requirements are incorporated into city programs by local ordinance:* The City of San Antonio's Universal Design Ordinance requires new construction of single-family homes, duplexes and triplexes receiving financial assistance from the city or the state of Texas to meet specific accessibility requirements.

Accessibility requirements are incorporated into all city programs and builders are required to make sure that all new construction an rehab provides for accessibility both inside units and on the site as well.

Transparency:

- ✓ *Consolidated Plan online:* The 2000-2004 Consolidated Plan is available online, although it was not available at the public library, as advertised.

The Consolidated Plan is available both on line and at area libraries. If the research team was unable to find it, there was an oversight on the part of the library staff. A call to the library research desk confirmed that it is available at the main library.

- ✓ *Program Information and referrals:* Program information and contact information is available on the website of the Neighborhood Action department. Contact names and telephone numbers are provided. <http://www.sanantonio.gov/nad/?res=1024&ver=true>. Program information is also reportedly distributed in a series of easy to read booklets at city showcases, which are held once a month at local shopping malls.

Information on housing assistance and availability is accessible through all United Way sponsored programs through a directory they produce. The Housing & Neighborhood Services website also has information and links to added housing services.

- ✓ *Assistance in Spanish:* The Neighborhood Action department can help callers in Spanish. Program information is available in Spanish in booklets described in the Consolidated Plan. The San Antonio Housing Authority's (SAHA) main webpage is available in Spanish, as are most linked pages. www.saha.org.

As one of the country's most bi-lingual cities, San Antonio has made outreach to the Spanish speaking population a priority. Publications and telephone services are available in Spanish through all City operated resources.

- ✓ *Housing Authority Plan:* SAHA posted its proposed 2005-2009 plan on its website for public comment in February.

The San Antonio Housing Authority posts its annual report on its web site each year in February. They accept public comment through the web.

- ✓ *Agency Audits:* The recent audit of the Housing Authority is posted online.

Mixed results:

Leadership:

- ✓ *Repeated community planning efforts not effective:* Over the past several years, several efforts have been mounted to document housing and community development needs and put forward an action agenda. In each case, the planning committee was voluntary and ad hoc in nature. While the city's consolidated plans do reference these efforts, community leaders have no way to hold decision-makers accountable for progress toward these goals.

The City of San Antonio has undertaken 6 different housing planning activities in the last 15 years. This year the city has consolidated them and distilled their recommendations into a summary that combines those recommendations that overlap and has discarded those recommendations that are impractical or have been tried and discontinued. This will form the basis of the city's future housing and neighborhood planning going forward. The annual Housing Summit provides a platform from which to address the changing goals for housing yearly.

Fair Housing:

- ✓ *Evidence of Fair Housing enforcement:* The San Antonio Fair Housing Council filed charges against violators in 2004. However, no information was available on the total number of violations filed with the city's Fair Housing Office, nor on their resolution.

Criteria not met:

Leadership:

- ✓ *Lack of mayoral leadership on housing:* San Antonio's outgoing mayor, Ed Garza, championed economic development; housing was not included in his mayoral initiatives. Newly elected mayor Phil Hardberger campaigned on a platform that emphasized infrastructure needs, public safety and preservation of natural resources. Housing was not a focal point of his campaign.

The perception of a lack of mayoral leadership of housing has not prevented the city from addressing many of its housing needs. The recent addition of City Manager Sculley has brought a heightened awareness of the integrative nature of housing related issues. She has led the initiative to form a central service center for the homeless where their basic housing needs can be met in an environment that also supports them in growing on a path to main stream economic participation.

San Antonio's concentration on Economic Development activities has been aimed at reducing the need for 'affordable' housing by raising the income levels of San Antonio. Attracting industry such as Toyota promises to improve wages across a variety of industries as employer compete for workers with employers of this stature. As the city has developed the River North TIRZ, they have stated their goal of having 10% of the nearly 8000 units be affordable to low and moderate income households.

- ✓ *City supports a small portion of housing-related staff positions with general funds:* Two city departments are responsible for affordable housing initiatives: Housing and Community Development and Neighborhood Action. Overall, only 6 of the 54 housing related positions in these two departments (11%) are supported by general funds. In contrast, over 44% of staff in the city's department of health, another area with significant federal funding is supported by general funds.

The realities of budget deficits in the late 90's and beginning of this century pushed the city to fund more of its housing related positions with federal funds. The new reality is that federal sources are now shrinking while local revenue is increasing. This will result in a very different picture in several years. However, it is quite likely that these peripheral positions will always be funded from whichever source is most available. A lack of local funding is not necessarily a measure of a lack of commitment. It is a resource balancing exercise.

- ✓ *City fails to compensate for decline in housing resources:* Federal sources of funding for affordable housing, which target the lowest income groups, have been declining in recent years. The city's trust fund is the most important local funding source but has only been able to increase its resources by turning to revenue bonds, which cannot be used to reach the lowest income groups. No general revenue or general obligation bonds have been used to increase the overall pool of available resources.

The City of San Antonio has been concerned about the decline in federal housing resources for some time. The City is moving to replace federal funds where possible and to refocus its search for tools in creating and preserving affordable housing where necessary. A method of expanding the reach of the Housing Trust is underway and will yield between \$30 and \$50 million in new city money meant to leverage an additional \$300 million or more in private investment.

Resources:

- ✓ *No dedicated, ongoing local revenue sources for housing:* The city's Housing Trust Fund was originally endowed with \$10 million generated from the sale of the city cable station. Since that time, however, no additional funds have been allocated to the fund, requiring it to rely on income generated by the initial endowment and loan repayments.

As mentioned above the city is working to develop ongoing and dedicated sources of funds to supplement the Housing Trust Funds current corpus.

- ✓ *No bond funds allocated to housing in recent years:* The city's most recent bond election was held in 2003; no housing items were included. (This is distinct from private activity bonding authority—a form of revenue bonding.)
- ✓ *No general revenue allocated to housing production in recent years:* No local general revenue is currently dedicated to housing production. (Although funds are used to support 6 positions in Neighborhood Action.)

These measurements that because San Antonio has not had a bond issue to raise funds for affordable housing or that no general revenue is directed to affordable housing are overly prescriptive and ignore or overlook those efforts the city has made and that it is currently undertaking.

Production:

- ✓ *Rate of production inadequate:* Between 1999 and 2002 (most recent years for which complete data could be compiled), a maximum of 1,544 units per year were produced using federal block grant or tax credit funds. At this rate, it would take over 25 years to meet the backlog as of 2000.

The rate of production of affordable housing is tied directly to the amount of federal assistance is made available. This is true not just for San Antonio but for all communities. As

- ✓ *Rate of rehabilitation inadequate:* Between 1999 and 2002, an average of 293 units per year were repaired or rehabilitated. At this rate, it would take over 41 years to address the backlog of units lacking complete plumbing alone.
- ✓ *No new housing vouchers added to stock since 2000:* Families on the Section 8 waitlist had an average waiting time of 42 months as of 2000, when 17,000 families were on the list.
- ✓ *Net loss of public housing units:* Although the San Antonio Housing Authority retains an impressive stock of units, through its own properties and the housing vouchers it administers, there has been a net decline in the units they manage in recent years. The city's three HOPE VI projects will yield—at best—a net decrease of 138 units affordable to current public housing residents.

Targeting:

- ✓ *Consolidated Plan priorities not adequately supported by analysis:* Despite the availability of detailed information on housing problems from HUD, the Consolidated Plan lacks detailed analysis of the different problems experienced by households at various income levels. It does not prioritize use of funds for addressing problems according to the severity of need by income group,

describing need for particular services as “high” “medium” or “low” across all income groups.

- ✓ *Share of HOME funds targeted to extremely low-income renters falls below national average of 42%:* 38% of HOME funds used for rental housing were targeted to this group. This allocation placed San Antonio above the state average of 32%, but well below the national benchmark.
- ✓ *Share of HOME funds targeted to very low income renters falls below national average of 75%:* While two-thirds of these funds were targeted to this group, this still left a larger share of funds for use by families in San Antonio above 50% of regional median family income (\$22,200 for a family of four in 2002) than in the rest of the nation.

Fair Housing:

- ✓ *City's Analysis of Impediments to Fair Housing is inadequate:* The most recent study includes no substantive analysis of impediments, just a description of the goals of the many organizations and actors that might be affecting fair access to housing in San Antonio. No critical analysis of the city's own efforts is included.
- ✓ *Location of affordable housing produced or made available through past and current programs concentrates residents in minority neighborhoods:* Overall, the current stock of affordable housing available to San Antonio residents, whether through physical units or through vouchers for use in the private market, shows that opportunities are concentrated in neighborhoods where minority groups are overrepresented relative to city averages.

Long standing historic housing patterns include concentrations of affordable units in neighborhoods with concentrations of minority households. This may never change and in a city as demographically diverse as San Antonio it may not even be desirable. On the other hand the concentrations of poverty are being dispersed as minority households see their incomes rise.

- ✓ *Study's Action Plan is inadequate:* The Action Plan included in the Impediments to Fair Housing study is one page in length. Recommendations are not linked to analysis of current impediments and focus on increasing awareness of fair housing issues among housing providers and consumers.

Transparency:

- ✓ *Consolidated Plan priorities not adequately supported by analysis:* The Consolidated Plan lacks detailed analysis of the different problems experienced by households at various income levels. As a result, the basis for the priorities put forward in the plan for use of funds is not transparent.

- ✓ *Performance information not available online:* The CAPER is not available on city websites. However, city staff readily provided us with a hard copy when requested.

CONCLUSIONS

Across all the studies and evaluations the common goal is to provide better quality and more affordable housing opportunities to San Antonio households. The City's studies, coming from citizen input, have taken a broader look at housing problems and the evaluations have been very specific in looking at the delivery of housing to lower income households.

For a variety of reasons, whenever the City has undertaken a housing study, it has looked at all kinds of housing problems, from neighborhood environments to access to community resources. So, you find recommendations such as "the creation of a neighborhood meeting facility where HOA's can keep their files and residents can use office equipment." Underlying a recommendation like this is an assumption that all households in that neighborhood do not have equal access to these resources. With what we know of the digital divide, that assumption, at its core, is that the neighborhoods with this priority are lower income. Listening to the recommendation in that light, it becomes clear that the real desire is to insure that equal access to technology and facilities that will hold larger groups of residents.

On the other hand, evaluations from outside have been involved in results that are consistent across a number of communities, where minority majority neighborhoods may equate to concentrations of poverty for example.

San Antonio's historic approach to addressing a broad base of community needs that include access to affordable housing has actually served the city quite well. A majority of the recommendations from past plans (58%) have been implemented in part or in full. These have ranged from recommendations for improved downtown circulation patterns to incentives for adaptive reuse in the downtown on one end to requiring a common definition of affordable housing for all city programs.

Only 8 recommendations of the 224 included in all plans were tried and discarded, these were the HARP program, a similar program in conjunction with Fannie Mae, HNAT, and Neighborhood Mini Grants.

The balance (85) were either infeasible or not implemented. Some had practical barriers; others were so vague in their form that their intended outcome was unclear.

Moving Forward

As the City of San Antonio moves forward in developing housing goals a synthesis of the results of the valuable observations from the report card, and an evaluation of those recommendations from past studies still outstanding can form the foundation for future plans.

To insure that future plans are more easily measured and therefore more useful, the City of San Antonio should consider attaching specific, measurable, attainable, and time sensitive criteria that include an evaluation of needed resources, on goals adopted moving forward. The Housing Summit provides the best opportunity for the broadest participation in developing of an Affordable Housing Plan for the future.

A well-facilitated planning process that acknowledges the distance traveled in the last 8 years since the first CRAG and that addresses the current state of affordable housing in San Antonio – its successes and challenges can lead to a very usable product going forward. Adoption of a 3 – 5 year plan with annual updates, evaluating progress, re-evaluating outstanding goals, and adopting new goals can give city government a blueprint for their work toward assuring a healthy stock of appropriate affordable housing.

February, 2007

Sandra J. Williams

S. Williams

Housing & Community Development Consulting

4203 Woodcock, Ste 253

San Antonio, TX 78228

210.393.8030

or

210.324.7705

swilliamshcdc@yahoo.com

Community Development Housing Summary

Introduction:

Over the years many studies of housing conditions and recommendations for future direction have been undertaken for the City of San Antonio. Their focus has ranged from the very narrow examination of housing in the downtown area to the much broader Housing Master Plan. The Arthur Anderson, Enterprise Assessment, and the Texas Housing Report Card attempt to evaluate the success of housing efforts in meeting actual needs throughout the city.

In looking at these studies and reports, the most striking feature is their points of similarity and dissimilarity. Each brings its unique bias toward housing solutions and methods. This summary is an attempt to bring some thread of commonality to this body of research and analysis. By identifying the significantly similar goals and grouping them into categories, it may be possible to use this body of work as the basis to move forward with new and continuing housing initiatives. It will also, be possible to more accurately assess the City of San Antonio's progress in meeting the thresholds laid out in the Arthur Anderson Assessment and the Texas Housing Report Card or a new measurement model.

Sources:

CRAG 1998
Enterprise Assessment 1998
Housing Master Plan 2001
CRAG 2000
Downtown Housing Study
Arthur Anderson
Texas Housing Report Card

Methodology:

This analysis was done by linking the common themes of these many reports and looks at the city's performance relative to the measures from the Arthur Anderson and Texas Housing Report Card evaluations.

Each recommendation is rated as: *Implemented, Infeasible, Partially Implemented, Not implemented or terminated.*

Implemented recommendations have been put in place with relatively little modification from the original recommendation.

Infeasible recommendations could not be put into action for legal, logistical, financial, or other structural reasons and was not redesigned to accomplish the desired outcome.

Partially Implemented recommendations were put into action to a limited extent or were restructured to meet the underlying objective of the recommendation but with some change. For example, recommendations for SADA were not able to be put into place as stated with the dissolution of the department. However, many of these recommendations are in practice within new department where the activities are housed. Sometimes there was no way to carry out the recommendation further or the direction of the recommendation revealed significant reasons to not fully implement the original recommendation.

Not Implemented recommendations were not implemented for a variety of reasons which are explained briefly in the summary of each recommendation.

Terminated recommendations were partially implemented but stopped for a reason other than feasibility such as budget restrictions, reorganization, or redirection of priorities.

Groupings

Capacity: Recommendations directed to increasing the skills, or resources necessary to contribute to the growth of affordable housing were assigned to the Capacity group. This could be capacity within the city or growing the capacity of housing partners.

Data: Recommendations intended to increase the information about housing need, or information about resources was considered to be Data. Some of this is related to Market Studies, others to proposed research.

Development: Recommendations for influencing development decisions that were not direct incentives, and recommendations about design, siting, evaluation criteria that influence development decisions are considered to be Development recommendations.

Downtown: Recommendations for development, adaptive reuse, economic development initiatives, traffic, transportation and any other aspect of Downtown development were treated as Downtown recommendations.

Education and Health: Education and health were examined in an extremely limited way by the studies examined and were, therefore, only touched on 'incidentally' within this study.

Homeownership: Many recommendations were directed at Homeownership programs both new homeownership opportunities and rehabilitation activities.

Incentives: Recommendations that suggested some kind of 'carrot' to spur an activity to increase affordable housing efforts was identified as an incentive. Typically, these incentives were not directed at one type of housing or another.

Infill: Infill development recommendations posed unique challenges and were pulled out as a separate grouping for the purpose of this study.

Neighborhood Improvements: The largest sub grouping of recommendations falls into the Neighborhood Improvements category. This included proposals related to Neighborhood Associations and other neighborhood based efforts that impact housing. (Not merely affordable housing).

Operational: Recommendations that suggested a different manner of providing a service were considered Operational.

Performance: Recommendations that addressed the efficiency of delivering housing assistance were considered Performance Recommendations.

Self-help: Recommendations for resources specifically designed to assist self help activities were pulled out and grouped as Self Help.

Special Needs: Recommendations for housing solutions targeted specifically to one population of households were considered Special Needs recommendations.

Sustainability: Recommendations for development that incorporated renewable or sustainable practices were separated into this grouping.

Vacant: Any recommendation aimed at acquiring, assembling or disposing of vacant property was included in this grouping.

SUMMARY OF RECOMMENDATIONS

CAPACITY RECOMMENDATIONS

CAPACITY RECOMMENDATIONS

Recommendations about expanding capacity for housing and community development activities addressed both the public and private sector. On the whole the City of San Antonio has made significant progress in enhancing its capacity to be a strong partner in the many aspects of Community Development. Since the first of these studies was undertaken the City of San Antonio has reorganized its Housing and Community Development Departments to report to one Deputy City Manager. Only Community Initiative which oversees programs for the homeless, a citywide Individual Development Account Program that incentivizes saving toward homeownership and personal development, and Financial Literacy, and Income Tax related programs does not report to the Deputy City Manager for Planning and Development. This organizational structure will not likely be modified as the City of San Antonio views these Community Initiative Programs as part of the array of city provided services for residents, whereas Housing and Community Development activities are involved in making change or preserving the physical environment of the city.

Implemented Recommendations:

The most promising recommendations relating to Capacity growth addressed the ability of the city to deliver housing assistance and services.

The city has Created uniform rules for applications with a uniform and easily understood application, monitoring and disbursement processes. HOME and CDBG funds have been coordinated with other resources such as Low Income Housing Tax Credits to extend their reach.

The Development Process Manual provides guidance for non profit and for profit developers. The city has adopted a uniform definition of 'affordable' housing for use in all its programs. This is tied to the cost of each dwelling unit and is reviewed annually to determine if circumstances have changed sufficiently to require redefinition.

In each funding round more than 5% of HOME funds have been allocated to non profit administration and operating support. This has allowed existing non profits to grow their capacity and strength.

The city is seeking additional funds for affordable housing in three ways. They are looking to use the corpus of Housing Trust funds in leveraging a greater investment in housing programs. The city is examining fees that it might generate in administering other financial programs. And it is looking at the possibility of putting together an 'Affordable Housing Financing Package' offering in the future.

Partially Implemented Recommendations:

Two recommendations dealt with increasing training and technical assistance for specific purposes, (Boards of adjustment, design review, planning, historic) and (non profit capacity) The city provides annual training and in some instances retreats for all boards that support the work of city council. Non profit capacity building is supported through administrative funds directly to the organization and through training offered at the annual Housing Summit.

Infeasible Recommendations:

The CRAG, the Enterprise Assessment, and the Housing Master Plan all make reference to a structure that would coordinate housing activities, provide centralized information, assist in developing housing proposals and provide technical assistance to the public and City staff on housing related issues.

All but one of these proposals were identified as 'Infeasible' because they required the creation of a new entity (either inside the city or apart from the city) but did not identify how added resources could be found to support such an entity.

If there is support for the use of an independent entity to aggregate resources and allocate them, the San Antonio Housing Trust could provide that vehicle. The same is true for the Technical Advisory Committee functions, and the capacity building idea.

The current method of allowing established CHDO's to apply for Administrative money to be used for capacity building seems to have worked to the advantage of the existing groups. The city has made the decision to use existing organizations to meet changing needs by encouraging them to redirect their efforts as community needs change. It has not, however, been a catalyst for the growth of new non profit delivery organizations. Expansion of organizations is seen as inefficient in delivering housing services.

One proposal suggests the creation of a technical assistance committee to advise the council on HOME and CDBG priorities. City Council's Urban Affairs Committee works closely with staff on recommendations for HOME, CDBG and other housing programs. Council is satisfied that this method is working well and that they do not need additional technical assistance.

Not Implemented Recommendations:

Four of the five proposals that were not implemented suggest devoting more funds to housing activities but do not identify ways to accomplish this. For that reason these suggestions have not been implemented. The city is looking for additional sources of funds for housing programs and expects to expand them in the future. The fifth proposal recommends establishing a professional growth program for City staff to foster interdepartmental collaborations supporting housing programs. City staff currently participates in a Leadership Development Program that fosters an understanding of all city departments but does not focus specifically on housing and development issues.

Terminated Recommendations:

The CRAG recommended that the Housing and Neighborhood Action Team be reorganized to include private and non profit representation. HNAT did reorganize before it stopped meeting. Internal staff reorganizations made this group superfluous.

CAPACITY RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
ENTERPRISE ASSESSMENT	Coordinate HOME and CDBG funds with existing pools of other funds.	IMPLEMENTED	This recommendation identified no sources of funds that could be used. Projects that are proposed for CoSA funding generally have leveraged as many other sources of funds as are available. Funding to organizations and projects are coordinated with Enterprise funding of Living Cities organizations and the Housing Trust with their support for developments.
ENTERPRISE ASSESSMENT	Create uniform rules for project application, documentation, closing and monitoring, so project funds can flow more quickly.	IMPLEMENTED	Completed with the introduction of the new Housing Policy Guide that is updated annually.
CRAG 2000	Create a standard definition of affordable housing for the City of San Antonio.	IMPLEMENTED	City Council has approved a standard definition of affordable housing funded through the city. The Housing Policy Guide and the Incentive Scorecard refer to the same definition.
CRAG	Produce a city 'Development Services Guide' for private and no profit use.	IMPLEMENTED	Development Process Manual updated annually by the Development Services Dept provides assistance for private and non profit residential and commercial developers.
ENTERPRISE ASSESSMENT	Increase funds available for affordable housing by aggressively seeking other public and private resources	IMPLEMENTED	Other sources of funds under consideration include: Loan pool with risk underwritten by SAHT, Use New Market Tax Credits as a business line with revenue coming back to the SAHT, issue a bond specifically for housing, and the fees charged by SAHT for multifamily bond issuance.
ENTERPRISE ASSESSMENT	Allocate 5% of its HOME funds to operating support, to enable more and more community based organizations to have the resources necessary to grow.	IMPLEMENTED	CoSA provides administrative funding to local established non profits through the HOME CHDO set-aside. The city has committed to continuing to support successful organizations that reliably deliver housing and other outcomes.
CRAG	Continue to advocate for CoSA's fair share of federal and state housing money, expand locally generated housing resources, and maximize use of public funds by leveraging them with private funds.	IMPLEMENTED PARTIALLY	With federal resources shrinking the city can promote the expansion of state funds available for use in CoSA through legislative changes and policy changes in the Texas Dept. of Housing & Community Affairs.
HOUSING MASTER PLAN	Use Capacity Building Program networking opportunities as an opportunity to expand funding from private funding sources for special needs projects	IMPLEMENTED PARTIALLY	No funds available for 'capacity building program', therefore this recommendation was not implemented in this format. Networking opportunities are available through the annual Housing Summit
ENTERPRISE ASSESSMENT	Restructure program delivery to reduce duplication and increase efficiency. Focus SADA on replacement housing and owner occupied rehab, give non profits a larger role in first time homebuyer programs, use private sector to administer the HIP program	IMPLEMENTED PARTIALLY	With SADA's dissolution, HIP and owner occupied rehab is all done through the Neighborhood Services Dept.
HOUSING MASTER PLAN	Develop capacity building program for non profits with HOME CHDO set aside and private contributions, to provide technical assistance, training and networking opportunities to non profit housing development organizations	IMPLEMENTED PARTIALLY	There is no source of funds available to create a capacity building program for non profits. City of San Antonio supports capacity building through certified training at the annual Housing Summit

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG	The CoSA should form a partnership with capacity building providers in San Antonio to address the deficit of community involvement in areas of neighborhood planning, economic development, and inner city revitalization	IMPLEMENTED PARTIALLY	CoSA has cut funding to the Neighborhood Resource Center which was seen as the partner referenced. However CoSA continues to assist NRC in organizing the annual neighborhood conference and it has worked with Enterprise Foundation to nominate leaders for leadership classes offered by the NRC. Enterprise Foundation, Fannie Mae Partnership Office, and the local NRC office are seen as partners providing training and funding opportunities for organizations involved in Housing and Community Development activities. The sources beyond the NRC do not work with Neighborhood Associations and the NRC doesn't work with any of the organizations served by the funders and intermediaries
CRAG	Create a Clearing House of Neighborhood Development (housing, Commercial, and funding information) Include information related to vacant land in the inner city targeted for revitalization	IMPLEMENTED PARTIALLY	All housing related programs are part of the Consolidated Plan annual status report but there is no tie to Commercial or Economic Development activities or to projects not funded by HUD. If this goal is still a desired project, it might be compiled and published on the City's website. CoSA has undertaken a program within Planning and Community Development that will identify vacant and underutilized property suitable for redevelopment.
HOUSING MASTER PLAN	Expand private funding sources for affordable housing projects through the creation and encouragement of network opportunities through Capacity Building Program	IMPLEMENTED PARTIALLY	There is no source of funds available to create a capacity building program for non profits. However, networking opportunities are supported through the annual housing summit.
HOUSING MASTER PLAN	Use networking opportunities recommended in the capacity building program as an opportunity to create ongoing relationships between non profit organizations and private development and financial organizations	IMPLEMENTED PARTIALLY	Capacity Building Program not created because of the expense involved. Instead the annual Housing Summit provides networking opportunities.
ENTERPRISE ASSESSMENT	Increase support and coordination of technical assistance to non profits using CoSA funding coordinated with operating and project funds	IMPLEMENTED PARTIALLY	City supports TA and training for non-profits though the annual Housing Summit, NDC Housing Development Financing, and Economic Development Finance Certificate Program. Not coordinated in a formal way with the funding of programs
CRAG 2000	Improve training and education opportunities for Historic and Design Review, Planning Zoning Commission and Board of Adjustment.	IMPLEMENTED PARTIALLY	Annual training and (sometimes retreats) are conducted with all of these agencies. However, the city does not fund or encourage commission members' membership in the appropriate professional organizations or their participation in each agency's training programs. If this recommendation is still a desired activity, the cost of it should be identified and that amount of money allotted to the commission or board's budget.
CRAG 2000	Pursue a change at the state level that would allocate a greater amount of gasoline tax revenue to fund street maintenance and construction by local governments.	IMPLEMENTED PARTIALLY	As originally stated, this recommendation is not politically viable. In 2004 Advanced Transportation District is funded through sales tax increase which achieves a similar objective
CRAG	Assist neighborhood groups that wish to develop goals, objectives and implementation strategies annually. A reliable annual goal setting process would supplement the city's other planning efforts	IMPLEMENTED PARTIALLY	In addition to Neighborhood and Community Plans there are opportunities for Special Studies, Goals and Strategies reports. Neighborhood Action works with the neighborhoods in which Neighborhood Target Sweeps are performed to assist in some of these items for each of the respective areas. Through neighborhood Commercial Revitalization Program the city also works with the surrounding areas, but not necessarily on an annual basis. However, staffing to accomplish the recommendation as stated would be infeasible.
ENTERPRISE ASSESSMENT	SADA should refrain from other direct development, which it has not done efficiently, and keep focused on its role as provider of land, working together with other agencies and groups to accomplish planned neighborhood development	IMPLEMENTED PARTIALLY	With SADA dissolution the land assembly function has transferred to Planning and Community Development where vacant and abandoned properties will be identified.

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
ENTERPRISE ASSESSMENT	Plan for merging all multifamily programs under one agency	IMPLEMENTED PARTIALLY	Coordination of all multifamily growth is still a desirable goal and CoSA will continue working toward increasingly coordinated activities but cannot be administered from one agency
HOUSING MASTER PLAN	Create technical advisory committee on program priorities for CDBG and HOME	INFEASIBLE	City Council has not accepted this recommendations
HOUSING MASTER PLAN	Establish a new non profit corp. to administer the capacity building program and to coordinate self help initiatives	INFEASIBLE	There is no source of funds available to create a capacity building program for non profits.
CRAG 2000	Fully fund the Housing Master Plan	INFEASIBLE	At the time of the Master Plan development no costs were assigned and none projected to link to implementation so there is no way to determine what funding would be required.
ENTERPRISE ASSESSMENT	Create non profit funding collaborative to support non profit activities. Aggregate resources from public and private sector community development funders and coordinates disbursement.	INFEASIBLE	HCD has an outreach division to inform potential client agencies of funding opportunities, no ongoing funding source has been identified. The city is not an agency to collect private sector funds for disbursement.
ENTERPRISE ASSESSMENT	Coordinate HCD project funding with existing pools of non profit predevelopment funds such as through Enterprise and NRC.	INFEASIBLE	Enterprise no longer has predevelopment funds and NR funds are only available to those organizations who are part of the NeighborWorks Network. There are no other organized and reliable non profit sources of pre development funding
HOUSING MASTER PLAN	Provide assistance in the developing funding proposals for supportive housing grant	NOT IMPLEMENTED	No agency identified or funds identified to do this.
HOUSING MASTER PLAN	Expand financial resources by using a wider variety of financial tools	NOT IMPLEMENTED	City is looking at opportunities to expand funding sources including: 1. Fees from bond transactions. 2. Fees from NMTC Projects. 3. Subsidy for loan pool. 4. Bond issue for housing
ENTERPRISE ASSESSMENT	Increase amount of funds available for affordable housing by aggressively seeking other public and private resources, utilize increased leveraging and using a higher percentage of CDBG funds for Housing	NOT IMPLEMENTED	Enterprise Assessment identified no sources of these funds nor did it address the impact of diverting CDBG funds from public service and public improvement projects. CoSA has experience continued reductions in federal funding. CDBG provides the only source of funds to address many areas other than housing and HUD has identified HOME specifically to address housing to take that burden off CDBG
CRAG	Establish professional growth program for City staff that will foster interdepartmental collaboration at mid-management level. This training program is critical for implementing the Master Plan and will go a long way in capturing and using existing human	NOT IMPLEMENTED	City sponsors Leadership Development Program through Human Resources Dept. It does not focus on revitalization, but takes a broader view of interdepartmental understanding. This has the advantage of providing staff with a more holistic view of where revitalization fits within the entire city operation. It is unclear how this recommendation would translate into more or better housing production.
HOUSING MASTER PLAN	Use opportunity to expand financial resources through use of a wider variety of financing tools.	NOT IMPLEMENTED	Not clear what this recommendation means. The CoSA has aggressively sought outside funding to support community development goals.
CRAG	Reorganize the Housing Neighborhood Action Team "HNAT" to include private and non-profit representation	TERMINATED	HNAT reorganized to include outside representatives and address issues impacting housing and neighborhood policies, but was suspended in reorganization as a planning council which will include appropriate representative including government, non profits, and other stakeholders interested in housing and neighborhood planning issues. Under consideration to put this back into practice in a different way.

DATA RECOMMENDATIONS

DATA RECOMMENDATIONS

The 2000 CRAG, the Enterprise Assessment, and the Housing Trust Analysis all made recommendations about data and statistics surrounding housing activities. All recommendations had to do with accumulating high quality data about needs and measuring progress in meeting needs. Only one has been partially implemented without modifications, the city's use of GIS data. Overall the city is aware of its ongoing need to collect data about housing conditions and needs. So far, however, there has been no source of ongoing funding to conduct this work.

Partially Implemented Recommendations:

The city continues to develop its GIS and has recently made some information available on their website. Compatibility with other data sources prevents this from being a fully maximized system.

Infeasible Recommendations:

The recommendation from the Enterprise Assessment to Updated indicators and findings based on the 2000 Census is too vague to be implemented and its purpose is unclear. The proposal for the local housing agency to monitor the impact of providing affordable housing on the community seems to anticipate them conducting market studies on an on going basis, clearly an activity beyond their day to day capacity.

Not Implemented Recommendations:

The recommendation to analyze annual updates on selected indicators to generate ongoing information about market conditions requires a major undertaking by whichever agency would be charged with it. Likewise the recommendation to conduct demographic analysis of SAHA Sec. 8 waiting lists to better understand the profile of this group requires more data collection than SAHA has the capacity for.

DATA RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG 2000	Improve city's ability to gather and manage, share and analyze data by utilizing Geographic Information System.	IMPLEMENTED PARTIALLY	City continues to develop its GIF and has recently made some information available on its website. However, standards for compatibility with other local governments' data and mechanisms for continuous updating remain persistent problems.
ENTERPRISE ASSESSMENT	Local Housing Agencies monitor impact on the supply of housing efforts to provide affordable housing. (Market studies)	INFEASIBLE	Outcome doesn't match the level of effort required.
HOUSING TRUST MARKET ANALYSIS	Conduct demographic analysis of more than for Sec. 8 housing vouchers to better understand the characteristics of renters and the target market for affordable housing	INFEASIBLE	SAHA looks at the characteristics of renters but not 15,000 renters on Housing Authority waiting lists applicants.
ENTERPRISE ASSESSMENT	Update indicators and findings based on 2000 Census	INFEASIBLE	The purpose of the recommendation is unclear.
ENTERPRISE ASSESSMENT	Prepare and analyze annual updates of selected indicators for County, City, and Inner City Market Areas. Look at building permits, rehab permits, and elec. Connections	NOT IMPLEMENTED	This information could not be collected annually without significant expenditure of manpower or funds. Usefulness of information is unclear. The recommendation anticipates not method for collecting, storing and retrieving this data.

DEVELOPMENT RECOMMENDATIONS

DEVELOPMENT RECOMMENDATIONS

Recommendations were grouped as being 'Development' recommendations if their intent crossed multiple development lines and were not tied geographically to identifiable locations such as neighborhoods.

Partially Implemented Recommendations:

Four recommendations were implemented to some degree or were changed and then implemented. Two of these recommendations are nearly the same and they deal with the concept of managing development relationships between the City and private sector developers. While no 'relationship manager' has been identified on an organizational chart, developments of significant community impact are shepherded through the development process by staff within the Planning and Development Division. Working with community based groups such as neighborhood associations and the Downtown Alliance the city has moved in the direction of being more of a partner to these groups as they attempt to enhance and preserve their neighborhoods. The city has developed a One Stop Development Center as a method of moving all development services into a consolidated user friendly facility. Together partial implementation of these three recommendations are a 'work in progress', as the city views their role in development as an evolving one. The recommendation to use better coordination of public works projects with other ongoing development activities has been implemented through the Housing and Neighborhood Services Department's involvement in overseeing CDBG funded public improvements.

Not Implemented Recommendations:

Four recommendations were not implemented. They all address driving development into specific areas based on various criteria. The 1998 CRAG wanted development decisions to be made based on the ease of development while the Housing Trust Market Analysis wanted development to be encouraged based on need, 'chance of success', and geographic balance. The CRAG went further to recommend coordinated funding for multifamily developments. In the instance of affordable housing being developed or preserved using federal or state funds, the City of San Antonio has the ability to assist in coordinating funding to a limited degree. Market rate multifamily housing decisions are driven exclusively by market factors over which the city has no control.

DEVELOPMENT RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
HOUSING MASTER PLAN	Develop a virtual one-stop shop, combining services from various departments involved in housing development with opportunities for non profit housing developers to be included in the overall picture of housing delivery system	IMPLEMENTED PARTIALLY	Incentive toolkit constitutes One Stop Shop. The HCD and NAD are Co-located with old SADA staff. Combining services IS still not a concept that is embraced and inclusion of non profits may pose a policy problem
HOUSING MASTER PLAN	Develop an attitude of partnership with developers that fosters a desire of all parties to work towards common goals with the creation of a B position in the inspection and permitting office to work with developers as a problem solver	IMPLEMENTED PARTIALLY	Development Services has created the position of Dept. Ombudsman. Attitudinal change is long term undertaking.
CRAG	Create a new function in the City - a unit of relationship managers that would coordinate development projects across city departments	IMPLEMENTED PARTIALLY	Created in '99-'00 under the Assistant to the city manager. Dropped in subsequent reorganizations. The objective behind this recommendation is met through the One Stop Development Services Department.
CRAG	Use the design and enhancement policy to increase staffing as required for implementation of public works projects. This entails an interdepartmental approach to projects as well as including stakeholders in the community like business alliances, neighbo	IMPLEMENTED PARTIALLY	NAD has facilitated discussions between Public Works and the Neighborhood Commercial Revitalization target areas where public improvements are scheduled. This effort helps to get the appropriate feedback from the businesses that may be impacted by the improvements. This doesn't involve any other stakeholders in the process or apply it outside NCR target areas
CRAG 2000	Extend the philosophy of relationship management to include the client management approach and regular prelatship reviews with important clients and partners.	IMPLEMENTED PARTIALLY	A formal program of 'relationship management' has not been implemented. Instead the One Stop Development office places all related depts. in one location for the convenience of the public. Additionally, for extremely large scale proposals, staff within the City Manager's Office works to smooth the process.
HOUSING TRUST MARKET ANALYSIS	Developers and lenders should apply uniform criteria when comparing different potential sites affordable housing by geographic area (west side, for affordable housing. A) greatest need for east successful develop.	NOT IMPLEMENTED	In all real estate transactions lenders and developers identify the market conditions of their proposed site. Implementation of this recommendation side, central sectors);, B) best chance of would amount to 'steering'. There is no data available to indicate the relative weight placed on these criteria by either developers or lenders. To make this work scoring for city funds would need to prioritize these objectives. An ongoing Housing Master Plan with specific targets and incentives attached to them could move this along.
ENTERPRISE ASSESSMENT	Coordinate project funding within CoSA for multifamily developments	NOT IMPLEMENTED	An organized and approved plan for housing could help move this recommendation forward otherwise it is infeasible given the many competing methods of funding affordable housing and the various market forces that drive affordable housing.
CRAG	Housing Trust Market Analysis: Developers and lenders when comparing different potential sites or affordable housing consider the ease of development in the 4 geographic sectors of the city.	NOT IMPLEMENTED	In all real estate transactions lenders and developers identify the market conditions of their proposed site.

SOURCE**RECOMMENDATION****OUTCOME****NARRATIVE**

HOUSING TRUST MARKET ANALYSIS Developers and lenders when comparing different potential sites for affordable housing consider greatest geographic need.

NOT IMPLEMENTED Recommendation doesn't address what constitutes 'geographic need' and no specific program was identified to do this. Incentive Toolkit makes it easier to develop in one area over another based on development objectives as identified by City Council.

DOWNTOWN RECOMMENDATIONS

DOWNTOWN RECOMMENDATIONS

All eighteen of the recommendations from the various studies have been implemented partially or completely. The City of San Antonio working with the Downtown Alliance has placed an ongoing emphasis on making the downtown more than just a vibrant tourist destination. The projects currently under way will ultimately add thousands more housing units in the downtown at all affordability points from luxury to assisted. Business and Economic Development Incentives are tied to a common direction that has been articulated through TIF's and the creation of the Enterprise Zone.

Implemented Recommendations:

Over time these recommendations have been implemented because of the close coordination between the business, residential, and public sectors that use the downtown. The Downtown Alliance became the Downtown Advisory Board overseeing all redevelopment in the downtown. Infrastructure such as signage, parking, and public transportation has all been addressed as a foundation for other work. Uniform signage, increased and well identified parking, and the addition of VIA transfer points adjacent to the central business district present a face that says we are 'open for business'. The city has initiated a number of tools to assist and direct development in the downtown including the creations of TIF's, the priorities of the Investor Toolkit, the willingness to work on adaptive reuse issues to clear barriers, and identifying financing resources that will make projects more attractive to investors..

Partially Implemented Recommendations:

Recommendations that have been partially implemented are largely ongoing recommendations that will never be fully implemented. There will always be a need for new financing incentives for projects and the City of San Antonio will continue to pursue them.

DOWNTOWN RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
HOUSING MASTER PLAN	Promote adaptive reuse in downtown housing using Sec. 108 loan guarantees	IMPLEMENTED	Adaptive reuse is only one of many uses for Sec. 108 loan guarantees for a project that meets broad goals. Robert E. Lee used 108 guarantees to make its project feasible.
DOWNTOWN HOUSING STUDY	Initiate enhanced north/south - east/west downtown transit circulation system. Unite downtown sectors, relieve congestion, link parking and attractions, reduce 'long-term' parking demand, encourage residential development outside 'central' sector, provide	IMPLEMENTED	Requires coordination with VIA. The establishment of a transfer center on the near west side will help toward the accomplishment of this proposal.
DOWNTOWN HOUSING STUDY	Enhance downtown Wayfinding program	IMPLEMENTED	The Downtown Alliance working with the City of SAN ANTONIO addressed this enhancing the signage and making it uniform throughout the downtown.
DOWNTOWN HOUSING STUDY	Enhance downtown parking.	IMPLEMENTED	This is an ongoing activity. A parking study in 2003 recommended new parking locations. The CoSA has created new parking by adding new facilities. The parking study also recommended that all CoSA parking be consolidated under one management.
DOWNTOWN HOUSING STUDY	Prepare Downtown sector strategies and plans	IMPLEMENTED	A study by PKF was performed and updated in 2006 that identifies the demand for downtown housing and businesses.
DOWNTOWN HOUSING STUDY	Reinforce downtown as the center for arts and cultural activities.	IMPLEMENTED	Public Improvement District formed and has made streetscape improvements such as terra cotta planters and hanging baskets. A Street Fair event has been established. The Art Pace Facility has been added, the SW School of Arts and Crafts has created a new campus, The Empire Theater has been reopened, The Aztec Theater is being refurbished, and the Smithsonian Museum is being added to Market Square.
DOWNTOWN HOUSING STUDY	Provide for more green space and create quality downtown landscape streetscape environment.	IMPLEMENTED	Downtown Alliance working with CoSA has added plantings and additional landscaping throughout the downtown.
DOWNTOWN HOUSING STUDY	Develop plan and program for model downtown urban neighborhood. Locate along undeveloped areas of SA River near Broadway. Provide substantial incentives for the development of mixed income housing. Address need for complimentary business/services through	IMPLEMENTED	The Downtown Alliance working with CoSA has continued to address these issues. A TIF was approved for this area identified as 'River North'.
HOUSING MASTER PLAN	Expand concept of downtown to include inner city neighborhoods where redevelopment could serve the downtown labor pool	IMPLEMENTED	The Incentive Toolkit encourages the development of housing in the downtown.
DOWNTOWN HOUSING STUDY	Attract and retain international/national/regional corporate and branch headquarters. Promote downtown as prime corporate location. Enhanced technology infrastructure. Develop class A office space. Support development of campus-type business headquarter	IMPLEMENTED	The Downtown Alliance and the Economic Development Foundation continuously market the downtown as an attractive location for their corporate headquarters. Since this study, ATT has opened its headquarters downtown.
DOWNTOWN HOUSING STUDY	Encourage additional entertainment-based attractions in downtown.	IMPLEMENTED	A Street Fair has been added along with the reopening of the Aztec and Empire Theaters.
DOWNTOWN HOUSING STUDY	Create downtown advisory board	IMPLEMENTED	The Downtown Alliance serves as an advisory board for downtown redevelopment.
HOUSING MASTER PLAN	Promote near downtown neighborhoods to retail service outlets for future expansion opportunities through the expansion of incentives to business.	IMPLEMENTED PARTIALLY	The Neighborhood Commercial Development program run through the CoSA Dept of Housing & Neighborhood Services provides support to businesses in near downtown business corridors as they attempt to revitalize their neighborhoods.

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
HOUSING MASTER PLAN	Create development incentives through the use of Section 108 Loan Guarantees to encourage downtown housing development activities.	IMPLEMENTED PARTIALLY	CoSA is willing to use this for projects that will provide an economic boost, put underused buildings back into service, and further other economic development goals. CoSA is looking at using Historic tax credits to help incentivize these 'idle' properties.
HOUSING MASTER PLAN	Customize Incentive Toolkit to make adaptive reuse projects in downtown areas more attractive to developers	IMPLEMENTED PARTIALLY	Incentive Toolkit includes incentives for adaptive reuse and historic preservation projects citywide, but with special emphasis on the downtown area.
HOUSING MASTER PLAN	Adapt the Incentive Toolkit to encourage housing development in downtown and near downtown neighborhoods.	IMPLEMENTED PARTIALLY	Incentive Toolkit addressed both affordable and market rate housing development in these neighborhoods but finite funding for the Toolkit and Scorecard may fall short of the development community's needs.
DOWNTOWN HOUSING STUDY	Develop Program and Plans for downtown transit/transfer centers and implement	IMPLEMENTED PARTIALLY	An Eastside transfer center at Ellis Alley begins the implementation of this recommendation. Plans are under way for a West side Transfer Center located near the UTSA campus.
DOWNTOWN HOUSING STUDY	Develop new funding sources for downtown.	IMPLEMENTED PARTIALLY	The creation of New Market Tax Credits at the national level has added an important new source for equity to be used in downtown development. Already the Staybridge Suites Hotel has taken advantage of this funding to add a new hotel to the Sunset Station area.
HOUSING MASTER PLAN	Use eminent domain through SADA to assist land assembly by downtown and affordable housing developers	NOT IMPLEMENTED	Eminent domain needs to serve a public purpose. SADA functions moved to other departments and an inventory of vacant land is being developed which will eventually move this item forward.

EDUCATION AND HEALTH RECOMMENDATIONS

EDUCATION AND HEALTH RECOMMENDATIONS

While Health and Education issues play an important part in overall community development they were not examined by the studied Housing Studies with the same intensity as other areas of community development such as more capacity for non profits or access of more homeownership opportunities. As a result the recommendations included here are not comprehensive and do not evaluate all the city's health and/or education needs.

Implemented Recommendations:

The recommendations that have been fully implemented include the expansion of charter schools in the inner city and increasing the scope of the San Antonio Education Partnership to provide scholarships for all graduates of inner city schools.

Partially Implemented Recommendations:

Partially implemented recommendations included improved access to health care. Arguably, the recommendation to improve access to health care services could be considered fully implemented by simply providing greater access to one small cohort of residents. The intent of the original CRAG, however, was to see a major expansion of health care services in the inner city. This more sweeping goal has is more difficult to fully achieve because of factors such as cost. Awareness and prevention have been a major focus for the San Antonio Metropolitan Health District and these have used increasingly more creative approaches to bring about success. This has included among many strategies the use of schools, civic groups and churches to disseminate information.

Infeasible Recommendations:

The recommendation for an Inner City Education Forum goes no further so it does not indicate who the participants are intended to be or what the outcome of such a forum might accomplish. It is therefore, considered infeasible for the purposes of this report.

EDUCATION OR HEALTH RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG 2000	Explore opportunities to develop public charter schools within the target area.	IMPLEMENTED	Several Charter Schools have begun operation in the inner city, including one operated by the Mexican American Unity Council on the city's West Side.
CRAG 2000	Support the expansion of the San Antonio Education Partnership so that scholarship aid is available to all qualified seniors graduating from inner-city high schools	IMPLEMENTED	San Antonio Education Partnership has grown each year since the completion of the CRAG 2000 study with the goal that no San Antonio student is denied a access to college because of financial need.
CRAG 2000	Focus on expending health care and health resource education efforts through a partnerships with inner city school districts, neighborhood associations, civic groups, and churches.	IMPLEMENTED PARTIALLY	Widespread public awareness campaigns have used all these identified resources where they were considered appropriate to the particular campaign.
CRAG	Improve access to health care services	IMPLEMENTED PARTIALLY	The broad scope of this recommendation makes it difficult to determine specific actions that it was aiming to provide. Through vaccination programs the Metropolitan Health District has made preventive outreach a priority. Through education the District has attempted to raise the level of awareness of various health risks. The new emphasis on San Antonio as a "Fit City" has brought special attention to the importance of diet and physical activity in maintaining good health.
CRAG 2000	Create an Inner-City Education Forum	INFEASIBLE	The purpose of the recommendation is not clear

HOMEOWNERSHIP RECOMMENDATIONS

HOMEOWNERSHIP RECOMMENDATIONS

Clearly homeownership is a high priority for the City of San Antonio. It is a primary community development strategy that strengthens neighborhoods, and builds the basis for economic growth and stability. All reports and evaluations address homeownership issues. These recommendations range from Individual Development Accounts and Financial Literacy through repair and maintenance of owner occupied properties. Ten of the eighteen recommendations were implemented either partially or completely. Five were infeasible because they were not specific enough to act on or were too costly to undertake. One recommendation was implemented and later terminated because it proved to be too resource intensive for the outcome, (HARP). Two recommendations were not implemented.

Implemented Recommendations:

The amount of public subsidy in single family owner occupied homes was a matter of some concern to all studies. The City of San Antonio has capped the amount of assistance it will provide for down payment assistance, provide more loans rather than grants, construction subsidies, and requirements for owner contribution to the project. The city's Housing Policy Guide spells out these requirements clearly. Recommendations that encourage homeownership included Employer Assisted Housing which NHS has undertaken with Christus Santa Rosa, and providing down payment assistance were put into place and have proven effective. Financial Literacy is a primary building block on the way to homeownership and the city's program through Community Initiatives links incentivized savings with financial literacy training.

Partially Implemented Recommendations:

Three recommendations were partially implemented. SADA has been dissolved and its role in replacement housing has been moved to Housing and Neighborhood Services. Properties identified for demolition now go through a process that allows the homes to be purchased and moved for resale to low and moderate income families. To fully meet the recommendation about SADA working on replacement housing as their primary work cannot be accomplished with the reorganization of its responsibilities. However Housing and Neighborhood Services is the logical city Department for overseeing these programs of recycling existing structures.

United Way offers a program funded by Freddie Mac intended to combat predatory lending. There is some distinction between 'sub prime' lending where interest rates are determined by the credit worthiness of the borrower and lending that is 'predatory' where it targets specific demographic populations regardless of creditworthiness for unusually high interest rate loans. State law now requires schools to include financial literacy including the issue of predatory lending as a requirement for graduation starting in 2007.

Infeasible Recommendations:

The Downtown Housing Study recommended that an analysis of foundation conditions be undertaken to determine the number of earth foundations that would indicate unstable buildings. The recommendation does not go farther in describing how this information would then be used. It is therefore infeasible. Moving the Homeownership Incentive Program (HIP) to private mortgage lenders is infeasible because of compliance requirements attached to the funds that the City of San Antonio uses for these programs. Three recommendations envision identifying homes that may currently be occupied and in some way recycle these homes for lower income buyers. The monitoring of foreclosures and the monitoring of Deed of Trust filings are both so labor intensive that they are infeasible. The recommendation that local housing agencies identify existing homes for future homeownership is not clear as to which homes the Enterprise Assessment envisioned as part of their recommendation making it infeasible.

Not Implemented Recommendations:

The recommendation from the Enterprise Assessment is overly prescriptive in suggesting that the city 'focus' non profits on first time homebuyer programs. Non profits are private sector entities and may or may not request City of San Antonio financial assistance to carry out their mission. The city has adopted policies about what types of development and assistance it will make available through its various housing programs and these decisions are carefully considered by the Urban Affairs Committee and the City Council. The Housing Master Plan recommendation to work with the military to develop an Employer Assisted Housing Model would require approvals on the military side from the Department of Defense.

Terminated Recommendations:

The City of San Antonio developed a program call HARP that took homes scheduled for demolition and moved them to vacant lots, rehabbed then and sold them. The program was terminated because the cost to move and rehabilitate the homes was so much more than the value of the home and price for which it could be sold, that it exceeded the City's assistance maximums.

HOMEOWNERSHIP RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG 2000	Implement an Employer Assisted Housing	IMPLEMENTED	City attempted to develop such a program but the effort failed for legal reasons. Use of HOME/CDBG funds as employee benefit could not be resolved. Neighborhood Housing Services has developed a program with Christus Santa Rosa health care system and is exploring the potential of working with other large employers including large public agencies. The concept of Employer Assisted Housing is retained but not able to be applied to CoSA.
HOUSING TRUST MARKET ANALYSIS	Place a per household limit on assistance in order to maximize the number of new homebuyers assisted. The limit could be fixed or sliding amount based on household income, size or other criteria	IMPLEMENTED	Housing Policy Guide outlines maximum benefits for new homebuyers and is updated annually.
HOUSING TRUST MARKET ANALYSIS	Require households to make a nominal down payment similar to earnest money in order to justify beginning the application process and as an indication of household commitment.	IMPLEMENTED	HIP program requires \$500 earnest money deposit to demonstrate commitment. This is a requirement revised in the Housing Policy Guide
ENTERPRISE ASSESSMENT	SADA should redesign HIP into a less cumbersome, more efficient program, coordinating its process with first mortgage lenders	IMPLEMENTED	Neighborhood Services now administers HIP and it is marketed to mortgage lenders. SA Housing Trust helps expedite process of closing loans more quickly by advancing the funds to the borrower and being reimbursed by the city. This has decreased the closing time to approximately 15 days..
ENTERPRISE ASSESSMENT	Provide only the amount of subsidy needed to make the unit affordable to the family residing there.	IMPLEMENTED	The revisions to the Housing Policy Guide in 2003 attempted to accomplish this.
CRAG 2000	Develop and implement a basic financial literacy curriculum, with incentives for saving for low income participants	IMPLEMENTED	With grants for Dept. of Labor and the Dept. of Health and Human Services, the Community Initiatives Dept has developed a program of Individual Development Accounts that implements this recommendations. The availability and use of homebuyer pre-purchase counseling has increased. NHS is participating in a national effort to develop a standard curriculum for post purchase counseling which would benefit homebuyers at both moderate and higher income levels.
CRAG	Provide assistance through more loans (rather than grants) for families with the ability to pay.	IMPLEMENTED	Revisions to the CoSA Housing Policy Guide put more requirements in place for repayment of funds where feasible
CRAG 2000	Create a policy regarding predatory and sub-prime lending practices.	IMPLEMENTED PARTIALLY	HCD began development of such a policy but the effort ended. United Way, through efforts funded by Freddie Mac started a public relations campaign to inform individuals of predatory lending practices. City is in best position to support public awareness campaigns or to sponsor legislation.
CRAG	Implement a 'right of first refusal' for all single family residential structures acquired by public entities which have been selected for demolition and removal so that for profit and non profit affordable housing providers can increase the number of saf	IMPLEMENTED PARTIALLY	Properties targeted for demolition go before the DSDB but the private sector has been active in moving to acquire and renovate properties that have begun this process.
ENTERPRISE ASSESSMENT	Focus SADA on replacement housing and owner occupied rehab	IMPLEMENTED PARTIALLY	SADA dissolution placed these activities within Housing & Neighborhood Services
DOWNTOWN HOUSING STUDY	Analyze condition of current housing stock through the number of earth foundations identified in Bexar Appraisal records or by analyzing aerial photos to compare roof conditions in selected areas.	INFEASIBLE	It is not clear that the expense of this will yield information that will be useful in making meaningful improvements to the existing housing stock especially if there are not enough resources to address the conditions identified.

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
ENTERPRISE ASSESSMENT	Move Homeownership Incentive Program HIP to mortgage lenders	INFEASIBLE	HIP needs to be left with either the city or another intermediary because of the compliance issues that would create greater costs for private sector lenders.
ENTERPRISE ASSESSMENT	Housing Agencies identify existing housing units in each sector that are suitable or not suitable for occupancy and homeownership opportunities.	INFEASIBLE	There is no clear understanding of how this could be accomplished or what positive outcome it would yield for the production of additional homeownership
HOUSING TRUST MARKET ANALYSIS	Local Housing Agencies monitor Deed of Trust Filings for high interest rate mortgages. Identify households through lenders known to be making high risk/high interest rate loans.	INFEASIBLE	There is no clear understanding of how this could be accomplished or what positive outcome it would yield for the production of additional homeownership opportunities.
ENTERPRISE ASSESSMENT	Monitor foreclosures and Sheriff's Deeds for potential housing units to acquire and rehab for affordable housing homeownership opportunities.	INFEASIBLE	Implementation of this recommendation would require an intense level of effort and there is no way to estimate the effectiveness in creating additional affordable
HOUSING MASTER PLAN	Work with military installations in San Antonio to develop an Employer Assisted Housing Model to aid in finding appropriate housing for military staff and their families	NOT IMPLEMENTED	It was not clear how this could work.
ENTERPRISE ASSESSMENT	Focus Non profits more on first time homebuyer programs	NOT IMPLEMENTED	HOME funding pushes non profits toward homeownership programs, but most also do owner occupied rehab programs.
HOUSING MASTER PLAN	Use HARP as an outlet for homes purchased through the Cottage Housing Model. Homes purchased by the city would receive rehab assistance from Fannie Mae contractors and sold to qualified homebuyers	TERMINATED	HARP achieved its goal of relocating and rehabilitating properties in the flood plain. Cottage model was not implemented. In the end, this model proved financially infeasible.

INCENTIVE RECOMMENDATIONS

INCENTIVE RECOMMENDATIONS

Since the first housing study was undertaken the City of San Antonio has implemented a number of incentives to encourage development in specific areas or for specific income groups. These incentives have overall been successful and have encouraged the city to look for additional ways that development can be incentivized. By far the various studies had more recommendations for proposed incentives than for any other category with a total of 26 proposals. Most have been implemented fully or partially, three were infeasible and three more were not implemented.

Implemented Recommendations:

The City of San Antonio was successful in achieving Empowerment Zone designation in Round III. The programs associated with this are administered by the Economic Development Department. The City

Since the first of these studies was undertaken the City of San Antonio has instituted a number of mechanisms and programs to create incentives for community development activities. San Antonio was named an Empowerment Zone city in 2002. The city adopted a grant award process that emphasizes the successful completion of past obligations before being awarded new money. The application process for these funds has been streamlined considerably. The city has revised building codes to allow for rehabilitation waivers of specific requirements. Code Compliance liens on foreclosed properties are now forgiven by the necessary Inter-local agreement with Bexar County has not been completed. The city has adopted an incentive toolkit and scorecard for use to access reduced fees to encourage development in geographic areas and with development targeted to specific populations. A Neighborhood Commercial Revitalization Program assists businesses along the business corridor of certain neighborhoods. In June 2005 City Council adopted a cultural Collaborative Strategic Master Plan for the arts. The city has also supported arts based initiatives that support economic development.

Partially Implemented Recommendations:

All recommendations regarding TIF's or TERS are considered only partially implemented because while they have been successful in some instances, not all the identified objectives for TIF's have been met. More work on creative ways to use TIF's to achieve community development goals can be done. The Incentive Scorecard and Incentive Toolkit are great assets for infill development but it is significantly underfunded. The city of San Antonio has created an inner city loan fund with \$800,000 of general revenue funds. Private banks have participated and added more capital to the fund. There is room for additional investment so that this can be a more useful tool in spurring development goals. Although the City of San Antonio reports annually to HUD on the use of its federal funds, this information is not available in a format that gives the general public a clear picture of the city's progress on community development goals.

Infeasible Recommendations:

Three recommendations from the CRAG were infeasible. The city cannot waive its requirement for indemnification in its awards of funds. The city has no regulatory authority over title companies so it cannot require them to participate in a risk pool. The recommendation on the right of first refusal on properties owned by public entities and scheduled for demolition is not clear who would exercise this right since the property is already in public hands.

Not Implemented Recommendations:

The recommendation of using TIF's as a tool to keep low income single family housing affordable cannot be implemented because of statute that caps the amount of housing in a city sponsored TIF. The recommendation to make the incentive toolkit available citywide defeats the purpose of using these tools to encourage a specific kind of development in specific areas. Additionally, the cost of a citywide program would be prohibitive. Agencies that provide the forgiveness of fees rely on that revenue for operation and for the expansion of services to the new developments. The recommendation that asks developers and lenders to develop based on a set of criteria outside the normal market forces that would influence their decisions isn't feasible.

INCENTIVE RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
ENTERPRISE ASSESSMENT	Create production based incentive system such as increase funding only for results, and decrease funding where production lags	IMPLEMENTED	Ongoing activities are funded to organizations that have a demonstrated success in completing past programs. Sometimes this requires several funding years, especially in the development of single family subdivisions.
ENTERPRISE ASSESSMENT	Lessen bureaucratic mandates that cause projects to develop more slowly or not at all. HCD should have their application, evaluation and closing procedures reviewed thoroughly and re-engineered by competent and independent professionals	IMPLEMENTED	Application process has been completely revamped using a RFP format. Timeline adopted by City Council, two pre-application conferences, FAQ's on the city's website and an independent scoring team
ENTERPRISE ASSESSMENT	Systematically re-examine the city's housing code, interpretation of the code for rehabilitation and SADA's work standards and processes so that more homes can be repaired as quickly as possible	IMPLEMENTED	CoSA has adopted a neighborhood housing enforcement code. Fire Code continues to make rehabilitation expensive and in some instances financially infeasible. Where HOME funds are used, the properties must be brought up to code standards. CDBG rules are somewhat more lenient but have been implemented the same as for HOME. SADA function has been moved to Neighborhood Services.
CRAG	High priority in gaining empowerment zone designation for San Antonio during this round of competition.	IMPLEMENTED	CoSA named a Round III Empowerment Zone in 2002. The ED Department is responsible for marketing and providing TA to companies and organizations expressing interest in the benefits and incentives through the EZ
CRAG	San Antonio Community Development Bank should provide financial backing in the form of low interest loans to community based enterprises and commercial development projects that would provide quality employment opportunities for residents in targeted comm	IMPLEMENTED	CoSA created an inner city loan fund that the SALDC d/b/a South Texas Business Fund with \$800,000 from general fund money. South Texas Business Fund has identified Private Loan sources, and has subsequently obtained more than \$1 million in additional funds from local banks for this purpose. The city's funds are targeted inside Loop 410 and additional resources are available outside Loop 410
CRAG 2000	Support the arts as an economic development strategy for the inner city.	IMPLEMENTED	In June 2005 Council adopted a Cultural Collaborative Strategic master plan for the arts which calls for \$2 million to pursue five basic strategies over the next 10 years. The city has also supported initiatives such as the restoration of the Alameda Theater as a partnership with the Smithsonian Institution for a museum of Latin American Arts
CRAG 2000	Support historic preservation as a strategy for attracting and retaining investment and building equity in the inner city.	IMPLEMENTED	City has designated additional historic districts (Lavaca, Government Hill) and provided incentives for historic preservation through tax credits and exemptions in the Incentive Toolkit.
CRAG	Continue funding for the Neighborhood Commercial Revitalization Program	IMPLEMENTED	Eichenfield & Associates has completed an assessment of the NCR Program and recommended continuing funding NCR areas and increasing funding for Operations Facelift Program. CoSA is moving forward with a 2-year extension contracts for each of the eight NCR target areas
CRAG	Create a city department Incentive Tool kit	IMPLEMENTED	An Incentive Tool Kit was implemented in 2003 and is maintained by the Economic Development Department. Funding levels are an ongoing question. The criteria used for determining consideration is not always achieving the intended goals. Not linked to income but to marketing
CRAG	Reduce or forgive Code Compliance liens on foreclosed properties to be transferred to non profits	IMPLEMENTED PARTIALLY	Draft Inter-local agreement is being negotiated with Bexar County to pave the way to get this accomplished. Once agreement and land assembly is in place, Neighborhood Services will prepare RFP's for the estimated 20 properties covered in this initial agreement.

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
HOUSING TRUST MARKET ANALYSIS	Developers should prepare and submit applications to the CoSA for Tax Increment Reinvestment Zone designation to assist in financing projects and reduce the cost of single family lots.	IMPLEMENTED PARTIALLY	CoSA has established a well-structured process for TIF/TIRZ zone designation and number of zones have been created. Those zones are not targeted to affordable housing development. Zones created between 1999 and 2000 do not have development interlocal agreements. Zones applied for in 2002 have not been created as of 2005.
CRAG 2000	Establish a tiered system of investment and development incentives that will focus on inner city target areas.	IMPLEMENTED PARTIALLY	Incentive Toolkit, Infill Development Zoning, local Historic Designation tax program and other incentives have been implemented by the city. However TIF guidelines do no focus on the inner city and emphasize urban design over affordable housing objectives.
CRAG 2000	Streamline the process of providing incentives and assistance for housing and neighborhood development projects by creating a single redevelopment application.	IMPLEMENTED PARTIALLY	Incentive Scorecard system eliminates the major thrust of this recommendations. Further streamlining of the incentive program deliver may be possible.
ENTERPRISE ASSESSMENT	Prepare annual progress reports regarding financial assistance for housing including type of assistance, amt. of assistance, provider and location	IMPLEMENTED PARTIALLY	The CAPER reports on all City Housing activities funded with HUD programs. However there is no method in place to capture information about LIHTC or bond transactions that do not access CoSA housing funds.
CRAG	Leverage money wherever possible among partners with various funding sources using creative financing (e.g. TIFs) and build incentives for the private sector.	IMPLEMENTED PARTIALLY	CoSA has implemented programs including the TIF program, the Affordable Showcase of Homes, Incentive Scorecard, etc. which leverage funds available for projects and create incentives for the private sector. CoSA is looking for additional incentives
CRAG 2000	Consider adopting a rehabilitation sub code to encourage the renovation of older buildings	IMPLEMENTED PARTIALLY	City has adopted the "Guidelines for Rehabilitation of Existing Buildings" published by the International Building Code Council and they are used by the Development Services Dept. Fire Code is still a challenge in older buildings
CRAG 2000	Create a development incentive package to encourage affordable hosing citywide	IMPLEMENTED PARTIALLY	Incentive Toolkit adopted in 2003 partially implemented this recommendation does not emphasize affordable hosing. Impact fees are still charged on lots in the inner city.
CRAG 2000	Improve access to capital in the inner city using existing Community Development Financial Institutions and information generated by recent market studies.	IMPLEMENTED PARTIALLY	City has developed several non traditional lending resources and the chambers of commerce have supported outreach to potential clients.
HOUSING TRUST MARKET ANALYSIS	Developers of affordable housing should request waivers to water and sewer impact fees in order to reduce the cost of lots by an amount equal to the those fees	IMPLEMENTED PARTIALLY	Sewer and water impact fees waivers are included in the Incentive Toolkit, subject to a cap of \$1 million per year. Funds are exhausted fairly early in the year.
CRAG	Create Tax Increment Financing (TIF) Districts for community revitalization.	IMPLEMENTED PARTIALLY	City Council created and funded a TIF unit in 2002 which administers the more than 20 reinvestment zones throughout the city. Neighborhood Action Dept. administered fund at time of TB review. TIF guidelines do not especially favor inner city neighborhoods and they restrict affordable housing to 25% of the total in a district
CRAG	Require Title Companies to participate in a risk pool for affordable properties.	INFEASIBLE	City has no regulatory authority over Title Companies
CRAG	Waive CoSA indemnification policy	INFEASIBLE	Not legally possible.
CRAG	Right of first refusal for all single family homes owned by public entities and ID'd for demolition and removal	INFEASIBLE	The recommendation doesn't identify who would be given the right of first refusal so it is difficult to determine how to implement it.
ENTERPRISE ASSESSMENT	Developers apply to city for TIF zones to assist in financing projects and reduce cost of single family lots.	NOT IMPLEMENTED	By statute city sponsored TIFs are restricted in how much of the benefit can go to housing. Prior to the statute the city sponsored a TIF for an affordable single family subdivision that worked very successfully.

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG 2000	Create a development incentive package to encourage affordable housing citywide	NOT IMPLEMENTED	The Incentive Toolkit encourages development in specific target areas throughout the city but normal market forces as strong enough to encourage development in many parts of San Antonio.
HOUSING TRUST MARKET ANALYSIS	Developers and lenders when comparing different potential sites for affordable housing consider the best chance for successful development in the 4 geographic sectors of the city	NOT IMPLEMENTED	No specific program doing this. Incentive Toolkit makes it easier to develop in one area over another

INFILL RECOMMENDATIONS

INFILL RECOMMENDATIONS

Recommendations specifically addressing infill situations were less successfully implemented simply because many of the most significant policies effecting infill development are part of general incentives or other areas of recommendations. Both the CRAG and the Housing Master Plan make provisions for Manufactured housing as an infill product. The city has consistently resisted manufactured housing initiatives. Some recommendations were too vague to implement others were too costly.

Implemented Recommendations:

Only one recommendation was fully implanted; the Brownfield initiative administered through the Housing and Neighborhood Services Department provides funds to identify Brownfield sites and investigate their degree of contamination.

Partially Implemented Recommendations:

Housing Rehabilitation efforts were targeted to specific neighborhoods throughout the city for many years. The council has come to the conclusion that there is so much need citywide that it can no longer target those funds. Development Services has added an Ombudsman to provide assistance for developers working on infill projects.

Infeasible Recommendations:

The recommendation to research tax and other policies to promote highest and best use of inner city properties does not identify an agency or city department to undertake this work. The task is far too labor intensive to be undertaken lightly without a good deal of thought about desired outcomes.

Not Implemented Recommendations:

The city has consistently resisted the inclusion of manufactured housing as an infill housing product. The recommendation to develop an inventory of housing units that are suitable for occupancy and homeownership does not say that these units would be vacant or abandoned. As redevelopment of specific neighborhoods is undertaken this work is done, however a city wide effort is far too labor intensive to be undertaken without considerations of the value of the units that would be produced. The UDC and the Incentive Toolkit and the Asset Mgmt Dept. all encourage development of vacant lots but do not place any special emphasis on partnerships and it is not clear what the value of partnerships would be (or with whom they would be formed).

INFILL RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG 2000	Work with property owners, developers, bankers, insurers, and agencies to procure additional resources for Brownfield development.	IMPLEMENTED	Neighborhood Action Dept. received a \$200,000 grant from the Environmental protection Agency for Phase I Environmentals and another EPA grant for petroleum sites for Phase I Environmentals. These studies were for owners in Neighborhood Commercial Revitalization Areas. No funds have been identified for abatement of these sites.
CRAG 2000	Support expedited services and additional resources for inner city development projects	IMPLEMENTED PARTIALLY	Development Services Ombudsman now offers assistance to developers working on inner city projects to aid with permits, inspections and plan reviews.
CRAG 2000	Implement a housing rehabilitation initiative in the inner city.	IMPLEMENTED PARTIALLY	City Council abolished all targeted rehabilitation of single family homes, however the majority of rehabilitation done is located inside Loop 410.
CRAG 2000	Research tax and other policies that promote the highest and best use of inner city properties.	INFEASIBLE	Without an agency identified for implementation, this recommendation is too vague.
CRAG 2000	Create a policy on manufactured housing, including positions on the use of public funds to assist or subsidize the purchase or development of manufactured homes	NOT IMPLEMENTED	City of San Antonio has consistently resisted manufactured housing.
HOUSING TRUST MARKET ANALYSIS	Identify existing housing units in each sector that are suitable or not suitable for occupancy and homeownership.	NOT IMPLEMENTED	Not undertaken other than in consideration of particular development projects. Doing this in a widespread way would require too large a level of effort with uncertain outcomes.
HOUSING MASTER PLAN	Develop infill housing partnerships as described in the Infill Housing partnership Model	NOT IMPLEMENTED	The UDC, the Incentive Toolkit and Asset Mgmt Dept. all encourage development of vacant lots for infill housing development, but without special emphasis on 'partnerships'.
HOUSING MASTER PLAN	Expand existing in fill housing opportunities through the use of modular/factory built housing	NOT IMPLEMENTED	This has not been implemented using city funding. Zoning is a problem with manufactured and modular housing. City withdrew support through a TIF from a development that included modular homes.
HOUSING MASTER PLAN	Provide rehabbed homes for resale to qualified buyers through the use of HARP for homes acquired through the cottage housing model	TERMINATED	HARP provided homes acquired in floodplain but has not pursued cottage housing. HARP has proven to be financially infeasible.

NEIGHBORHOOD IMPROVEMENT RECOMMENDATIONS

NEIGHBORHOOD IMPROVEMENT RECOMMENDATIONS

Of the forty three recommendations that dealt directly with neighborhood improvements, nearly half were implemented in full or in part. Of those not implemented, most were infeasible and one was terminated.

In general, adoption of the Unified Development Code and completion of the Housing Master Plan accomplished most of the recommendations. Coordination between city departments to better deliver neighborhood improvements and services was the area where most recommendations were able to be implemented. Areas that were not as feasible generally required funds in excess of the strength of support for the activity.

Implemented Recommendations:

The CRAG concluded in 1998 recommended the development of a Housing Master Plan. This plan was completed in 2001. Recommendations from the CRAG that addressed coordination of services and resources, expansion of open spaces and parkland, and the creation of conservation districts were all implemented. The Enterprise Assessment recommendation to address slum and blight through the neighborhood planning process was largely accomplished with responsibility for identification of slum and blight conditions placed in the Housing and Neighborhood Services Department. The Housing Master Plan recommended the introduction of a mixed use zoning designation and this was added to the UDC when it was adopted.

Implemented Partially Recommendations:

Recommendations for increased coordination of services and resources were implemented to the extent feasible. Target neighborhoods for Neighborhood Sweeps help move these efforts as neighborhoods have been ready for them. By improving information available on the city's web page, much of the need for better distribution of information has been met. The parkland bond and the Unified Development Code requirements address the recreation recommendation for more walking and jogging trails. Code Compliance funds have been increased steadily since the first CRAG recommendation.

Infeasible Recommendations:

Of the recommendations considered infeasible, seven came from the Housing Master Plan. Many were solid ideas but lacked funds for implementation. This was true of recommendations for urban forestry, increased open spaces, signage for neighborhoods, Super Sweeps, and Common Gardens. The 2000 CRAG suggested building activity centers in conjunction with schools and libraries where neighborhood residents could use office type facilities to support their neighborhood associations. This cost would be extremely prohibitive for the level of use such facilities would receive. The recommendation for the city to undertake an Asset Management Program to monitor condition of all properties it has assisted over the years. While the city will begin monitoring current contracts more frequently, the CDBG program has been assisting homeowners for more than years. It is infeasible to monitor all the properties that have exceeded their compliance periods.

Not Implemented Recommendations:

The recommendation to use eminent domain to assemble land in the downtown area for development reaches beyond the public purpose for which the city has authority to take private land. Programs that encourage

consolidation of land for redevelopment have been put in place. The Housing Summit attempts to provide an opportunity for private interests and public agencies to network and coordinate their future plans in this way. No formal process for this kind of coordination has been considered.

Terminated Recommendations:

The CRAG recommended the establishment of a neighborhood mini grant program. This program was put in place to provide small amounts of funds to neighborhood associations so they could improve their capacity. This program has discontinued in 2003 for budget reasons.

NEIGHBORHOOD IMPROVEMENT RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG	Coordinate planning and implementation efforts in city and neighborhoods	IMPLEMENTED	Neighborhood Plans are coordinated through the Planning and Community Development Department and implemented through the efforts of the Housing and Neighborhood Development Department. These two departments report directly to the same management so coordination has improved.
ENTERPRISE ASSESSMENT	Plan SADA slum & blight within neighborhood planning process	IMPLEMENTED	Slum & blight work has been moved to Housing & Neighborhood Services where there is some coordination with neighborhood planning because of the departments involvement with those neighborhoods participating in the Sweeps program.
CRAG	Encourage the creation and designation of conservation districts for residential neighborhoods. Conservation districts can be used to protect neighborhoods or districts that have significant architectural and historic merit and a distinct character that do not qualify as historic within the federal designation.	IMPLEMENTED	Enabling ordinance enacted in 2001 as part of the UDC. Four neighborhood conservation districts have been created and three more are in the process of being designated as conservation districts.
CRAG	Provide public participation in the Housing Master Plan through 2 hearings regarding the annual housing plan and through neighborhood participation in the Neighborhood Revitalization NRA and the Neighborhood Preservation Program	IMPLEMENTED	Housing Master Plan adopted in 2001
CRAG	Coordinate city review processes for demolition	IMPLEMENTED	CoSA has implemented a review process for all demolition permits for projects located within historic districts or involving buildings that may have historic significant. Furthermore, the Dangerous Structures Determination Board, Code Compliance, Planning, Neighborhood Action, Housing and Community Development, Public Works, and Community Initiatives Depts. work together to review demolition of various projects and refer individuals for assistance.
CRAG	Improved coordination in completing public works	IMPLEMENTED	CoSA has used its Sec. 108 loan guarantees to complete all public works capital projects with shortfalls from previous years.
CRAG 2000	Fund and coordinate infrastructure to stimulate walking and bicycling as alternative modes of transportation.	IMPLEMENTED	Revised UDC contains provisions to encourage this. Metropolitan Planning Organization continues to fund pedestrian and bicycle projects and the City has adopted a bicycle mast plan.
HOUSING MASTER PLAN	Utilize mixed use development concepts to provide walkable community opportunities	IMPLEMENTED	The revised UDC provides Infill Development Zones and various mixed use development zones
ENTERPRISE ASSESSMENT	Use neighborhood based organizations to assist in the preparation of city sponsored neighborhood plans	IMPLEMENTED	Neighborhood Planning Process is a grassroots driven process with the neighborhoods initiating the process and the city stepping forward with assistance and guidelines
CRAG	Create mechanisms and provide additional resources to ensure that the city's code compliance dept. can better respond to the needs of the community through change in department policies and change in state and city laws.	IMPLEMENTED PARTIALLY	From FY '97-'98 to FY '04-'05 Code Compliance Dept. increased FTE's 83 to 111 and increased uniformed Code Compliance Officers from 58 to 89. Launched a public awareness campaign. Created CLEAN team for proactive enforcement in neighborhoods. Updated junk vehicle ordinance updated. Historic building enforcement position authorized.
CRAG	Improve distribution of existing public information by neighborhood leaders to assess their neighborhood and form neighborhood plans.	IMPLEMENTED PARTIALLY	Notices provided to 348 registered neighborhood associations and 62 community organizations. Neighborhood Plans have been adopted for 26 neighborhoods covering 400,000 people. The uneven levels of sophistication of the different neighborhood associations and inconsistent association leadership means that maintaining this information is extremely staff intensive except through the use of the internet.

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG	City Council should fully implement the 'school waiver of development fees' program and a comprehensive 'interlocal agreement' should be enacted that outlines specific program arrangements and implementation procedures for using schools as community centers.	IMPLEMENTED PARTIALLY	CoSA and the local school districts entered into an interlocal agreement in May 2004 which provides that school districts paying full development fees have a dedicated team review and approval of school district projects. The agreement also outlines arrangements and procedures for using schools for community meetings and functions. However, the use of schools as community centers is still a time consuming effort. It is possible to get space when a Neighborhood Association requests it, but the Dept. Mgr. must sign a contract for the use of the schooled facilities and a fee must be paid to the school district.
HOUSING MASTER PLAN	Develop a neighborhood targeting system that designates manageable geographic areas as target neighborhoods, develops Target Neighborhood Plans, and recognizes that successful revitalization efforts require a commitment from the community	IMPLEMENTED PARTIALLY	Neighborhood Planning Process, Neighborhood Commercial Revitalization and similar programs achieve some of these objectives but the initiative remains with already-organized neighborhood based organizations. City has not developed a system of encouraging targeting in areas not already organized.
CRAG	Form partnership to improve community involvement in neighborhood planning, economic development, and inner city revitalization.	IMPLEMENTED PARTIALLY	Where there are natural partnerships within neighborhoods such as business alliances and neighborhood associations, these activities have been undertaken but not on a consistent basis.
CRAG 2000	Work with VIA metropolitan Transit to identify or develop transit stop and street furniture that is attractive and comfortable, and to purchase street furniture for the inner city neighborhoods.	IMPLEMENTED PARTIALLY	An agreement between the City and VIA allows bus shelters to be placed across the city. VIA is implementing this program within the limits of available resources which now includes funding for transit improvements through the Advanced Transportation District.
CRAG 2000	Increase open space and parkland in the inner city, particularly along drainage ways and to buffer undesirable land uses; include hike and bike trails	IMPLEMENTED PARTIALLY	Proposition 2 in 2001 provided for linear parks along Leon and Salado Creeks. In May 2005 voters approved another temporary #45 million sales tax increase for additional linear park acquisition along major creeks. Little land acquired is in the inner city. Council has also approved a bicycle master plan in 2005.
HOUSING MASTER PLAN	Buffer neighborhoods against non residential traffic through street reconfigurations as shown in the Sunny Slope Urban Design Illustration	IMPLEMENTED PARTIALLY	Traffic standards of the UDC attempt to buffer neighborhoods against non residential traffic. The challenge is to integrate this desired outcome with the goal of mixed use neighborhoods.
HOUSING MASTER PLAN	Utilize drainage facilities as walking and jogging paths as shown in the Rosedale Urban Design Illustration	IMPLEMENTED PARTIALLY	Parkland bonds and UDC requirements encourage this.
ENTERPRISE ASSESSMENT	Create a neighborhood Planning Process, possibly using the Neighborhood Action Dept. designed to achieve a specific articulated goal such as the percentage of owner-occupied homes fully Rehabilitated.	IMPLEMENTED PARTIALLY	Neighborhood Planning Process revised in 1998. Scheduled to be amended again to include corridor revitalization plans. Effective links to implementation project funding are not in place.
ENTERPRISE ASSESSMENT	Coordinate SADA slum & blight activities w/ other CD activities	IMPLEMENTED PARTIALLY	SADA's former role in slum & blight activities has been transferred to Housing and Neighborhood Services. In areas that have CDBG eligibility, some of this work can be done, however many parts of the city do not qualify.
ENTERPRISE ASSESSMENT	Fund housing rehabilitation in neighborhoods based on neighborhood based plans	INFEASIBLE	Neighborhood Plans lack a funding mechanism to implement them unless they qualify for CDBG funding. City Council stopped targeting rehabilitation funds to specific geographic areas.
HOUSING MASTER PLAN	Create pocket parks in key locations within neighborhoods.	INFEASIBLE	There are no funds available for such an extensive program.
HOUSING MASTER PLAN	Create Community Gardens	INFEASIBLE	Neighborhoods are free to create community gardens on their own but the City of San Antonio has not provided funding or staff support for such undertakings.
HOUSING MASTER PLAN	Improve intersections and crosswalks	INFEASIBLE	This recommendation is too vague to implement

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
HOUSING MASTER PLAN	Develop street lighting and signage standards to improve the image and identity of existing neighborhoods	INFEASIBLE	UDC does not address these considerations. For existing neighborhoods, this is not always possible because there is often no land available for signage.
HOUSING MASTER PLAN	Landscape small areas left over from street widening or other basic infrastructure improvements	INFEASIBLE	Funding for maintenance of these parcels is a burden for city crews.
ENTERPRISE ASSESSMENT	Create a City wide asset management program so that NAD, along with HCD can monitor, manage, and report on the condition of properties to which it has lent funds.	INFEASIBLE	No comprehensive reporting system on city funded projects in place. At one time the city thought about a 'One Stop Housing Center' like the One Stop Development Services. There is no single assignment of responsibility.
ENTERPRISE ASSESSMENT	SADA slum and blight activities should be planned for within a city driven neighborhood planning process and coordinated with other community development activities being done by other city agencies and, housing developers, neighborhood residents and orga	INFEASIBLE	With the dissolution of SADA this becomes a moot point. Slum and blight activities are now undertaken within other city departments
CRAG 2000	Designate community activity centers at sites such as schools or libraries in targeted neighborhoods	INFEASIBLE	Schools, libraries and other City facilities are frequently used for community meetings but the purpose scope and nature of the recommended 'community activity centers' is beyond the ability of these facilities to address.
HOUSING MASTER PLAN	Designate SADA as citywide 'Land Assembly Authority' to maintain property for future development in targeted areas throughout the city.	INFEASIBLE	SADA now has been disassembled and functions reassigned. The city will do condemnation and land assembly themselves within other departments.
CRAG	Explore establishing Neighborhood Meeting Place in each City Council District. Centers would be located in existing facilities including community centers with a broader orientation, but would provide a meeting and work space, equipment and Information.	INFEASIBLE	City Council District Offices, branch libraries, and police substations are often used for neighborhood and community meetings. Access to information and self-help data has also been improved with the continued development of the City's website.
ENTERPRISE ASSESSMENT	Create Neighborhood based strategies that become the consensual basis for program allocation, coordination, and delivery.	INFEASIBLE	As described this recommendation is infeasible because there are no public funds to implement changes that come from the Neighborhood planning process.
CRAG	Expand SADA condemnation powers	INFEASIBLE	This recommendation is too vague to be implemented
HOUSING MASTER PLAN	Improve access to existing parks and open spaces	INFEASIBLE	Too vague to implement
ENTERPRISE ASSESSMENT	NAD, HCD, and SAHT should coordinate project funding with neighborhood plans and other strategies for more comprehensive, leveraged, coordinated community development	INFEASIBLE	Projects compete city wide for funding and funding priorities are not always in alignment with neighborhood plans. To the degree feasible this is done.
HOUSING MASTER PLAN	Provide gateways and entrance treatment to improve the image and identity of existing neighborhoods.	INFEASIBLE	The Public Art and Design Enhancement program in the Public Works Dept. might achieve this recommendation Is in neighborhoods where other public improvements are already scheduled for other reasons but as described is not feasible.
CRAG 2000	Support urban forestry by developing and allocating funds to tree planting and landscaping programs in the target area and by assisting citizens with tree removal and maintenance	INFEASIBLE	Funds are not available for this recommendation.
CRAG	Abridge and simplify the neighborhood planning process as required by the City.	INFEASIBLE	Neighborhood Planning process was revised in 1998 and codified in the 2001 UDC. The UDC may have made the process more complicated.
ENTERPRISE ASSESSMENT	Fund housing rehab in neighborhoods	INFEASIBLE	City Council has taken action to do away with all narrowly targeted rehabilitation programs finding them inefficient with fund expenditure rates extremely slow.
CRAG 2000	Create a 'Super Sweep' program for selected neighborhoods within the inner city.	INFEASIBLE	Proposed program developed but a neighborhood was not selected for implementation due to the cost.

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG	Coordinate planning implementation efforts among entities in the city and neighborhoods. All public and private housing agencies should cooperate in developing an annual housing plan with specific goals, objectives and responsible agencies.	NOT IMPLEMENTED	Housing Summit provides a forum for exchanging information but does not formally produce a planning and/or implementation strategy
HOUSING MASTER PLAN	Use eminent domain through SADA to assist land assembly by downtown and affordable housing developers	NOT IMPLEMENTED	Eminent domain needs to serve a public purpose. SADA functions moved to other departments and an inventory of vacant land is being developed which will eventually move this item forward.
CRAG	Establish a Neighborhood Improvement mini-grant program	TERMINATED	Program established in 1998 continued through 2001. Terminated in budget reductions of 2003.

OPERATIONAL RECOMMENDATIONS

OPERATIONAL RECOMMENDATIONS

Most recommendations have been implemented if not in their original form. Operational recommendations are about the way the City goes about the business of Housing and Community Development. It looks at systems, methods of payment, the planning processes that are used, allocation of funds and other items of day to day business. Since the first of the studies was undertaken the city has sharply improved its rate of expenditure for federal funds, has streamlined all processing of requests dealing with federal funds. Four recommendations were not implemented or terminated.

Implemented Recommendations:

The rate of expenditure of federal funds has improved significantly as has the processing of payments of those funds. Processing legal documents is another part of that same operational stream and this processing time has also sharply improved. Federal funds use is optimized by capping the amount of assistance available to projects. The entire application process for federal funds has been streamlined with a formal RFP issued and requests received in a standard format. Policies are in place for the review and recommendations for funding are based on set criteria. There are no more grants awarded in either HOME or CDBG so that funds will be recycled for additional projects in future years. The Housing Master Plan adopted in 2003 is stated in explicit and easily understood terms for implementation.

Partially Implemented Recommendations:

The Housing Master Plan recommended that the Housing Trust be the designated agency to administer TIF's Sec. 108 loans, tax abatement requests. This has not been workable and these responsibilities are dispersed through other agencies. The CRAG recommendation for an external review of the housing/commercial/county revitalization service delivery systems was not able to be completely implemented because the county is a separate jurisdiction not subject to decisions made by the City of San Antonio.

Infeasible Recommendations:

Both infeasible recommendations came from the Enterprise Assessment. Having the city council approve funding levels for various programmatic areas instead of individual projects is impractical when funds are so competitively sought after. The recommendation to reduce external influences on the council approval process for federal funds suggest curtailing the ability of the citizens to help inform the city council on various projects under way in their districts.

Not Implemented Recommendations:

The recommendation to reserve 40% of CDBG and HOME funds for targeted housing activities is diametrically opposed to the direction the city council has chosen to follow.

OPERATIONAL RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
ENTERPRISE ASSESSMENT	Sharply improve the expenditure rate of federal funds	IMPLEMENTED	Has been significantly improved. Funds are removed and rewarded quickly.
HOUSING MASTER PLAN	Streamline the processing of payments to sub recipients to ensure payment within 15 to 30 days of receipt of complete and accurate invoice	IMPLEMENTED	Contracts require city to pay within 30 days
HOUSING MASTER PLAN	Streamline the processing of legal documents used by the city for contracting with sub-recipients and program participants to fit maximum of 60 days after allocation of funds	IMPLEMENTED	Process revised to have contracts completed by the beginning for the fiscal year
HOUSING MASTER PLAN	Create a formal RFP process and evaluation guidelines that would steer the process of awarding and distributing CDBG and HOME funds	IMPLEMENTED	HCD makes awards through an RFP process as outlined in the Housing Policy Guide
HOUSING MASTER PLAN	Optimize use of CDBG and HOME funding through establishment of maximum benefit levels for housing programs	IMPLEMENTED	Maximum benefit levels adopted with changes to Hosing Policy Guide.
HOUSING MASTER PLAN	Requests for Proposals for each CDBG funding year should provide details of the standard allotments for each category.	IMPLEMENTED	RFP distributed each year outlines the amount of funding available for each category of applications
CRAG	Review City policies related to Federal Funds	IMPLEMENTED	Council approved major changes to the City's Housing Policy Guide in January 2003. These policies govern the expenditure of federal funds. Housing Policy Guide is updated annually to take into account changing priorities and available funds.
CRAG	Include action words in the adopted Master plan to ensure implementation	IMPLEMENTED	Master Plan contains specific action steps for implementation
CRAG 2000	Reduce or eliminate the practice of providing completely forgivable first lien loans from CDBG and HOME funds.	IMPLEMENTED	Housing Policy Guide revised in 2003 dropped this practice. Any finding using CDBG or HOME requires a perpetual lien instead of a forgivable one. In multifamily most city liens are subordinate to first position loans
HOUSING MASTER PLAN	Designate the SA Housing Trust as the responsible agency for Sec. 108, PID, TIF, tax abatement, Trust Fund and other financial tools as available	IMPLEMENTED PARTIALLY	Housing Trust was the agent for TIFs but has been moved to the City. Looking for alternative sources of funds for the housing trust
CRAG	Conduct external review of City Housing/Commercial/County revitalization service delivery	IMPLEMENTED PARTIALLY	Performance review completed in 2000 and the Housing Master Plan was completed in 2001 but these do not address county issues
ENTERPRISE ASSESSMENT	Have the City Council approve program, not project funding.	INFEASIBLE	Most funding for HOME and CDBG is approved in programmatic umbrellas but individual projects still need to come to City Council for authorizations so there will always s be some level of Council participation in project funding decisions
ENTERPRISE ASSESSMENT	Reduce external influence in Council process	INFEASIBLE	Politically naïve
HOUSING MASTER PLAN	Reserve 40% of annual CDBG and HOME funding for housing activities w/I targeted neighborhoods	NOT IMPLEMENTED	The City Council asked that housing funds no longer be targeted but be made available to all parts of the city in an effort to deconcentrate poverty.
ENTERPRISE ASSESSMENT	Use San Antonio Housing Trust to allocate HOME and CDBG funds instead of merely offering an advisory decision.	TERMINATED	This arrangement was tried but proved to be too inefficient with CoSA priorities and Housing Trust priorities canceling each other out.

PERFORMANCE RECOMMENDATIONS

PERFORMANCE RECOMMENDATIONS

Of the six recommendations on performance only one was not at least partly implemented.

Implemented Recommendations:

The Dept of Grants Management and Monitoring has implemented monitoring guidelines and a division to conduct monitoring activities. The city began holding Housing Summits annual in 200 and has continued since with the event growing in breadth and content each year.

Partially Implemented REcommendations:

A management information system is in place to track projects funded through the Housing and Neighborhood Services Department and will be extended to all federal awards in the future. United Way, AACOG have worked on a community indicators project and the Neighborhood Plans use indicators to a limited degree. Most information about federal fund usage is available in the annual report to HUD but a more comprehensive report could be done in coordination with the Annual Housing Summit.

Not Implemented Recommendations:

The recommendation to monitor the impact of efforts to provide affordable hosing through public and private assistance within market sectors is extremely labor intensive. The private sector monitors this information as well as the A&M Real Estate Center.

PERFORMANCE RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
HOUSING MASTER PLAN	Housing and Community Development Dept. should implement a comprehensive system for monitoring and reporting that covers its own agencies as well as grant contracts with non profit recipients	IMPLEMENTED	HCD has established a monitoring unit. New mandate to monitor quarterly will improve
HOUSING MASTER PLAN	Hold annual Housing Summits	IMPLEMENTED	SA hosts an annual Housing Summit as a regional event in cooperation with HUD.
ENTERPRISE ASSESSMENT	Create a management information system that allows program managers to manage for production and efficiency	IMPLEMENTED PARTIALLY	NAD has implemented a housing management system to track projects and funding sources.
CRAG 2000	Develop and implement a Community Indicators Project, with ongoing opportunities for citizen education, program evaluation, and policy development.	IMPLEMENTED PARTIALLY	United Way and AACOG have worked on a community indicators project. To a limited extent, 'indicators' are also developed in Neighborhood Plans, but additional funding and staff would be needed to coordinate a biannual community report.
HOUSING TRUST MARKET ANALYSIS	Prepare annual progress reports regarding financial assistance for housing including the type of assistance, (reduced interest, reduced lot price, tax credits, down payment assistance, grant or second mortgage), the amount of assistance, provider of housi	IMPLEMENTED PARTIALLY	Most information is available in the annual housing budget document but it doesn't include soft assistance such a impact fee waivers. A more comprehensive report could be done in conjunction with the housing summit
HOUSING TRUST MARKET ANALYSIS	Monitor impact of efforts to provide affordable housing through public and private assistance programs on the supply of housing within each sector	NOT IMPLEMENTED	Private sector is already involved in these efforts. Success of efforts to ensure that housing remain affordable is unknown.

SELF HELP RECOMMENDATIONS

SELF HELP HOUSING RECOMMENDATIONS

Of five recommendations from the Housing Master Plan, three have been partially implemented and two have not been implemented. All five recommendations depend on creation of a new non profit entity that would serve as a central point for self-help related activities as part of its mission. In San Antonio, most of these activities have been incorporated into the role of the Housing and Neighborhood Services Department.

Partially Implemented Recommendations:

Three activities that were proposed for this non profit entity have been partially implemented through other means. A tool warehouse has been created within the Housing and Neighborhood Services Department through a grant from the Annie E. Casey Foundation. Rebuild Together (formerly Christmas in April) provides targeted repairs within specific areas using private funds. The final recommendation proposes that this organization provide community revitalization activities.

Not Implemented Recommendations:

The two recommendations that were not implemented rely almost completely on this non profit entity for their implementation. One proposes the organization undertake specific activities to help local non profits counter NIMBY attitudes and the second proposes to coordinate activities of all the non profit housing entities.

SELF HELP HOUSING RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
HOUSING MASTER PLAN	Facilitate self-help, corporate and community rehabilitation initiatives through non profit organizations working similarly to the 'Christmas in April' model	IMPLEMENTED PARTIALLY	Rebuild Together (successor to Christmas in April) is the non profit organization that can implement this type of program. It funded by various sources to target specify area for these efforts. Due to limited funding Organization takes on only one project per year
HOUSING MASTER PLAN	Promote self-help, corporate, and community based initiatives aimed at housing rehab through a non profit organization to coordinate "Christmas in April" type events and the provision of a central tool and materials warehouse.	IMPLEMENTED PARTIALLY	Christmas in April was renamed Rebuilding Together and provides emergency repairs in areas where they are able to secure general funds from Council.
HOUSING MASTER PLAN	Provide centralized warehouse of tools and donated building materials for use by organizations participating in 'Christmas in April' type housing repair projects	IMPLEMENTED PARTIALLY	Through a grant from Annie E. Casey foundation, Neighborhood Action Dept. purchased equipment and tools for the Community Tool Shed which are available for neighborhoods and individuals doing community projects. Does not include building materials. No source of funds for materials has been found
HOUSING MASTER PLAN	Use the non profit created to run self help programs and capacity building program to counter NIMBY attitudes	NOT IMPLEMENTED	No organization created and the city has not undertaken any anti-NIMBY efforts. SAHA has also not undertaken any efforts to dispel NIMBY attitudes.
HOUSING MASTER PLAN	Use non profit organization formed to provide capacity buildings services to coordinator self-help, corporate, and community based revitalization initiatives by providing organizational assistance, client identification. And work crew scheduling	NOT IMPLEMENTED	A new non profit organization to coordinate capacity building programs has not been created because a viable funding mechanism has not been identified. An Ad Hoc partnership continues to develop among agencies such as Enterprise Foundation, Annie E. Casey Foundation and United Way

SPECIAL NEEDS HOUSING RECOMMENDATIONS

SPECIAL NEEDS HOUSING RECOMMENDATIONS

Only one of the recommendations targeted specifically at special needs housing could be implemented. By and large the infeasible recommendations assume intervention in property owners' rights over their homes that are not desirable.

Implemented Recommendations:

The Universal Development Code adopted in 2004 includes 'visitability' standards for all new housing in San Antonio.

Infeasible Recommendations:

The Housing Master Plan included recommendations for transitional housing targeted to intergenerational households through 'shared housing' models, and the implementation of 'Cottage Housing' as an alternative to major rehab assistance to elderly homeowners on the rehab waiting list. Several factors make these recommendations infeasible. There is no reason to believe that the new construction of a cottage home in a location other than their existing home would get constructed any faster than if they waiting for the rehab to be completed on their home. The dislocation factor would add stress to this situation. The 'shared housing' model is feasible only if there are sufficient households interested in undertaking this experiment. The Enterprise Assessment recommended that an analysis of all households over 65 be done to determine future housing needs for independent living, assisted living, and nursing homes. Extrapolating into the future about older homeowners is uncertain and would consume enormous man-hours.

SPECIAL NEEDS HOUSING RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
HOUSING TRUST MARKET ANALYSIS	Require builders of new affordable housing to include some degree of handicapped accessibility in each unit and allow for easy conversion	IMPLEMENTED	UDC requires 'visitable' standards for all new housing units completed with city funds.
HOUSING MASTER PLAN	Provide transitional housing in rehabbed homes for intergenerational households through the shared housing model	INFEASIBLE	
HOUSING MASTER PLAN	Implement the Cottage Housing Model as an alternative to major rehabilitation assistance to over housed elderly homeowners on the rehabilitation waiting list.	INFEASIBLE	SADA began a cottage housing project. Project did not expand after the initial units.
ENTERPRISE ASSESSMENT	Analyze households over 65 to understand future need for housing the elderly including independent living, assisted living, and nursing homes.	INFEASIBLE	Information becomes outdated quickly and the expense associated with it may not yield information useful in any meaningful way toward improving the overall housing stock.
HOUSING TRUST MARKET ANALYSIS	Analyze households over 65 to identify a potential supply of housing for resale and/or rehab to meet needs of affordable housing market study recommended here.	NOT IMPLEMENTED	Community Initiatives Fair Housing Unit has done occasional ad hoc analysis of client demographic data, but no local agency is known to have undertaken the kind of Information becomes outdated quickly and the expense associated with it may not yield information useful in any meaningful way toward improving the overall housing stock.

SUSTAINABLE DEVELOPMENT RECOMMENDATIONS

SUSTAINABLE DEVELOPMENT RECOMMENDATIONS

Recommendations for universal design, location efficient mortgages, green building program, and more flexible zoning to allow mixed commercial/residential uses have all been implemented. Recommendation for Inclusionary zoning was determined to be infeasible at this time. Recommendations for 'community indicators' and evaluation of the Sustainable Communities Initiative under way in Austin were not adopted because they lacked specificity. Innovative housing solutions and 'untried' financing tools were not implemented because it was not clear what these were intended to accomplish.

Implemented Recommendations:

A total of four recommendations were fully implemented and one additional recommendation was partly implemented. The addition of mixed use zoning as a strategy for sustainable development came from the Housing Trust's analysis. The new Unified Development Code includes language that addresses this. New mortgage products that take into account proximity to public transportation have been put into effect. ADA and universal design and fair housing requirements are all incorporated into the City's housing programs. The city encourages sustainable development with the adoption of their green building program.

Implemented Partially Recommendations:

The recommendation for encouraging transit oriented development has been partly adopted with the Advanced Transportation District efforts to develop a commuter rail line in the future.

Infeasible Recommendations:

The recommendation for Inclusionary zoning where new subdivisions would be required to set aside 10% of their development for affordable shelter is not feasible at this time. The city has chosen to use a 'carrot' of development incentives to encourage private sector development of affordable housing. The recommendation to use 'underutilized or untested' financing sources is too vague to be implemented.

Not Implemented Recommendations:

The recommendation for developing a community indicators project was unclear what this is intended to accomplish, therefore it was not implemented. Likewise, adoption of the Sustainable Communities Initiative from Austin was not implemented because the issues facing each community are different. Some cottage housing has been created but it has been undertaken by non profit developers.

SUSTAINABLE DEVELOPMENT RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
HOUSING MASTER PLAN	Encourage the use of Location Efficient Mortgages where public transportation allows less dependence on automobiles	IMPLEMENTED	Clients who purchase a home in the city's Arroyo Vista Affordable Showcase of Homes eligible for mortgages made available through the smart commute initiative project implemented by Fannie Mae, VIA, SAFCU. Expansion beyond demonstration has not been accomplished
CRAG	Ensure ADA, Universal design and fair housing laws are incorporated into CoSA housing programs	IMPLEMENTED	CoSA adopted the universal design ordinance in 2002. This requires all city assisted housing to be 'visitable'.
CRAG 2000	Encourage environmentally sustainable construction and remodeling practices by creating a 'Green Building' program.	IMPLEMENTED	Metropolitan Partnership for energy and the Greater SA Builders Association has created the 'Build San Antonio Green' program which certifies 'Green Builders' and recognizes houses that are eligible for Energy Efficient Mortgages. Points can be added to the Incentive Scorecard for 'green building'. Solar San Antonio and CPS have also cooperated in demonstrating and promoting solar energy construction.
HOUSING TRUST MARKET ANALYSIS	Consider including zoning classifications that will allow more mixed use residential/commercial and mixed residential types	IMPLEMENTED	Revised UDC included zoning classifications that allow more mixed use residential commercial and mixed residential types
CRAG 2000	Encourage transit oriented development by supporting future efforts to implement transit centers and facilities including high capacity transit, such as bus, rapid transit, or light rail.	IMPLEMENTED PARTIALLY	The Advanced Transportation District and on-going efforts to develop a commuter rail system may eventually achieve the essential core of this recommendations. Provisions to encourage transit oriented development were also incorporated in the UDC revised by the city in 2001. Traffic corridors to support high density development have not yet been identified.
HOUSING MASTER PLAN	Use a wider array of financial initiatives by partnering with institutions dedicated to affordable housing development	IMPLEMENTED PARTIALLY	The city takes advantage of all opportunities to use other resources in developing affordable housing.
ENTERPRISE ASSESSMENT	Consider requiring subdivision developers to provide a percentage of lots for affordable housing to allow more flexibility for Inner City Market Area Development	INFEASIBLE	Inclusionary zoning not adopted or under consideration at this time.
HOUSING TRUST MARKET ANALYSIS	Require developers of new major subdivisions to provide a predetermined percentage of lots for affordable housing development to allow more flexibility for Inner City Market Area	INFEASIBLE	The UDC provides density bonus incentives for including affordable housing. However, a mandatory set-aside or inclusionary zoning have not been seriously considered.
HOUSING MASTER PLAN	Use previously untried or underutilized financial tools for housing development	INFEASIBLE	Recommendation too vague to be evaluated
CRAG 2000	Develop and implement a community indicators project with ongoing opportunities for citizen education, program evaluation, and policy development	NOT IMPLEMENTED	The proposed outcome from this recommendation is unclear as is an implementation plan.
HOUSING MASTER PLAN	Evaluate the Sustainable Communities Initiative operated by the City of Austin for adaptation in San Antonio	NOT IMPLEMENTED	The incentive Toolkit awards maximum points for adaptive reuse in the downtown.
HOUSING MASTER PLAN	Examine cottage housing granny flats, duplexes, triplexes, and Quadra lexes as an alternative to traditional special needs housing	NOT IMPLEMENTED	some small scale cottage housing has been undertaken by non profit developers

VACANT PROPERTY RECOMMENDATIONS

VACANT PROPERTY RECOMMENDATIONS

Nearly half the recommendations have been partly implemented. Several recommendations related to activities under the control of San Antonio Development Agency. With the disillusion of SADA, these functions have either been terminated or moved to other departments.

Recommendations that suggested disposing of properties held by the city are underway. The disposition of properties taken by foreclosure require an intergovernmental agreement with Bexar County to allow the taxes to be forgiven. The city and county are working on this.

The city is developing an inventory of vacant land and is also studying a method of assembling multiple vacant parcels to make them more suitable for infill use.

VACANT PROPERTY RECOMMENDATIONS

SOURCE	RECOMMENDATION	OUTCOME	NARRATIVE
CRAG 2000	Reduce or eliminate the portfolio of publicly owned vacant lots and residential properties.	IMPLEMENTED PARTIALLY	Asset Mgmt Dept has been actively working to dispose of the city's surplus properties. Actual number of potentially developable lots that can be made available through this strategy is limited. Lots owned by SADA and Bexar County have not received attention
HOUSING TRUST MARKET ANALYSIS	Conduct a detailed inventory of existing scattered and other older vacant lots available in each sector. Attempts are being made by several non profits on a small scale. This could include a vacant lot foreclosure program	IMPLEMENTED PARTIALLY	Current land use plan maps incorporate vacant parcels in Neighborhood plans. The city's Asset Management Dept. is responsible for maintaining and disposing of surplus property owned by the City. An inventory of city-owned parcels has been created and the Dept/ is working to dispose of this property. The Vacant Lot Initiative should also address this recommendation. Lots owned by SADA and properties obtained by Bexar County through tax foreclosures are not coordinated in an overall inventory.
HOUSING TRUST MARKET ANALYSIS	Investigate vacant land availability through selection criteria and create an inventory list and possible land bank to acquire land, as it becomes available.	IMPLEMENTED PARTIALLY	The function that was housed in SADA has been moved to Planning and Community Development for land assembly where feasible. Development of vacant land in a Neighborhood Commercial Revitalization Area gains points in the Incentive Scorecard making it eligible for reduction of Permitting and Impact Fees.
ENTERPRISE ASSESSMENT	Create an inventory of vacant land for possible land bank or to target for acquisition if it becomes available	IMPLEMENTED PARTIALLY	Ongoing efforts under way to identify the methodology for accurately identifying land suitable for assemblage.
ENTERPRISE ASSESSMENT	SADA should acquire and replat land for other developers, non profits for profit developers, preserving its traditional role as the catalyst of redevelopment	INFEASIBLE	With the dissolution of SADA this becomes a moot point. Land assembly activities will be under taken by other city agencies.
ENTERPRISE ASSESSMENT	SADA should reduce its design standards when conveying land to other developers	INFEASIBLE	With the dissolution of SADA this becomes a moot point
CRAG	Expand SADA condemnation powers	INFEASIBLE	SADA dissolved and condemnation powers reverted to CoSA to be carried out internally
CRAG	Utilize new state legislation to substantially reduce the purchase price of foreclosed properties suitable for affordable housing. Sec. 34.015 of the Property Tax Code allows municipalities to provide a manner for land acquired by the municipality follow	NOT IMPLEMENTED	Since most foreclosures are controlled by the county, complex issues remain for an intergovernmental agreement
HOUSING MASTER PLAN	Charge SADA with coordinating vacant lot inventory as described in the Neighborhood Revitalization Land Assembly Partnership Model	NOT IMPLEMENTED	SADA dismantled this function has been reassigned
ENTERPRISE ASSESSMENT	Conduct a vacant lot foreclosure program targeting suitable infill lots in each sector	NOT IMPLEMENTED	A plan that would include assemblage of vacant lots in under study
CRAG	Create citywide Housing Recycling Program to purchase, repair and resale and to build on vacant lots	TERMINATED	City and Fannie Mae American Community Fund provided resources for an acquisition/rehab/resale program. City determined it was infeasible to 'compete with the private sector' in doing this work. While some units were completed there was no profit margin so it required ongoing funding to offer properties at prices within the marketable price range. HARP proved financially infeasible.

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

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

Table of Contents

EXECUTIVE SUMMARY	3
1. BACKGROUND.....	4
2. COMMUNITY DEVELOPMENT ADVISORY COMMITTEE (CDAC).....	8
3. REINVESTMENT PLANNING	10
4. COORDINATING CITY RESOURCES	15
5. LEVERAGING PRIVATE SECTOR INVESTMENT	19
6. COMMUNITY DEVELOPMENT INDICATORS	23
APPENDIX A: IMPLEMENTATION TABLES.....	25
APPENDIX B: REAL ESTATE MARKET VALUE ANALYSIS.....	29
APPENDIX C: COMMUNITY DEVELOPMENT RESOURCES.....	30
APPENDIX D: COMMUNITY DEVELOPMENT PARTNERS	32
APPENDIX E: COMMUNITY DEVELOPMENT SUMMIT AND WORK SESSION PARTICIPANTS.....	34
APPENDIX F: MARKET VALUE ANALYSIS DATA SETS.....	36
APPENDIX G: COMMUNITY DEVELOPMENT INDICATORS	37

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

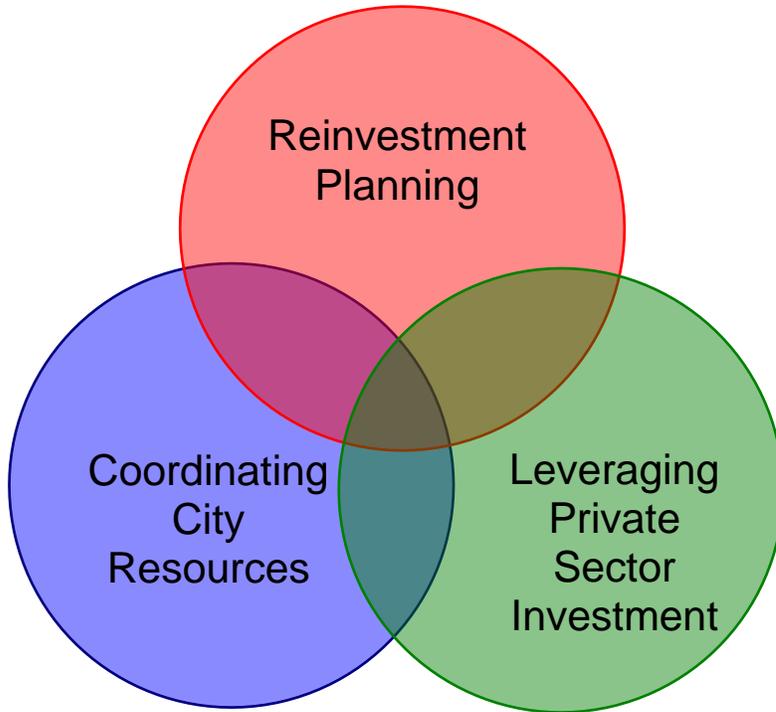
In order to take the necessary first steps toward realizing the vision for community development, stakeholders agreed that the Strategic Plan should focus on the following eight elements for the next three fiscal years.

- 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?

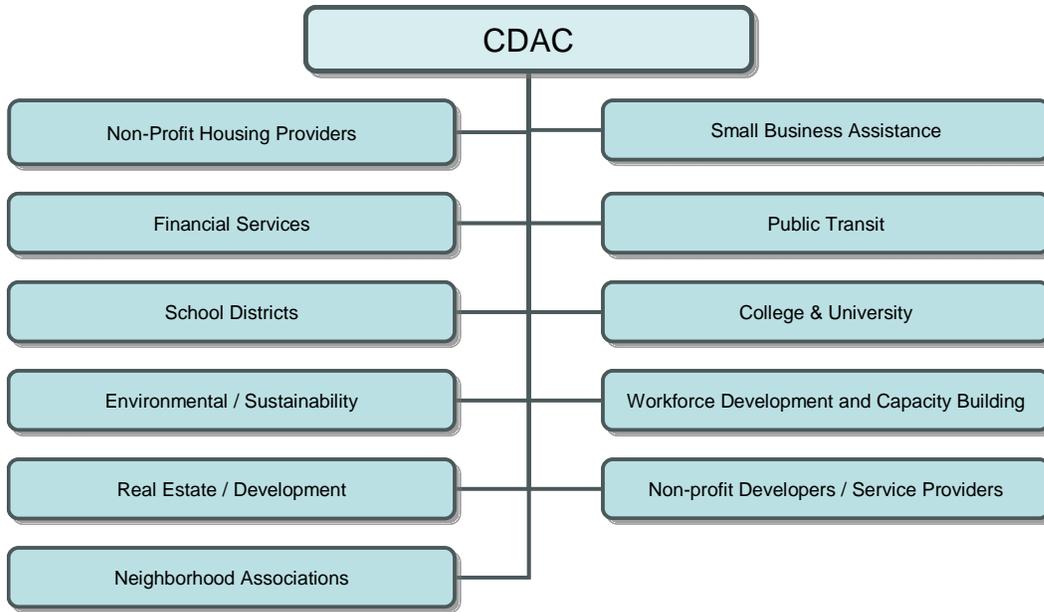
The CDAC is responsible for selecting Reinvestment Plan Areas on an annual basis. These geographic selections, based on criteria described in the following section, are presented at the Community Development Summit. When new Reinvestment Plans and Projects are proposed for consideration, the CDAC evaluates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

Strategic Plan for Community Development -- Final Draft

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

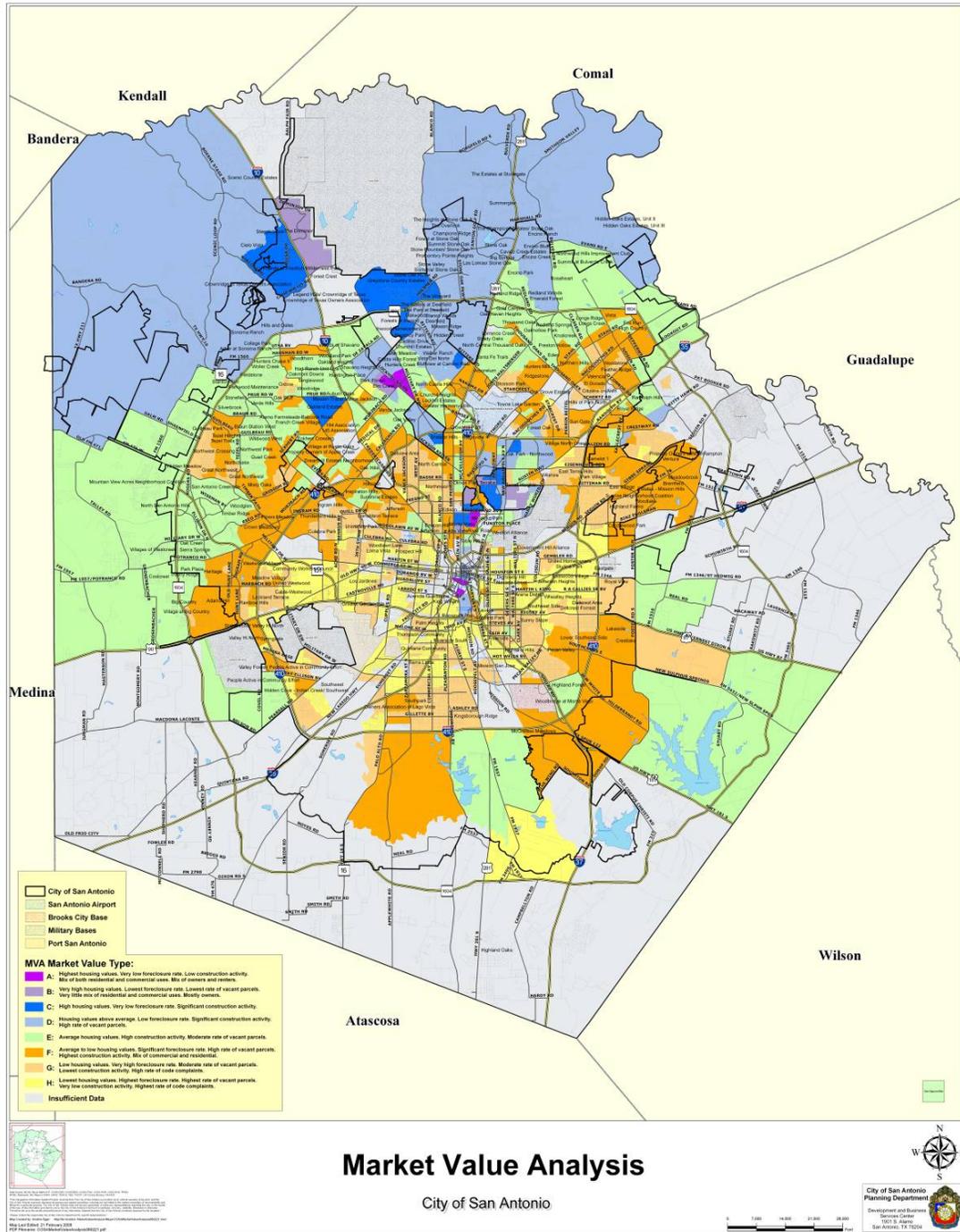
INITIAL FOCUS IMPLEMENTATION TABLE

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

Strategic Plan for Community Development -- Final Draft

- 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
Monica Gonzales	Enterprise Community Partners, Inc.
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

Strategic Plan for Community Development -- Final Draft

Ramon G. Mendez	COSA Housing & Neighborhood Services
Joe Mendoza	COSA Planning & CD
Richard Milk	COSA Planning & CD
Emil Moncivais	COSA Planning & CD
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



CITY OF SAN ANTONIO Request for Council Action

Agenda Item # 28
Council Meeting Date: 9/4/2008
RFCA Tracking No: R-3794

DEPARTMENT: Planning and Community
Development

DEPARTMENT HEAD: T.C. Broadnax

COUNCIL DISTRICT(S) IMPACTED:
City Wide

SUBJECT:
Strategic Plan for Community Development

SUMMARY:

This action adopts the Strategic Plan for Community Development, a three-year rolling plan, which includes the following:

- establishes a vision for community development
- creates a Community Development Advisory Committee (CDAC)
- defines Reinvestment Planning as a tool to focus public and private investment in targeted areas
- adopts methods to increase inter-departmental coordination and public-private partnerships
- establishes a schedule to update the Strategic Plan on an annual basis at the Community Development Summit

BACKGROUND INFORMATION:

City Council direction to create a Strategic Plan for Community Development came out of a community development study and report issued in 2007, the SADA de-funding, and the creation of the Community Development division in the Planning & Community Development Department.

The Strategic Plan creation process was initiated by a diverse stakeholder group that met in June and July of 2007. Stakeholders were asked to establish a vision for community development, critical success factors, initial focus elements, critical community development public policies, and plan implementation steps. Through a series of group and breakout sessions, the ideas that form the basis of the Strategic Plan were discussed and developed.

From these key ideas, staff prepared a draft Strategic Plan for presentation at the 2007 Housing Summit. The City-wide Market Value Analysis was also presented as a critical element of the Strategic Plan. Additional stakeholder feedback was sought during and after the presentations, and dozens of public presentations were delivered at stakeholders' request.

The Quality of Life Committee considered this item on August 12, 2008, and recommended it for full City Council consideration.

ISSUE:

The adoption of the Strategic Plan for Community Development creates three new tools that are critical to the effective long-term investment of limited community development resources:

1. A Community Development Advisory Committee (CDAC) to coordinate public- and private-sector community development initiatives and oversee the implementation of the Strategic Plan
2. A Reinvestment Planning process guided by the CDAC to focus public and private investment in targeted areas
3. Mechanisms to increase inter-departmental coordination and public-private partnerships
4. A schedule to update the Strategic Plan on an annual basis at the Community Development Summit

ALTERNATIVES:

Not adopting the Strategic Plan for Community Development would allow San Antonio to continue to pursue community development in an ad-hoc manner. Without a Strategic Plan or a coordinating body such as the CDAC, community development resources would be allocated based on short-term and agency-specific priorities. Opportunities for strategic, long-term, cooperative actions would be hard to identify, and securing funding and financing for implementation of such ventures would be very difficult.

FISCAL IMPACT:

There is no fiscal impact with the adoption of the Strategic Plan.

RECOMMENDATION:

Staff recommends the adoption of the Strategic Plan for Community Development to provide a vision for community development and increase inter-departmental coordination and public-private partnerships.

ATTACHMENT(S):

File Description	File Name
Studies Analysis	Housing and Community Development Studies Analysis.pdf
Urban Affairs Memo	UAmemo Feb2007.pdf
Strategic Plan	STRATEGIC PLAN FOR COMMUNITY DEVELOPMENT 080619.pdf
Market Value Analysis Map	COSAMarketValueAnalysis_080605.pdf
Voting Results	
Ordinance/Supplemental Documents	200809040765.pdf

DEPARTMENT HEAD AUTHORIZATIONS:

Patrick Howard Assistant Director Planning and Community Development

APPROVED FOR COUNCIL CONSIDERATION:

T.C. Broadnax Assistant City Manager