

AN ORDINANCE      2012-02-16-0116

**AMENDING THE CAMELOT I NEIGHBORHOOD PLAN, A COMPONENT OF THE MASTER PLAN OF THE CITY, BY ADDING THE WALZEM ROAD AREA BUSINESS DISTRICT STRATEGIC REVITALIZATION PLAN AS A SUPPLEMENT TO THE NEIGHBORHOOD PLAN.**

\* \* \* \* \*

**WHEREAS**, the Camelot I Neighborhood Plan was adopted on September 23, 1999 and updated on August 24, 2004 and February 18, 2010 by City Council as a component of the City Master Plan adopted May 29, 1997; and

**WHEREAS**, the Unified Development Code requires consistency between zoning and the Master Plan and Section 213.003 of the TEXAS LOCAL GOVERNMENT CODE allows amendment of the Master Plan following a public hearing and review by the Planning Commission; and

**WHEREAS**, a public hearing was held on January 11, 2012 by the Planning Commission allowing all interested citizens to be heard; and

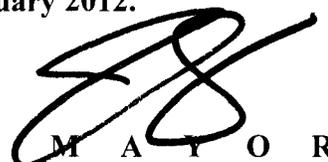
**WHEREAS**, the San Antonio City Council has considered the effect of this amendment to the Master Plan of the City and has determined that it conforms to the approval criteria set forth in the Unified Development Code §35-420, Comprehensive, Neighborhood, Community, and Perimeter Plans; **NOW THEREFORE**;

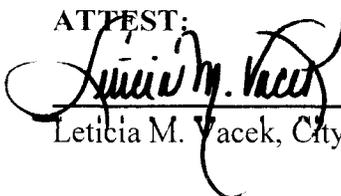
**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:**

**SECTION 1.** The Camelot I Neighborhood Plan, a component of the Master Plan of the City, is hereby amended by adding the Walzem Road Area Business District Strategic Revitalization Plan as a supplement to the Neighborhood Plan, attached hereto and incorporated herein for all purposes in **Attachment “III”**. All text and portions of land mentioned are depicted in **Attachments “I”** and **“II”** attached hereto and incorporated herein for all purposes.

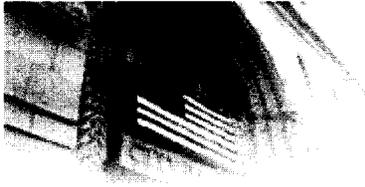
**SECTION 2.** This ordinance shall take effect February 26, 2012.

**PASSED AND APPROVED on this 16<sup>th</sup> day of February 2012.**

  
M A Y O R  
Julián Castro

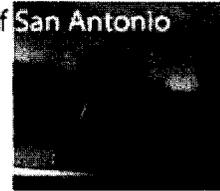
**ATTEST:**  
  
\_\_\_\_\_  
Leticia M. Yacek, City Clerk

**APPROVED AS TO FORM:**  
  
\_\_\_\_\_  
Michael Bernard, City Attorney  
fa



Request for  
**COUNCIL**  
**ACTION**

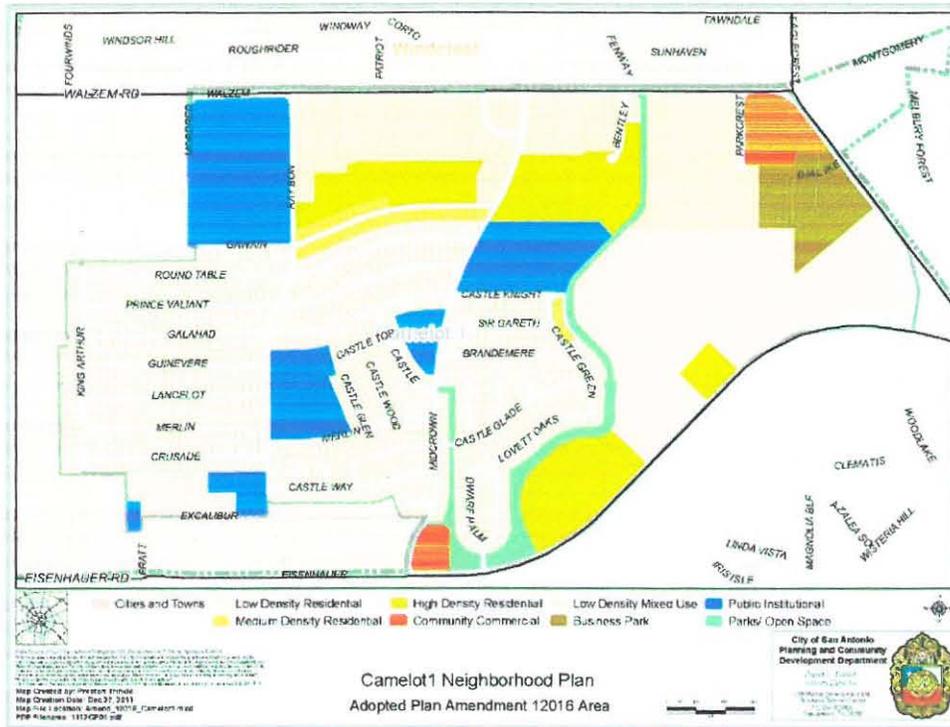
City of San Antonio



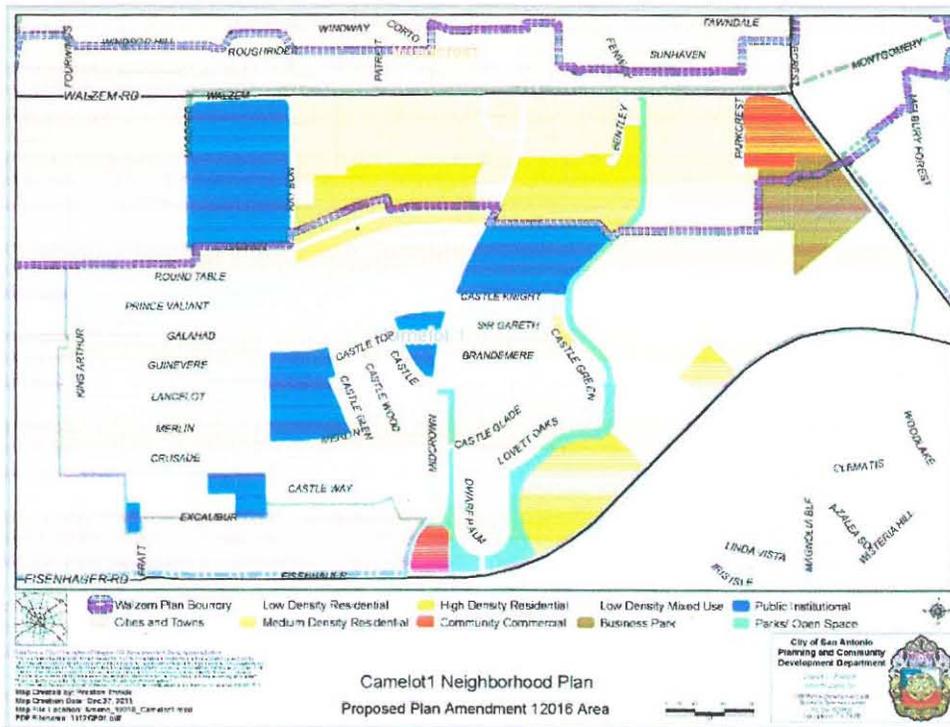
## Agenda Voting Results - P-1A

<b>Name:</b>	P-1A, P-1B, Z-2, Z-3, Z-5, Z-8, Z-11, P-5, Z-12						
<b>Date:</b>	02/16/2012						
<b>Time:</b>	02:13:50 PM						
<b>Vote Type:</b>	Motion to Approve						
<b>Description:</b>	PLAN AMENDMENT #12016 (District 2): An Ordinance amending the Camelot I Neighborhood Plan, a component of the Master Plan of the City, by adding the Walzem Road Area Business District Strategic Revitalization Plan as a supplement to the Neighborhood Plan. Staff and Planning Commission recommend approval.						
<b>Result:</b>	Passed						
Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Julián Castro	Mayor		x				
Diego Bernal	District 1		x				
Ivy R. Taylor	District 2		x				
Leticia Ozuna	District 3		x				
Rey Saldaña	District 4		x				x
David Medina Jr.	District 5		x				
Ray Lopez	District 6		x				
Cris Medina	District 7		x			x	
W. Reed Williams	District 8		x				
Elisa Chan	District 9		x				
Carlton Soules	District 10		x				

**ATTACHMENT I  
Land Use Plan as adopted:**



**ATTACHMENT II  
Proposed Amendment:**





WALZEM ROAD AREA BUSINESS DISTRICT  
STRATEGIC REVITALIZATION PLAN  
10/31/2011 DRAFT

# Executive Summary

## **We are Walzem: Diverse, United, Moving Forward.**

Think of this document as a comeback plan. It includes strategies to transform the Walzem Road commercial corridor into an area that is celebrated for its dramatic turnaround.

Walzem has weathered dark days that included the dramatic shuttering of what was once one of the region's premier shopping and entertainment destinations. The closing of Windsor Park Mall had a dramatic impact on the community and started a retail exodus.

In the past few years many people have worked diligently to reinvent the Walzem area. When the forward thinking leaders at Rackspace Hosting decided to locate the corporate headquarters for the growing high-tech firm in the former Windsor Park Mall, new life was breathed into the area. With this came a new community vision for the area: ***A trendy, prosperous, and vibrant "Tech Town" with a mix of uses, strong neighborhoods and businesses, and active areas for biking and pedestrians. A safe, family-oriented and military friendly destination with a distinctive sense of place.***

Groups including Walzem Road Area Revitalization, the City of Windcrest, the City of San Antonio, Bexar County, Northeast Independent School District, and Rackspace have been working to make this vision a reality so that the effects permeate the entire community. What has been lacking and what is needed is the type of cooperation that brought Rack-

space to Walzem in 2007. This plan creates a framework to achieve the cooperation that will be needed to revitalize the Walzem Road area.

Walzem Road Area Revitalization (WRAR) will provide the oversight needed to implement this comeback plan over the next 5 years. Through its Business District initiative, WRAR will coordinate the work of the governmental entities and public institutions and provide the business, organization, and resident support that go hand-in-hand with public programs and improvements.

This comeback plan was developed through a community based process that involved a diverse stakeholder group. Business owners and managers, representatives from non-profit organizations and public institutions, elected officials, residents, and staff members from three governmental entities came together over the course of 7 months to participate in community meetings, focus groups, and planning team meetings. Participants of these events identified issues and proposed solutions related to infrastructure, the business mix, crime and public safety, transportation, and appearance and upkeep. Attendees also worked to develop a new image and design for the area and identify partners within the community.

The framework that was developed relies on a four point approach to redevelopment that includes organization/ outreach, business development, marketing, and development/ design initiatives. This document includes 5 years worth of specific implementation action items

for each of these four initiatives. A task force will be established for each of the four initiatives with task force members that will ensure that the implementation action items are achieved with the assistance of the Business District Manager and general membership, the WRAR Board and Executive Director, and the identified community partners.

San Antonio, Windcrest, and Bexar County all have a substantial interest in the revitalization of the Walzem Road Area. If successful, the Walzem Road Area will become a stable and sustainable micro-economy that will serve as the model for suburban redevelopment.

Let the comeback begin...

THE  
COMEBACK  
PLAN...

# Acknowledgements

This Plan was made possible through the support of City Officials, City Staff, and Community Participants dedicated to creating a stronger community.

## City of San Antonio

Julián Castro, Mayor  
 Diego M. Bernal, District 1  
 Ivy R. Taylor, District 2  
 Jennifer V. Ramos, District 3  
 Rey Saldaña, District 4  
 David Medina Jr., District 5  
 Ray Lopez, District 6  
 Cris Medina, District 7  
 W. Reed Williams, District 8  
 Elisa Chan, District 9  
 Carlton Soules, District 10

## City of Windcrest

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 Gerd "Jake" E. Jacobi, Place 1  
 Jim Shelton, Place 2  
 Pam Dodson, Place 3  
 Rita Davis, Place 4  
 Jon Gretz, Place 5

## Bexar County Commissioner's Court

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 Sergio "Chico" Rodriguez, Precinct 1  
 Paul Elizondo, Precinct 2  
 Kevin A. Wolff, Precinct 3  
 Tommy Adkisson, Precinct 4

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 Robert Acosta, Planner

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## Printing Information

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 City of San Antonio  
 Cliff Morton Development & Business Services  
 Center  
 1901 South Alamo Street  
 San Antonio, TX 78204

## INTRODUCTION

### The Initiative

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## THE BUSINESS DISTRICT

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# The Vision

The Walzem Business District and this revitalization plan, which will guide its activities, are tools that Walzem Road Area Revitalization (WRAR) will use to implement the community's vision for the Walzem Area. This vision was established in 2007 and refined through subsequent community-based initiatives. This section includes a description of the vision for the area and explains how this current effort will help achieve it.

## Community Vision

On March 24, 2007 WRAR held a facilitated Stakeholder Planning Workshop at Ed White Middle School. The Workshop included 3 work sessions that focused on assessing existing conditions, visioning, and action planning. The visioning session resulted in a list of key elements that represent the community's vision for the commercial areas along Walzem Road. The vision calls for: **A safe, family-oriented and military friendly destination with a distinctive sense of place. A trendy, prosperous, and vibrant "Tech Town" with a mix of uses, strong neighborhoods and businesses, and active areas for biking and pedestrians.** This basic vision has carried through subsequent planning efforts that focused on the commercial corridor. These are described below.

## Previous Planning Efforts

The Stakeholder Planning Workshop described above included a vision for the Walzem Corridor. Other planning efforts have focused on specific areas within, and adjacent to, the Walzem Corridor. The plan for the Business District respects these planning efforts and the

investment that they could bring to the area. The following section includes a brief description of two recent plans that were produced.

In December 2007 the Urban Real Estate Group hired Duany Plater-Zyberk & Company to prepare a master plan for a proposed development called RHYA. The master plan applied the principles of new urbanism to a planned redevelopment of the area south of the Rack-space Headquarters and a greenfield development site situated west of the intersection of Walzem Road and Eisenhower Road. These two sites include a total of over 245 acres. The plan calls for nearly 550,000 square feet of commercial space and over 4,200 new residential units. The plan calls for a variety of building types ranging from multi-story mixed-use buildings fronting a Main Street that runs parallel to I-35 to one-story single-family detached houses located in a new neighborhood east of the existing Camelot I Neighborhood<sup>1</sup>. Work on the proposed development has not begun, but the Master Plan remains a viable, but ambitious option for the area.

The City of Windcrest commissioned SA Partnership to prepare a Master Plan for the City of Windcrest. The Master Plan includes an analysis of existing conditions, land use and market studies, and recommendations to facilitate redevelopment. The Master Plan envisions Walzem Road as a grand tree-lined boulevard flanked by parks and large mid-rise mixed-use buildings. The Master Plan is a long term vision for redevelopment that will be accomplished incrementally as existing buildings

<sup>1</sup> <http://www.dpz.com/projects.aspx>

## Vision for Walzem Area

A safe, family-oriented and military friendly destination with a distinctive sense of place. A trendy, prosperous, and vibrant "Tech Town" with a mix of uses, strong neighborhoods and businesses, and active areas for biking and pedestrians.

reach the end of their useful life or as conditions otherwise become favorable for large scale redevelopment projects.

## Walzem Business District Vision

The Walzem Business District was launched by WRAR in December 2010 as a way to focus on the commercial areas adjacent to Walzem Road and implement the community's vision. WRAR requested project support from the City of San Antonio to help launch the new Business District and prepare a 5-year plan with the support and input of community stakeholders. The plan, which you are currently reading, is called a strategic revitalization plan and is meant to be a blueprint that clearly states where the Business District wants to go and how to get there. To achieve the revitalization objectives and implement the community's vision, the Business District will focus on four key areas - organization/ outreach, business development, marketing, and development/design. The next section describes the planning process that was used to develop this plan.

## Goals

At the beginning of the strategic planning process, the WRAR Board laid out a set of goals for the planning process. These goals are listed below:

- Develop business/ industry attraction goals and incentives
- Identify priority infrastructure and catalytic projects and secure funding/ commitments
- Develop community supported design guidelines for new development
- Enhance the visibility of WRAR
- Develop long-term plan to help WRAR become self-sustaining
- Get buy-in from the greater community
- Develop & implement marketing strategy
- Increase business district general membership and committee participation

The following sections detail how these goals were addressed in various ways during the planning process.

## Steering Committee

The WRAR Board served as the Steering Committee throughout the planning process and provided direction and guidance. In addition to providing overall direction and guidance, the Board focused specifically on **developing a long-term plan to become self sustaining and increasing Business District general membership and committee participation**. The Board's part-time consultant helped City Staff carry out the day-to-day tasks required to orchestrate a multifaceted commu-

nity input process in a relatively short amount of time.

## Outreach

The outreach efforts were looked at not only as a way to notify area stakeholders about specific meetings and events, but also as an opportunity to **develop and begin to implement a marketing strategy for the Business District**. A logo and color palette for the Business District were developed early in the planning process and incorporated into all correspondence. The Business District logo and color palette borrow from the organization's logo and color palette to provide a visual connection between WRAR and the Business District initiative.

Many different communication mediums were utilized during the planning process to disseminate important information and engage area stakeholders. Invitations were mailed to nearly 700 stakeholders in advance of each of the 3 community meetings. These stakeholders included all owners of property within the Business District boundaries, business owners/ managers of businesses within the Business District boundaries, area neighborhood association representatives, elected and appointed officials, and other individuals who have attended past WRAR functions or otherwise provided support or participated in the organization. The community meetings were also announced with press releases and postings on online community calendars and the WRAR website. Local television and radio stations helped to get the word out by airing the meeting announcements during

# The Planning Process

their news segments. Members of the WRAR Board also walked door-to-door to visit with business owners/ managers and invite them to the meetings. Monthly e-newsletters were also sent to over 230 individuals. Emails were utilized to communicate with smaller groups including the focus group participants and the planning team members.

## Community Input Opportunities

The planning process included 3 large community meetings, focus groups, planning team meetings, and a survey. All of these public input processes were designed so that the input received could be used to meet the following strategic planning process goals: **develop business/ industry attraction goals and incentives, identify priority infrastructure and catalytic projects and secure funding/ commitments, develop community supported design guidelines for new development, and to develop and implement a marketing strategy**. All of



Breakout group from the 2nd Community Meeting. Participants focused on image and design issues.

the public input opportunities combined also helped to **enhance the visibility of WRAR and get buy-in from the greater community.**

#### Community Meetings

The community meetings were designed to capture input from the attendees. Each included a general presentation/ update, breakout group activities, and presentations by breakout groups. These community meetings were open to all area stakeholders.

The first community meeting was held on January 29, 2011 and focused on Issues and Solutions. Attendees broke into groups and identified issues related to infrastructure, the business mix, crime and public safety, transportation, and appearance and upkeep. For each issue that was identified, the breakout group also developed a potential solution.

The second community meeting was held on April 9, 2011 and focused on Image and Design. Attendees broke into groups and completed 3 activities; groups created a tagline for the Business District, proposed locations and designs for gateways and common areas, and identified character defining building and site design elements.

The third and final community meeting was held on July 9, 2011. This meeting gave attendees an opportunity to review and comment on the Business District action items, identify community partners that could help complete these actions, and consider actions that individuals can carry out to affect positive change within the Business District.

#### Focus Groups

Four focus group sessions were held shortly

Community Input Timeline		
Date	Event	Attendance
12.8.10	WRAR Holiday Social - Business District Introduction	37
1.29.11	Community Meeting - Issues & Solutions	71
2.15.11	Focus Group Meeting - Design	4
2.15.11	Focus Group Meeting - Business Development	9
2.22.11	Focus Group Meeting - Marketing	5
2.23.11	Focus Group Meeting - Organization	3
4.9.11	Community Meeting - Image & Design	51
5.12.11	Planning Team Meeting - Organization/ Outreach	13
5.19.11	Planning Team Meeting - Business Development	10
5.26.11	Planning Team Meeting - Marketing	12
6.2.11	Planning Team Meeting - Development/ Design	9
6.9.11	Planning Team Meeting - Prioritization	6
7.9.11	Community Meeting - Community Partners	51

after the first community meeting. The focus groups were organized by four topic areas- organization, business development, marketing, and development/ design. Participants refined the issues and solutions that were developed from the first community meeting by responding to four questions specific to the topic area for their session.

#### Planning Team Meetings

A Planning Team was formed after the second community meeting to develop, evaluate, and prioritize the action items for the Business District. The Planning Team consisted of 16 members representing 5 stakeholder groups: small business/ organization, large business/ organization, public agency, resident, and WRAR Board member. The Planning Team met for 5 consecutive weeks in May and June 2011. The

action items were developed using the input received from the first two community meetings and the focus groups. During the first four meetings, the Planning Team evaluated the action items for the four topic areas. The final planning team meeting provided the Planning Team members an opportunity to select the all important 1st year action items.

#### Surveys

A survey was developed to solicit feedback from area stakeholders who were not able to attend the meetings. The survey provided respondents with an opportunity to identify the most pressing issues facing the Walzem Road commercial areas and provide feedback on Business District services, meeting frequency, and other logistical issues.

# Walzem Road Area Revitalization

The City of San Antonio partnered with Walzem Road Area Revitalization (WRAR), a non-profit, community-based organization, to develop this plan for the Walzem Business District. This section includes an overview of WRAR.

## Mission

The mission of WRAR is to become the umbrella organization for revitalizing the Walzem Road Area by promoting clean, safe neighborhoods and business areas, increasing neighborhood involvement and government collaboration, enhancing positive perceptions, and capitalizing on economic growth. The Walzem Business District is a WRAR initiative that aligns with the organization's overall mission. The following section provides background information on WRAR including a brief history, a snapshot of the organizational structure, and a list of some of the organization's successes.

## History

WRAR was founded in 2006 by Terri Williams and Diane Cox - local community members who were unhappy with an accelerating decline in the community's commercial areas. The most visible indication of this decline was the closure of Windsor Park Mall, a once thriving regional mall reduced to a cavernous empty building surrounded by acres of empty parking lots. The shuttering of the mall in 2005 was followed by the closure of national and regional anchor tenants in adjacent commercial shopping centers. Many of the smaller satellite tenants followed suit. Some have been replaced by discount stores and community support-type organizations but many spaces

remain vacant today.

## Organizational Structure

The organization received tax exempt status as a charitable organization under section 501(c)(3) of the Internal Revenue Code beginning in March 2006. The organization incorporated under the laws of the State of Texas and operates pursuant to the Texas Nonprofit Corporation Act. The adopted bylaws provide the rules by which the organization operates.

### Board of Directors

The WRAR membership consists of the Board of Directors. The Board includes up to 15, but not less than 6 members. Board members represent local neighborhoods, businesses, government entities, and area schools. Williams and Cox, the founders of WRAR, both remain members of the Board of Directors today and have been monumental in the continued operation of the organization. The Board members are dedicated community supporters who receive no compensation for their service.

### Committees

WRAR includes 2 standing committees established by the bylaws - the Executive Committee and the Finance Committee. The Board may also establish standing or ad-hoc committees as necessary to deal with issues such as fund-raising, housing, business development, crime prevention, and marketing.

### Executive Director

The Board of Directors is authorized to hire an Executive Director. The Executive Director

## WRAR Mission Statement

- Promote clean, safe neighborhoods and business areas
- Increase neighborhood involvement and government collaboration
- Enhance positive perceptions
- Capitalize on economic growth

is not a member of the Board, but rather a paid employee. The Executive Director is responsible for the day-to-day activities needed to carry-out the organization's mission, goals, policies, and projects. The Board does not currently have an Executive Director, but does rely on the expertise provided by a part-time consultant.

### Meetings

The Board of Directors currently holds monthly Board meetings on the 1st Saturday of the month. Board meetings are open to the general public.

## Funding/ Support

WRAR has received funding and/ or support from various sources over the years. Past supporters include HEB and the City of Windcrest. Current supporters include Bexar County, the City of San Antonio, RE/MAX Northeast Realtors, and IBC Bank. WRAR also hosts an annual fundraising gala. Similar to most non-profit organizations, the members of WRAR must work hard to secure funding and support each year. The Business District initiative will

add additional members to the organization and create additional sources of funding and support.

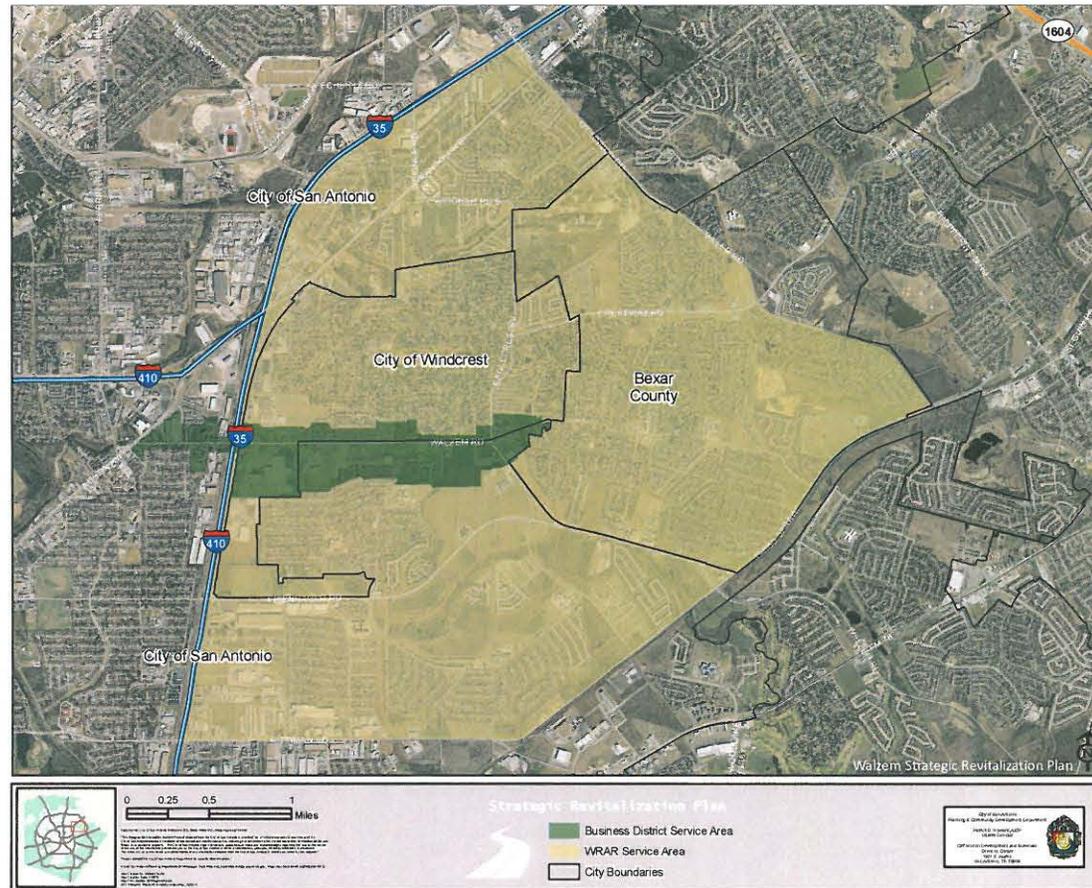
## Service Area

WRAR's service area covers approximately 11 square miles and is bounded by O'Connor Road to the north, Gibbs Sprawl Street to the east, Rittiman Road to the south, and IH-35 to the west. The service area includes the jurisdictions of San Antonio, Windcrest, and Bexar County, more than 20 different neighborhoods, and multiple commercial areas. The Business District is an area of focus within WRAR's larger service area. The Business District boundaries include parcels on the north and south sides of Walzem Road from Austin Highway to the west to Eaglecrest Boulevard to the east.

## Accomplishments

WRAR has been involved in several projects that have produced highly visible changes along Walzem Road. The organization was instrumental in bringing Starbucks and the Walzem YMCA to the corridor. Both businesses decided to renovate and reuse existing vacant buildings within the corridor. Starbucks is located in a former Burger King building and the YMCA is located in a former Albertson's grocery store building<sup>1</sup>. WRAR has also been responsible for an increase in police patrols which have led to reductions in property crimes. The organization also worked with the local housing authorities to remove substandard residential units from the lists of properties where Section 8 vouchers may be used. WRAR has been integral in increasing collaboration between San Antonio, Windcrest, and Bexar County. The

<sup>1</sup> See page 21 for images of this and other new construction projects located within the boundaries of the Business District.



organization continues to support Rackspace as the company renovates and improves the former Windsor Park Mall property.

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# The Built Environment

Transitioning the Walzem Road area from a typical late 1970s/ early 1980s automobile-oriented commercial corridor to a new “tech town” will require the redevelopment of some of the existing properties. This process has already begun with notable examples in the Corridor. Rackspace is transforming the former Windsor Park Mall building into their new headquarters, Starbucks remade a former fast food restaurant building, the YMCA adapted half of a former grocery store building for its new fitness facility, and Roosevelt High School was rebuilt with a stronger street presence and modern facade. The following section is organized around a series of thematic maps and exhibits that were designed to characterize the current conditions of the built environment. A brief narrative is included with each map. The maps and exhibits provided include:

- Jurisdictional Boundaries
- School District Boundaries
- Structure Age
- Assessed Value
- Properties with Commercial Retrofit Potential
- Infrastructure Analysis
- New Construction

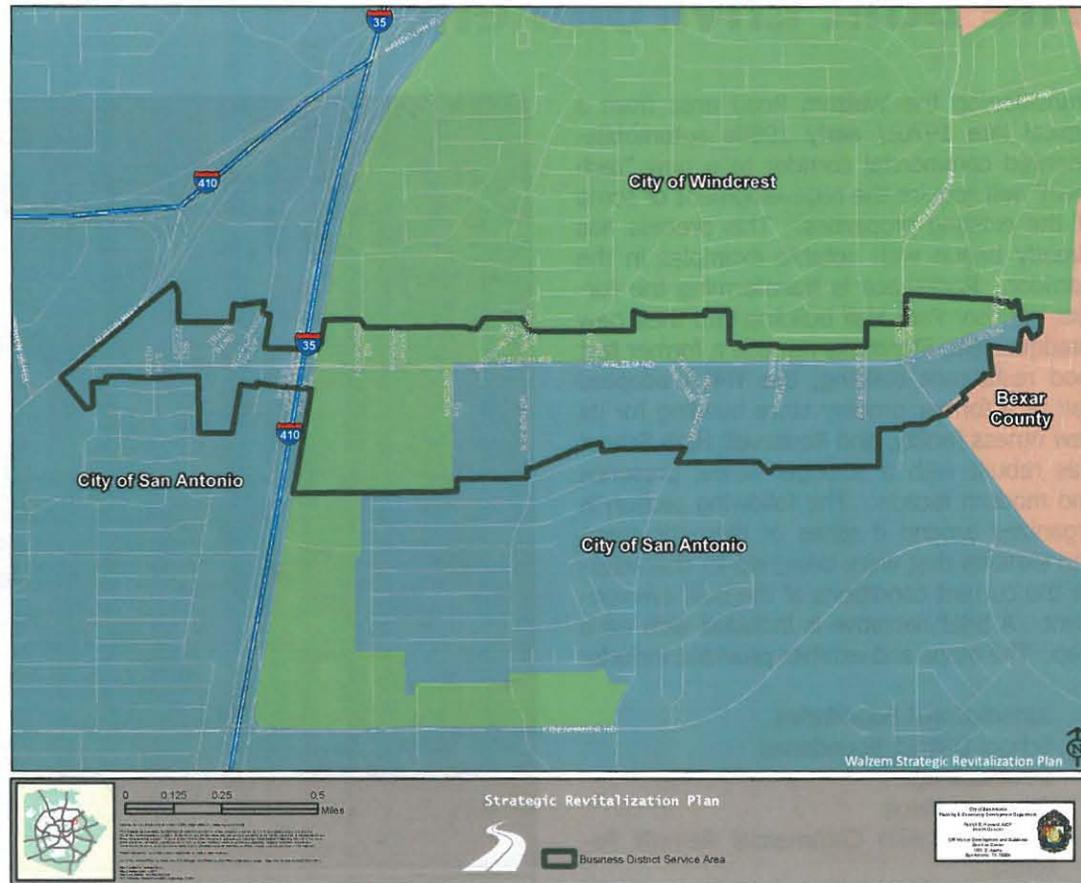


## Jurisdictional Boundaries

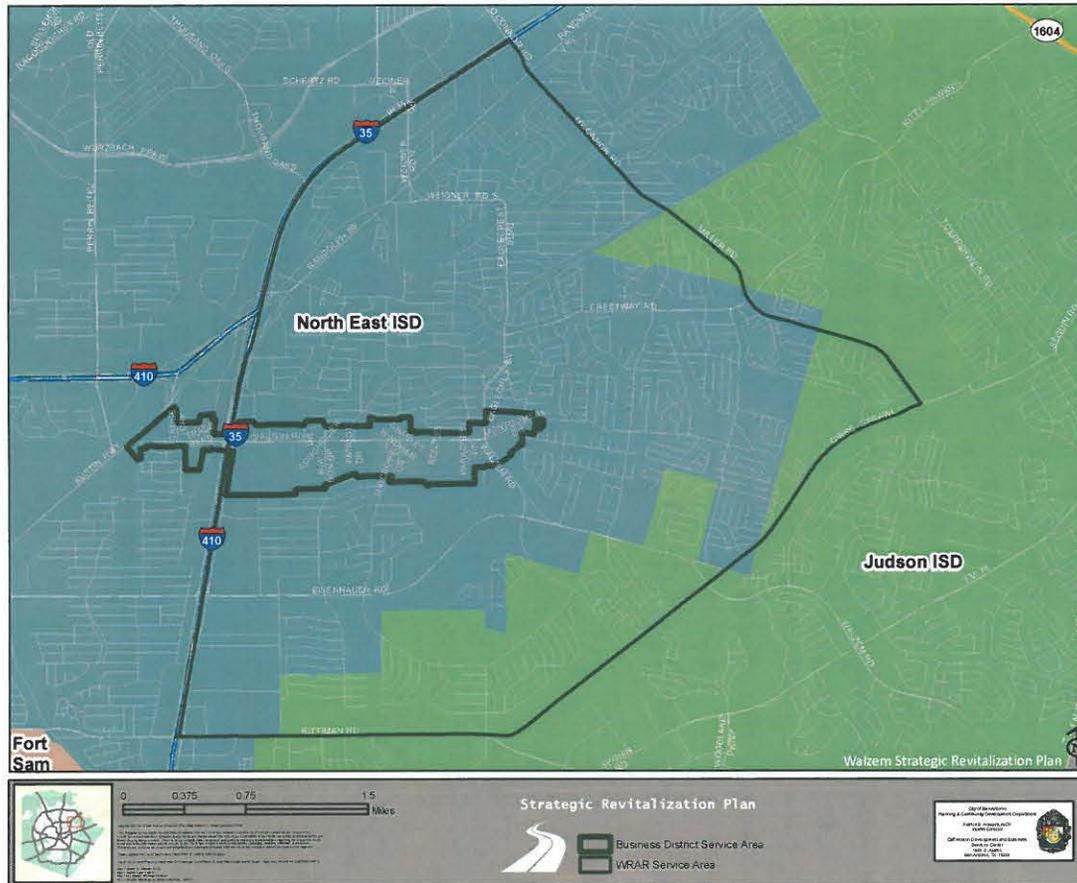
The Walzem Business District is located within the jurisdictional boundaries of the Cities of San Antonio and Windcrest. Both Cities are located in Bexar County. Bexar County is the principal authority for a section of unincorporated area that is located just east of the Business District. The dividing line between San Antonio and Windcrest was Walzem Road until 2007. Properties located north of Walzem Road were in Windcrest and properties located south of Walzem Road were in San Antonio.

In 2007 the parcels adjacent to I-35 from Walzem Road south to Eisenhower Road and the parcels adjacent to Eisenhower Road from I-35 east to Midcrown Drive were disannexed by San Antonio and annexed by Windcrest. This gave Windcrest authority over the former Windsor Park Mall property and one of the largest contiguous assemblies of vacant land located adjacent to I-35 north of Downtown. This land swap occurred as part of the economic development deal that brought Rackspace to Windcrest. This economic development deal involved San Antonio, Windcrest, Bexar County, and the State of Texas. It is a shining example of what is possible when jurisdictions that are next to each other cooperate to achieve a desired outcome.

Windcrest, San Antonio, and Bexar County have demonstrated an ability to work together. The Business District benefits from the support and resources of multiple jurisdictions. One of the focuses of WRAR and the Business District will be to find new ways to leverage the resources of the jurisdictions and bring even greater cooperation. This planning process has shown us that business owners and other area stakeholders are united by common inter-



ests that cross jurisdictional boundaries.



### School District Boundaries

The Walzem Business District is located within the service area of the Northeast Independent School District (NEISD). Small portions of the larger WRAR service area are located within the service area of the Judson Independent School District. NEISD is one of the premier school districts in the San Antonio metropolitan area. NEISD was rated 'recognized' by the Texas Education Agency in 2011 with 16 individual NEISD campuses rated 'exemplary.'<sup>1</sup>

<sup>1</sup> Texas Education Agency. [www.tea.state.tx.us](http://www.tea.state.tx.us)

Good schools have always been selling points for residential neighborhoods. WRAR has discovered that good schools can also have a significant impact on the desirability of commercial areas and be partners in revitalization efforts.

NEISD has show its commitment to the Walzem area in 3 ways: physical improvements to school facilities, improvements to school programs, and partnerships with area businesses. NEISD completely rebuilt the Roosevelt High

School campus over the course of 4 years using funding from multiple bonds.<sup>2</sup> The new campus raises the bar in terms of design and street presence. Buildings are placed close to the street with large windows that make the buildings seem open and inviting. Buildings were constructed utilizing a combination of stucco and limestone with unfinished metal crescent shaped canopies. Native trees, shrubs, and turf grasses were placed around the buildings to reduce the perceived mass of the structures and placed to screen parking areas and mechanical equipment. The design of Roosevelt has set a new standard that is being advanced by the complementary designs of Rackspace, the YMCA, and the CentroMed facility.

While the design of the campus has an extremely positive impact on the appearance of the area and instills a sense of pride, NEISD's primary mission is to educate the students. To this end, the District has established two magnet schools located on the Roosevelt campus that prepare students for careers in engineering and technology, Engineering and Technology Academy (ETA), and design and technology, Design and Technology Academy (DATA). These are unique programs that reinforce the area's redevelopment as a tech town.

Finally, NEISD and especially Roosevelt staff and students have gotten involved in the community. Roosevelt staff have reached out to WRAR and provided volunteers to further revitalization efforts. Roosevelt has also partnered with Rackspace to provide students with real world experience in a high-tech industry.

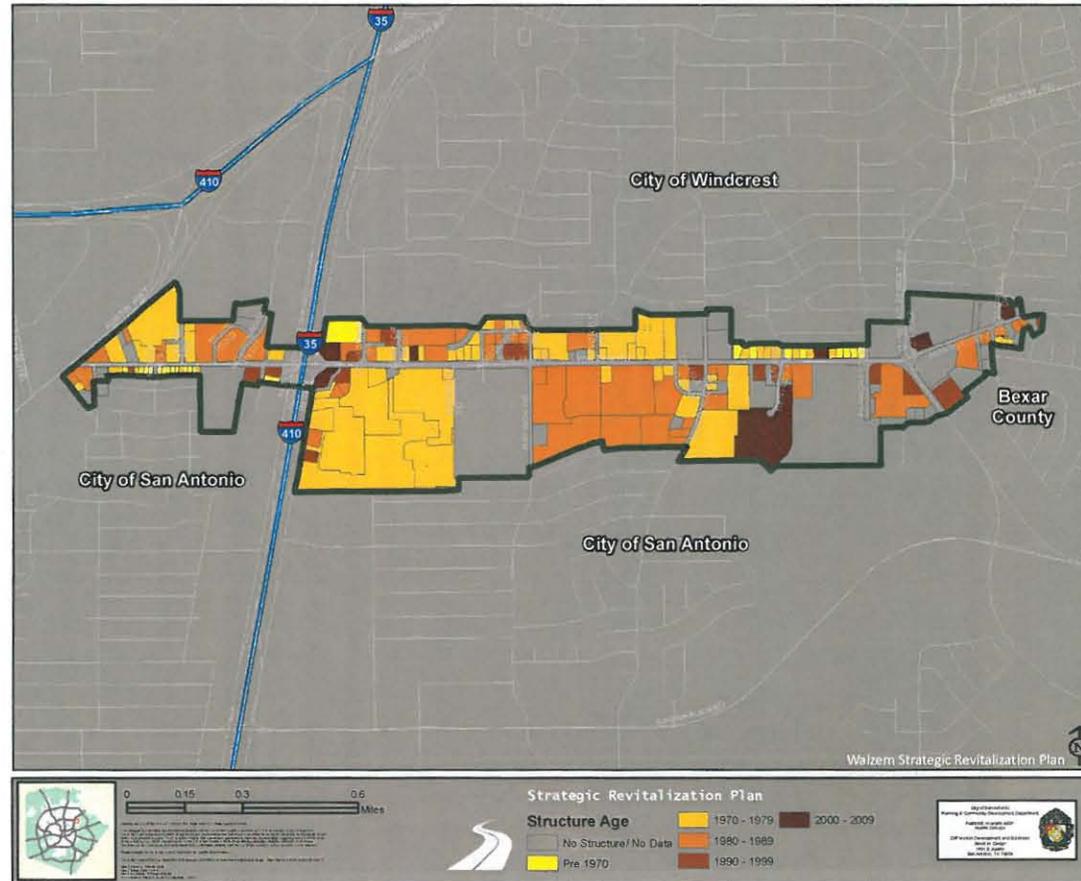
<sup>2</sup> Northeast Independent School District. [www.neisd.net](http://www.neisd.net)

## Structure Age

The majority of buildings in the Walzem Business District were constructed in the 1970s and 1980s. Even though these buildings may only be 1/3 to 1/2 of the way through their design lives, many sit vacant today because of dated architecture and poor upkeep. Many of the buildings from this time period in the Business District were originally constructed for retail use with large spaces for anchor tenants and smaller spaces for satellite tenants. Most of the shopping centers were laid out with groups of attached suites with outbuildings occupying prime space near high traffic roadways. One of these developments, Windsor Park Mall, included enclosed corridors for pedestrian access. The others were designed for convenient automobile access.

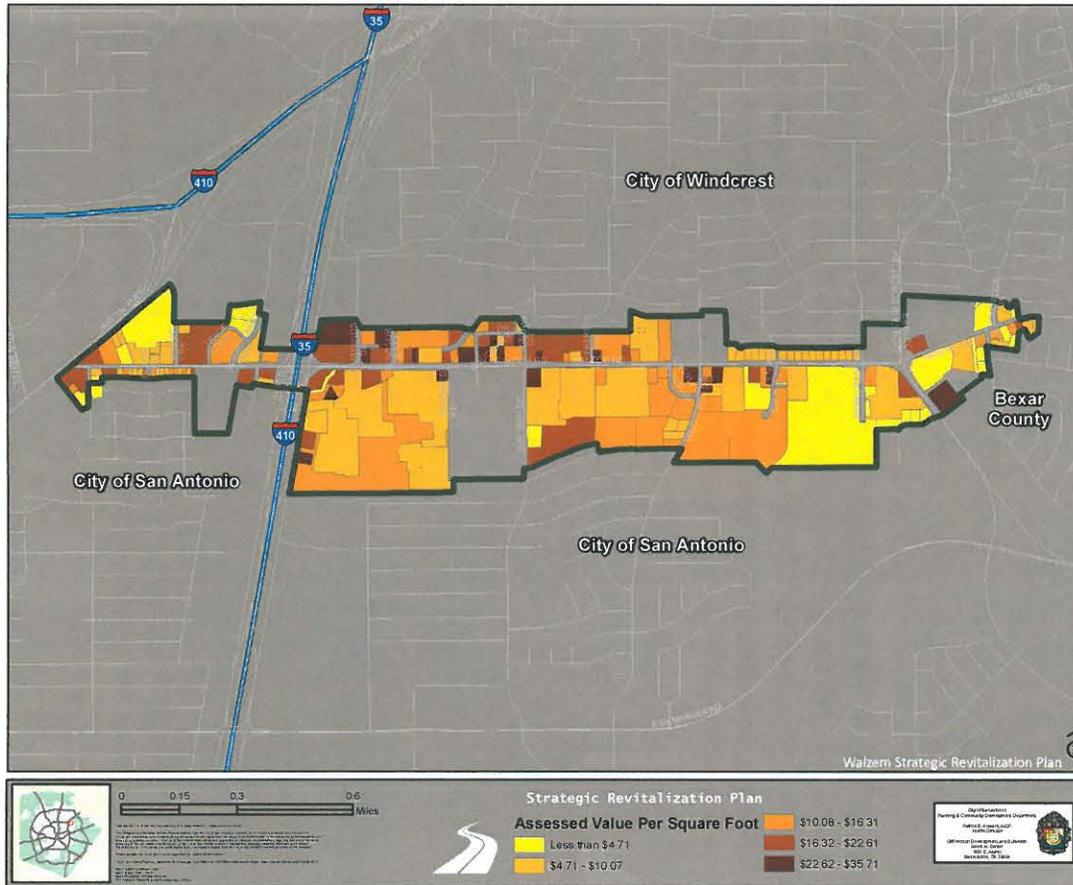
The retail market has evolved over the past few decades with newer shopping centers providing customers with the convenience of a strip shopping center *and* the amenities of an enclosed mall. Higher quality and themed building design, outdoor dining and seating areas, enhanced landscaping and even walking and jogging trails have become standard amenities offered to customers by newer retail developments.

The existing buildings and lots in the Business District are not designed to be competitive with these newer shopping areas. Luckily, many users have developed ways to re-purpose these old retail spaces into churches and other assembly uses, fitness centers, and office spaces. Given the age of the structures in the Business District, courting these types of users is appropriate. There are already several examples of successful reuse projects within



the Business District<sup>1</sup>. Tall retail buildings with large spans of open spaces can be remodeled and partitioned relatively easily. The abundant parking areas can support additional buildings or site amenities such as landscaping.

<sup>1</sup> See the New Construction section on page 21 for examples of reuse projects located within the Business District.



### Assessed Value

The assessed value per square foot is a useful measure to compare the value of a property relative to others in the Business District. Assessed value is determined by the Bexar County Appraisal District and is generally lower than market value. However, because assessed value generally corresponds with market value, this measure is useful in a relative sense for comparison.

Properties within the Business District with the

lowest assessed value per square foot are generally vacant or raw land. An exception is the 13 acre property located along Austin Highway in the northwestern part of the Business District. The \$2.8 million accessed value of this property that includes existing buildings, parking lots, and utilities is almost as low as that of some vacant land in the area on a per square foot basis. Take into account that this property has frontage on Walzem Road and Austin Highway and visibility from Loop 410 and it could be an exceptional value and prime can-

didate for redevelopment. Other properties with lower assessed values include the large shopping center located south of Walzem Road between Ray Bon and Midcrown Drive and the large anchor buildings that were formerly occupied by Marshalls, Albertsons, and Krogers. These properties may also be ripe for redevelopment.

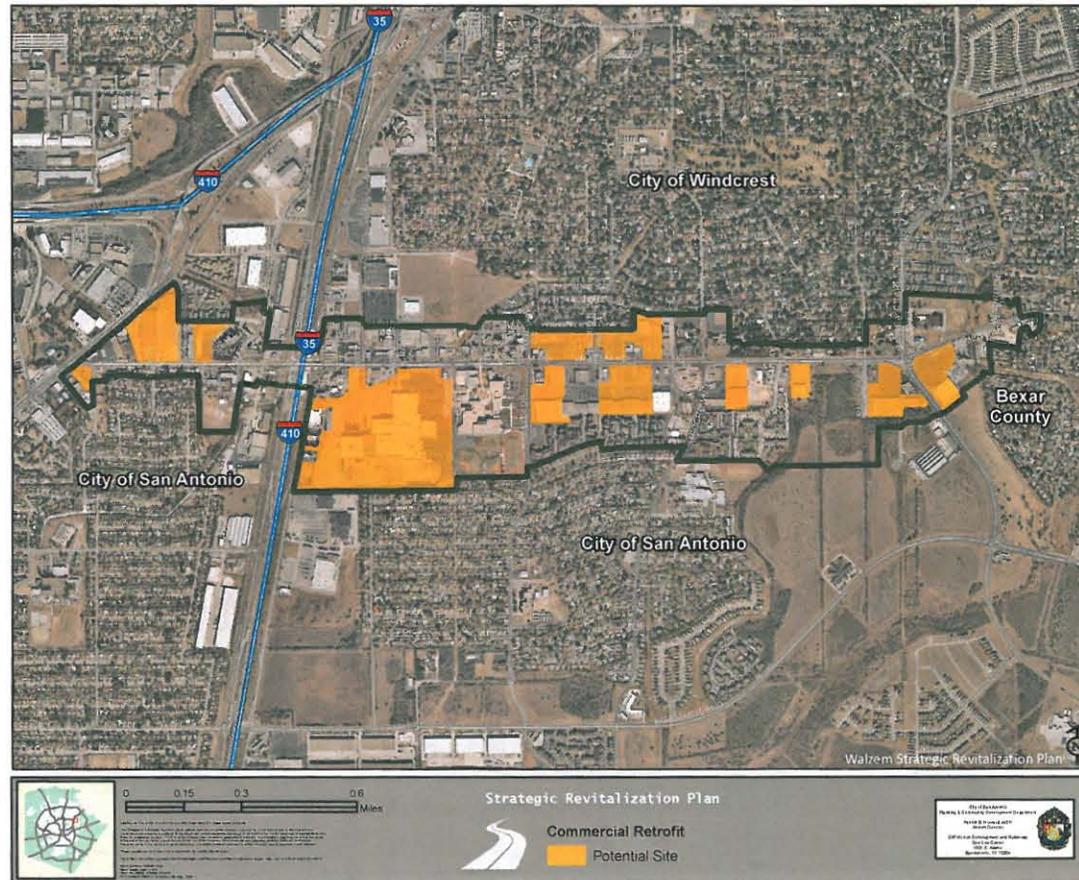
## Commercial Retrofit Sites

The map shows sites that could utilize a commercial retrofit model. The commercial retrofit model involves the infill of underutilized commercial sites. Building square footage may be added by building additional stories onto an existing building or more commonly by replacing extra parking areas with new attached or detached buildings.

Most existing big box retail store sites include a large building placed at the very back of the lot with acres of parking lot between the building and the front property line. When the tenants move on and these sites are left vacant, the commercial retrofit model can transform them into a more usable (and profitable) configuration by increasing leasable building area and eliminating seldom used parking areas. Money is made on the building area, not the parking area so this is a way to increase the revenue generating potential of a property. The image on the bottom right shows how this can be accomplished in phases.

San Antonio has endorsed the commercial retrofit model as a way to return dead or dying big box store sites to productive use in a way that supports mass transit through higher densities, accommodates pedestrians, and improves the overall streetscape<sup>1</sup>. Based on the configuration of the lot and building(s), the sites highlighted on the map could potentially benefit from a commercial retrofit treatment. Some of these properties also have relatively lower assessed values per square foot indicating that they could be ripe for redevelopment.

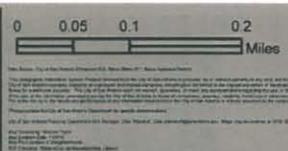
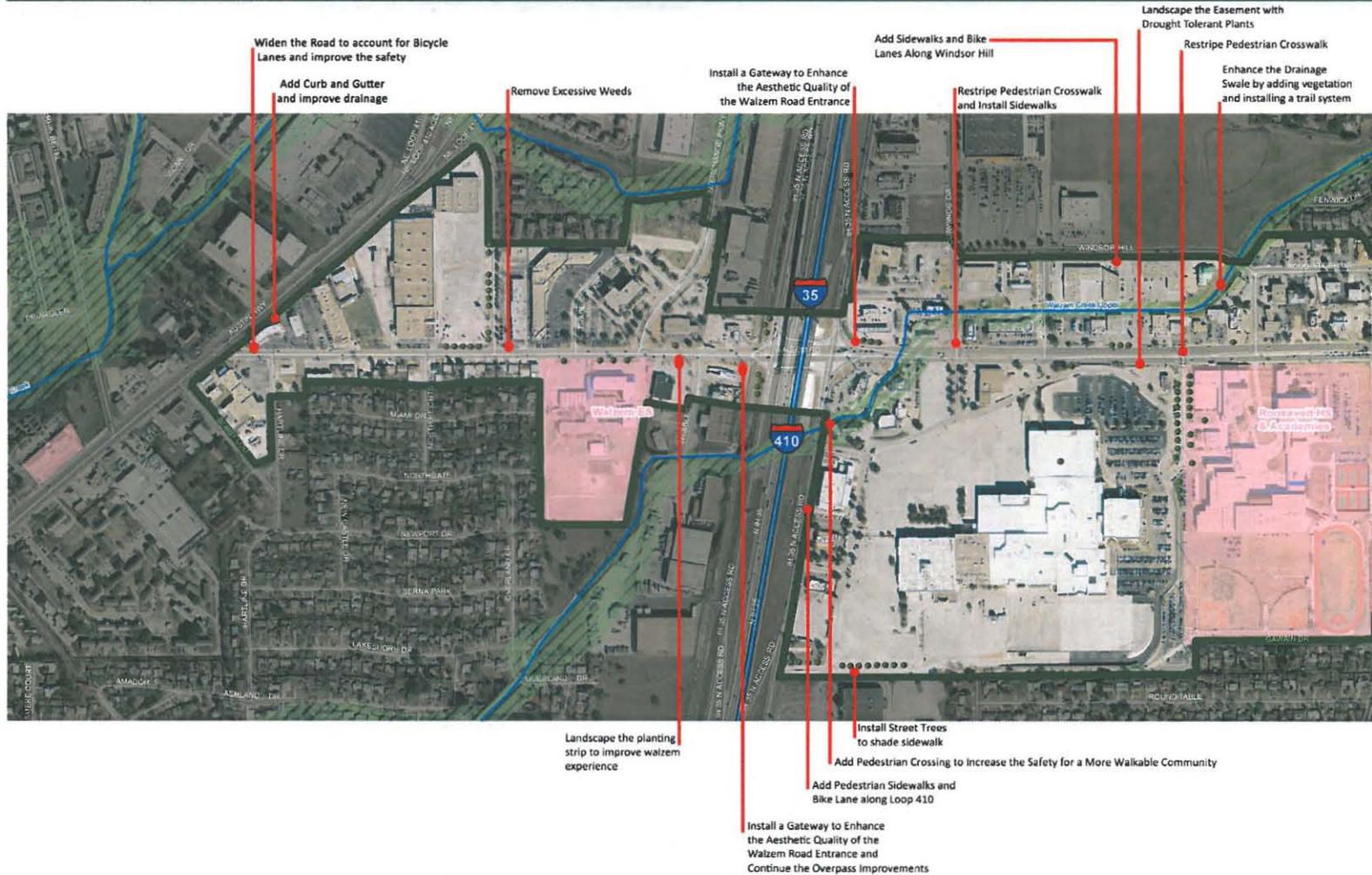
<sup>1</sup> The Commercial Retrofit Use Pattern is enabled by the San Antonio Unified Development Code. See Section 35-206 of the City Code for details.



Source: "Mall Over," Urban Land. Reprinted with permission from Urban Land Institute and Dover/ Kohl & Partners, 5879 Sunset Drive, Suite 1, South Miami, Florida 33143

# Walzem Road Area West Inventory

The inventory was recorded by examining the existing infrastructure and determining the infrastructure which should be improved.



**Strategic Revitalization Plan**

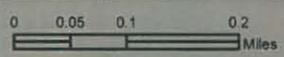
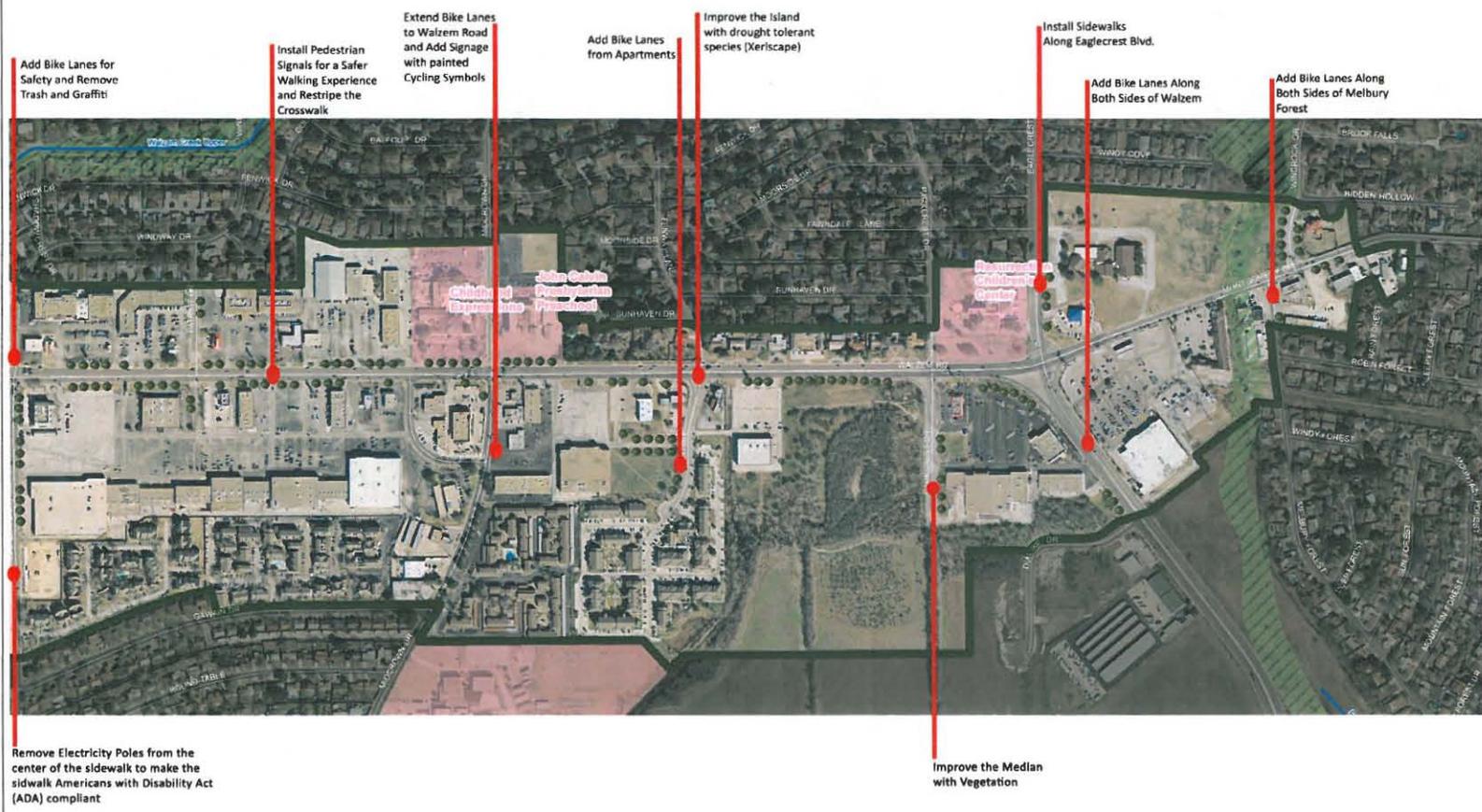
- Business District
- Parks
- Floodplain
- Schools
- Creeks

City of San Antonio  
 Planning & Community Development Department  
 Patrick B. Heuser, AICP  
 Interim Director

City of San Antonio  
 Office of Urban Development and Business  
 Services Center  
 1815 S. Alamo  
 San Antonio, TX 78204

# Walzem Road Area East Inventory

The inventory was recorded by examining the existing infrastructure and determining the infrastructure which should be improved.



The Strategic Revitalization Plan (SRP) is a planning document that provides a vision for the future of the city and its communities. It is a living document that will be updated as the city grows and changes. The SRP is a key tool for the city's planning and development process. It provides a framework for the city's future and helps to guide the city's decisions. The SRP is a key tool for the city's planning and development process. It provides a framework for the city's future and helps to guide the city's decisions.

**Strategic Revitalization Plan**

- Business District
- Schools
- Parks
- Creeks
- Floodplain



## New Construction in the Business District



← The Walzem Family YMCA opened in Spring 2011. The new state of the art facility occupies half of a building that formerly housed an Albertson's Grocery Store. This is a great example of adaptive reuse.

Starbucks Coffee opened in Spring 2006. The gourmet coffee chain occupies a building that was designed as a fast food restaurant. Starbucks added a covered outdoor seating area, redesigned the interior and exterior of the building, and added landscaping.



Roosevelt High School, part of the Northeast Independent School District, was rebuilt between 2006 and 2009 in a phased process that replaced the original buildings. The new campus features 2 magnet schools in addition to the traditional high school.



← A new CentroMed facility is currently under construction on a large vacant lot south of Walzem Road that was never developed during the area's retail boom days. The CentroMed facility will provide needed health care services to the local community.

## New Construction

These images show projects that have been completed or are currently underway within the boundaries of the Walzem Business District. With the exception of CentroMed, all of these projects involved the redevelopment of existing sites. The YMCA and Starbucks repurposed existing buildings that had been vacant for several years. Roosevelt High School was completely rebuilt on the same site as the original campus. The CentroMed facility is being constructed on a lot that was completely surrounded by developed parcels, but remained vacant until now. By developing infill sites or adapting and reusing existing buildings, all are examples of the type of development that is desired by the Business District.

Limestone and unfinished metals used for roofs, awnings, canopies, and other features are common architectural elements that contribute to an emerging design theme that the Business District wants to perpetuate.

Traditional market data does not paint a complete picture of the conditions in the Walzem Road Area. Therefore, it is important to augment this data with additional information. More recent developments include the ongoing expansion of Rackspace and the tremendous growth in personnel at Fort Sam Houston as a result of the Base Realignment and Closure Commission (BRACC) recommendations. The following section includes traditional market data supplemented with what the community knows about current conditions and expectations about future conditions. The traditional market data is from ESRI Business Analyst Online. The data report was prepared on September 27, 2010 and covers a drive time area of 10 minutes extending in all directions from the approximate center of the Business District boundaries (this is the larger area shown on the map to the right. This map also includes 3 and 5 minute drive time areas for reference).

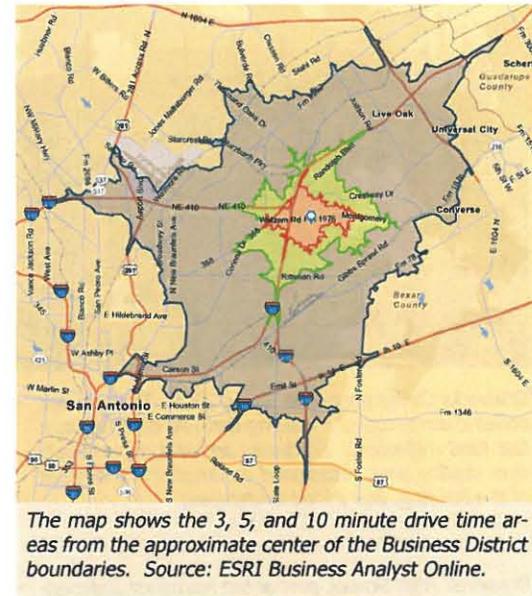
### Demographic and Income Profile

In 2000, the population within a 10 minute drive of the Business District was just under 215,000. This population is expected to grow to just over 250,000 by 2015. At 1.17%, the 2000 to 2015 population annual growth rate for this area is below the state's population annual growth rate of 1.65%, but above the nation's population annual growth rate of 0.76% for the same period. The average household size is expected to remain relatively stable through 2015 at approximately 2.6 persons per household. The median age is expected to rise slightly from 34 in 2000 to 35 in 2015. The racial and ethnic profile of the residents within this area is expected to remain relative-

ly stable from 2000 to 2015. As a percentage of the total population, most racial and ethnic groups will remain steady with the exception of the white alone population, which is expected to decrease 7.1% from 2000 to 2010, and the Hispanic Origin population, which is expected to increase 12.3% during this time period.

The 2010 median household income forecast for the area is \$50,591. By comparison, the 2009 median household income estimate for the City of San Antonio is \$43,087 and \$45,688 for Bexar County. The 2009 median household income for the City of Windcrest is significantly higher at \$71,840. The median household income for the 10 minute drive area is expected to rise at an annual rate of 2.27% which is slightly less than the City of San Antonio's annual rate of 2.54% and the nation's annual rate of 2.36%.

## The Market



### Demographic & Income Profile at-a-Glance

10 Minute Drive Area	2000	2010	2015
Population	214,695	237,238	251,390
Average Household Size	2.58	2.60	2.60
Median Age	34.2	35.0	34.7
Median Household Income	\$41,554	\$50,591	\$56,608

Median Household Income			
10-Minute Drive Area (2010)	Windcrest (2009)	San Antonio (2009)	Bexar County (2009)
\$50,591	\$71,840	\$43,087	\$45,688

Source: Population, average household size, median age, and median household income for 10-minute drive area from ESRI Business Analyst Online. 2009 Median Household Income from U.S. Census Bureau.

## Tapestry Segmentation

ESRI Business Analyst Online provides a useful tool called Tapestry Segmentation that helps characterize the residents in an area based on available demographic information. Tapestry Segmentation is a market segmentation system. Market segmentation systems have been used for over 3 decades to help businesses classify their consumer markets. ESRI's Tapestry Segmentation system is unique in that it assigns a Tapestry Segment to individual neighborhoods based on the predominant demographic characteristics of the people who reside there. There are 65 different Tapestry Segments that can be applied to a neighborhood.<sup>1</sup>

There are 38 Tapestry Segments found within the 10 minute drive area for the Walzem Business District. However, nearly 45% of the households within the 10-minute drive area are classified in one of five Tapestry Segments. These are:

- 19. Milk and Cookies (18.9%)
- 38. Industrious Urban Fringe (7.0%)
- 52. Inner City Tenants (6.2%)
- 32. Rustbelt Traditions (6.2%)
- 36. Old and Newcomers (6.1%)

A full description of the Tapestry Segments is available from ESRI. This report will give a brief description of only on the top segment, Milk and Cookies.

Nearly 19% of the households within the 10-minute drive area are classified into the Milk and Cookies Tapestry Segment. The following statements are excerpts that come from the ESRI Tapestry Segment description.

<sup>1</sup> For more information on ESRI's Tapestry Segmentation System, visit [www.esri.com/ba](http://www.esri.com/ba)

- Upscale living on a family allowance, Milk and Cookies represents young, affluent married couples who are starting their families or already have young children.
- The median household income is \$64,880
- 58% have attended college; more than 20% hold bachelor's or graduate degrees
- Prefer single-family homes. Median home value is \$128,801 and housing units are generally 20-30 years old
- 71% of households have at least 2 vehicles
- Properly insured, use a credit union and usually have a new car loan
- Many households own a dog
- Purchase large amounts of baby and children's products
- Own one of the latest video game systems and a large-screen TV
- Frequently buy prepared dinners from the grocery store and fast food
- Play video games, go bowling, visit theme parks, and watch professional football and basketball games
- Work on their lawns, tackle interior painting projects, or do minor maintenance on their vehicles

## Leakage/ Surplus Analysis

A leakage/ surplus analysis compares market demand to market supply. ESRI Business Analyst Online was used to prepare a leakage/ surplus analysis for the same 10-minute drive area shown on the previous page. The leakage/ surplus analysis reveals industry groups where retail sales are less than retail demand (leakage) and industry groups where retail sales are greater than retail demand (surplus) within a specified area. Leakage indicates that customer base within the drive area is traveling outside of the drive area to obtain goods

or services. Surplus indicates that customers from outside of the drive area are traveling to the drive area to obtain goods and services. Generally, leakage represents an opportunity to tap into pent-up customer demand, whereas surplus indicates retail sales exceed the demand of the local market. The Leakage/ Surplus Factor provided by ESRI Business Analyst Online is a measure that shows the relationship between supply and demand. A Leakage/ Surplus Factor of +100 represents total leakage whereas a Leakage/ Surplus Factor of -100 represents total surplus<sup>2</sup>.

A leakage/ surplus analysis for 13 retail and food and drink industry subsectors is shown on the table to the right. The industry subsectors are from the North American Industry Classification System (NAICS)<sup>3</sup>. The number in parenthesis to the right of the industry subsector name is the NAICS code. The retail gap is the difference between demand and supply. The leakage/ surplus factor provides a relative measure of leakage/ surplus across industry subsectors. Negative retail gaps and leakage/ surplus factors are shown in red type for emphasis. The leakage/ surplus analysis reveals a surplus in all 13 retail and food and drink industry subsectors.

The leakage surplus/ factors range from a low of -14.6 for Electronics and Appliance Stores to a high of -52.0 for Health and Personal Care Stores. The analysis is an indicator of the competition that the retail and food and drink establishments face from other nearby shopping areas. The 10-minute drive area includes 2 regional-scale shopping areas centered around

<sup>2</sup> ESRI Business Analyst Online. [www.esri.com/ba](http://www.esri.com/ba)

<sup>3</sup> More information about the NAICS classification system may be found online at [www.census.gov/naics](http://www.census.gov/naics).

the intersections of US-281 and I-410 (North Star Mall/ Park North/ La Plaza del Norte) and I-35 and Loop 1604 (The Forum/ Gateway Plaza) as well as many smaller community-scale shopping areas. The 2 regional-scale shopping centers house many of the business that account for the tremendous retail sales within the 10-minute drive area. These shopping centers draw customers from well beyond the 10-Minute Drive Area. In the case of North Star Mall, specifically, the draw is international with many customers travelling from Mexico.

The Walzem area was once a regional shopping destination, but has lost that designation to these newer shopping areas. The larger size and greater amenities offered by these newer (or substantially updated) shopping areas has allowed them to draw away tenants and shoppers from the Walzem Road Area. Competing with these newer shopping areas would require major updates to the existing shopping centers within the Business District. Newer shopping centers typically offer larger spaces for tenants, modern building design, outdoor seating areas for restaurant spaces, and enhanced landscaping. The most exclusive shopping centers may offer walking/ running tracks/ trails, amphitheaters, arboretums, play areas for children, and other amenities designed to encourage shoppers to stay longer and spend more.

The building and site updates described above that would be needed to reposition the Walzem area as a regional shopping destination would likely require more land than what is available at the existing shopping centers. Instead of attempting to remake the Walzem Road Area into a regional shopping center, Business District recruitment efforts should focus on redefining what the area is about. The Walzem

### Leakage/ Surplus Analysis for 10-Minute Drive Area

Industry Subsector	Demand	Supply	Retail Gap	Leakage/ Surplus Factor
Motor Vehicle & Parts Dealers (441)	\$439,601,388	\$1,283,093,815	\$-843,492,427	-49.0
Furniture & Home Furnishings Stores (442)	\$76,386,828	\$219,231,526	\$-142,844,698	-48.3
Electronics & Appliance Stores (443, 4431)	\$56,249,847	\$75,435,654	\$-19,185,807	-14.6
Bldg. Materials, Garden Equip. & Supply Stores (444)	\$71,998,177	\$141,275,816	\$-69,277,639	-32.5
Food & Beverage Stores (445)	\$349,244,365	\$592,546,801	\$-243,302,436	-25.8
Health & Personal Care Stores (446, 4461)	\$28,985,029	\$91,820,668	\$-62,835,639	-52.0
Gasoline Stations (447, 4471)	\$282,384,532	\$520,164,381	\$-237,779,849	-29.6
Clothing & Clothing Accessories Stores (448)	\$83,018,308	\$203,058,188	\$-120,039,880	-42.0
Sporting Goods, Hobby, Bank, & Music Stores (451)	\$24,178,544	\$47,676,542	\$-23,497,998	-32.7
General Merchandise Stores (452)	\$217,609,476	\$368,486,807	\$-150,877,331	-25.7
Miscellaneous Store Retailers (453)	\$27,358,269	\$52,584,154	\$-25,225,885	-31.6
Nonstore Retailers (454)	\$99,840,534	\$199,662,892	\$-99,822,358	-33.3
Food Services & Drinking Places (722)	\$315,033,935	\$535,765,742	\$-220,731,807	-25.9

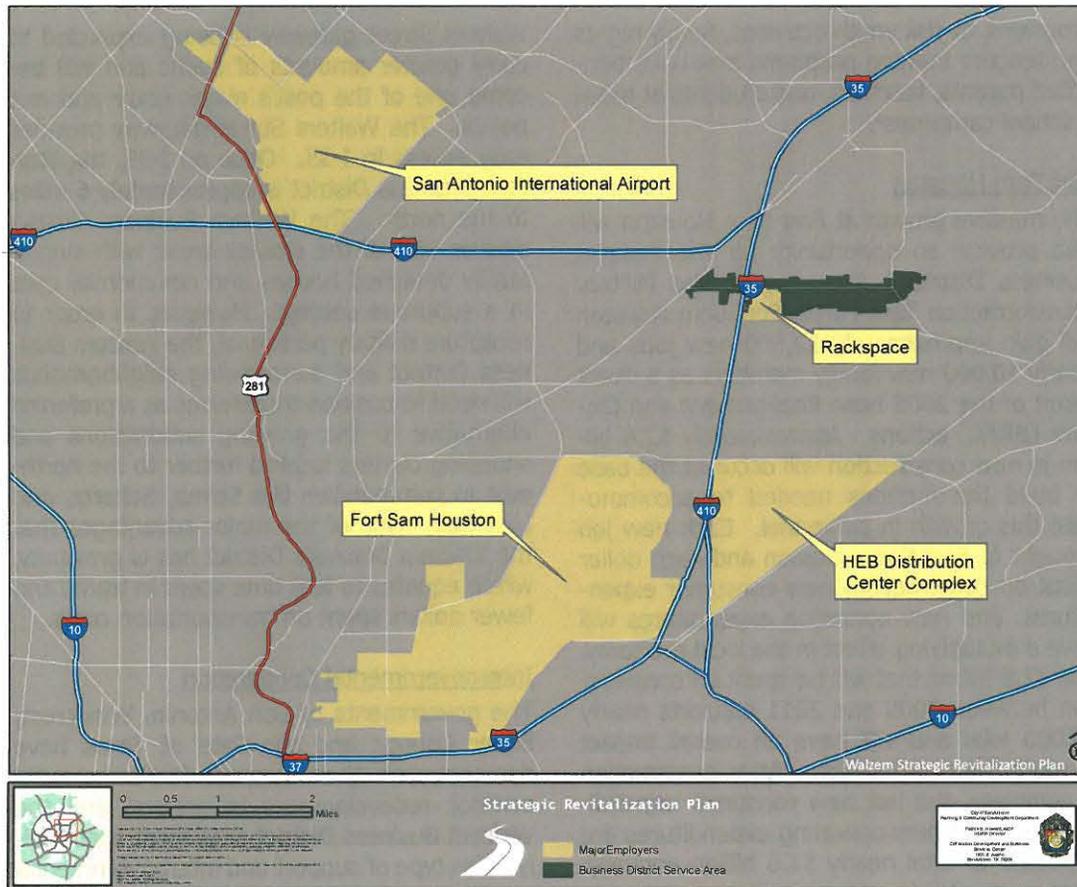
Source: ESRI Business Analyst Online. All figures are in 2010 dollars.

Road Area witnessed first hand the boom and bust nature of regional commercial shopping centers. The community's vision statement (A safe, family-oriented and military friendly destination with a distinctive sense of place. A trendy, prosperous, and vibrant "Tech Town" with a mix of uses, strong neighborhoods and businesses, and active areas for biking and pedestrians) shows a high level of sophistication. The community members are not interested in attempting to bring the regional commercial shopping area back to life. Instead, they want

to move forward, build on the strengths of the area, and create a new type of destination. The following section explains how recent events have shaped the community's vision and will influence the market in the future.

### Walzem - What We Know

As was mentioned in the opening part of this section, traditional market data does not paint a complete picture of the conditions in the Walzem Road Area. The Business District can add value by supplementing traditional mar-



ket data with what we know about the existing and expected conditions in the Walzem Road Area. The continued growth of Rackspace, the massive influx of personnel at Fort Sam Houston, and the supportive policies of San Antonio, Windcrest, and Bexar County position the Walzem Road Area for growth in the high-tech, manufacturing, and service sectors.

#### Rackspace Hosting

Rackspace will be one of the major catalysts for redevelopment in the Walzem Road Area

over the next few decades. Rackspace provides managed hosting, cloud hosting, and email and application services to companies large and small located throughout the world. In August 2007, the company announced its plans to move its corporate headquarters to the vacant Windsor Park Mall Building. With approximately 1.2 million square feet of space within the old mall, the site provided the rapidly growing company the massive amounts of square footage it would need for the future. As of 2010, the company had completed work on over 230,000 square feet located on the

southeast section of the property and earned LEED Gold Certification for its sustainable design and construction practices<sup>4</sup>. Rackspace plans to refurbish the remaining areas inside and outside of the mall as well as invest in site improvements over the coming years. The site could eventually house thousands of employees.

The impact of Rackspace on the Walzem Business District cannot be overstated. With its prime location abutting IH-35, the Rackspace property is the most visible property in the Business District. Returning this property to beneficial use will have a positive impact on the perception of the area and further the area's redevelopment as a new "tech-town." There are also many tangible benefits to the new tenants. The improvements being made to the property will lead to an increase in the value of the property. After the property tax abatement period ends, the City, County, Northeast Independent School District, and other taxing jurisdictions will all benefit from an increase in taxable value over the value when the mall property was vacant and blighted.

The thousands of employees (called Rackers) that will work in the Rackspace headquarters could also be a boon for the local business and real estate markets. Businesses that formerly relied on the mall for customer traffic can now focus on providing goods and services to the Rackers. Surrounding neighborhoods may also see an influx of new residents as Rackers look for apartments and houses near to their jobs. These new residents might rent vacant apartments and houses, purchase and make improvements to existing houses or condos, or build new houses or condos in the area.

<sup>4</sup> Rackspace Hosting. [www.rackspace.com](http://www.rackspace.com)

Rackspace has also proven to be a great community partner. The Rack Gives Back program provides grants, hosting services, and employee volunteer initiatives that have benefited the local community. Rackspace has also provided support to local schools. Rackspace was honored by the Texas Association of Partners in Education in 2011 for the company's commitment to Roosevelt High School, White and Krueger Middle Schools, and Camelot, Montgomery, Windcrest and Walzem Elementary Schools. Rackspace has provided academic achievement, behavior and attendance programs, creative writing workshops, literacy programs, civic and community engagement



Source: City-Data.com posted by smuboy86



The top image shows Windsor Park Mall during a busy shopping day when the mall was a regional draw. The bottom image shows the vacant mall today. The former mall is being transformed into the corporate headquarters for Rackspace Hosting.

programs, at-risk youth activities, family nights and teacher training programs that have benefited parents, teachers, and students at these 7 school campuses<sup>5</sup>.

#### Fort Sam Houston

The massive growth at Fort Sam Houston will also provide an opportunity for the Walzem Business District. According to the Military Transformation Task Force, Fort Sam Houston will gain approximately 12,500 new jobs and nearly 10,000 new family members as a direct result of the 2005 Base Realignment and Closure (BRAC) actions. Approximately \$2.8 billion in new construction will occur at the base to build the facilities needed to accommodate this growth in personnel. Each new job brought to Fort Sam Houston and each dollar spent on construction, new consumer expenditures, and new operating expenditures will have a multiplying effect in the local economy. The \$2.8 billion that will be spent on construction between 2005 and 2011 supports nearly 62,000 jobs and will have an overall impact of more than \$6.7 billion. After construction is complete, the net new consumer expenditures and net new operating expenditures are expected to total nearly \$1.6 billion annually. These annual expenditures will support nearly 16,000 jobs and generate more than \$4.9 million in additional sales tax revenue<sup>6</sup>.

These development are especially significant for the Walzem Business District and surrounding neighborhoods. Fort Sam Houston personnel have historically looked to the northeast side of town for housing and goods and services. This is likely to continue. The

<sup>5</sup> Texas Association of Partners in Education. [www.tape.org](http://www.tape.org)

<sup>6</sup> Military Transformation Task Force. Fort Sam Houston BRAC Economic Impact Update

Walters Street gateway is being expanded to carry greater amounts of traffic and will become one of the post's major entry and exit points. The Walters Street gateway provides easy access to I-35. Once on I-35, the Walzem Business District is approximately 6 miles to the north. The Walzem Business District area is one of the closest areas with single-family detached houses and commercial uses in a suburban setting. However, in order to recapture military personnel, the Walzem Business District and surrounding neighborhoods will need to position themselves as a preferred alternative to the growing subdivisions and shopping centers located further to the northeast in communities like Selma, Schertz, and Live Oak. One of the major advantages that the Walzem Business District has is proximity, which equates to less time spent in traffic and fewer dollars spent on transportation costs.

#### Intergovernmental Cooperation

The governments of San Antonio, Windcrest, Bexar County, and the State of Texas have demonstrated their support for commercial corridor redevelopment in general and the Walzem Business District area more specifically. This type of support and intergovernmental cooperation is not something that is reflected in traditional market data, but could be vitally important to the successful recruitment or retention of a new business or organization. These governments have demonstrated their support through ongoing incentive programs, complex economic development deals, and support for the revitalization work that WRAR has undertaken.

The City of San Antonio expanded its Inner City Reinvention/ Infill Policy (ICRIP) program in 2011 to include the western portion of the Walzem Business District (west of I-35). The

purpose of the ICRIP program is to promote growth and development in areas of the City that are currently served by public infrastructure and transit, but underserved by the real estate market. Program benefits include City fee waivers and SAWS impact fee waivers for eligible projects. The fee waivers and other program benefits are designed to make infill development or greyfield redevelopment more cost effective than traditional greenfield development.<sup>7</sup>

The elected officials for San Antonio, Windcrest, Bexar County, and the State of Texas worked diligently in 2007 to ensure Rackspace kept their expanding operations and headquarters within the San Antonio metropolitan area. In order to offer the most competitive economic development deal Windcrest and San Antonio amended jurisdictional boundaries and the Windsor Park Mall facility was transferred to Windcrest. Windcrest granted a multi-year tax abatement on the property. Through its Economic Development Corporation, Windcrest also agreed to provide assistance with infrastructure upgrades. The State of Texas awarded Rackspace a \$22 Million grant from the Texas Enterprise Fund in 2007 to secure the company's move to the former Windsor Park Mall facility<sup>8</sup>.

In addition to the economic development deal that was put together for Rackspace, San Antonio, Windcrest, and Bexar County have provided support to WRAR to help fund smaller scale revitalization efforts in the area. These efforts include trash and debris removal events, advo-

cacy on policy issues, and recruitment of new businesses to the area. With the new Business District initiative, WRAR will be able to better focus on organizing area stakeholders and providing marketing, business development, and development/ design resources.

<sup>7</sup> For more information on the City of San Antonio's ICRIP program, visit the City's website at [www.san-antonio.gov](http://www.san-antonio.gov).

<sup>8</sup> Office of the Governor. [www.governor.state.tx.us/](http://www.governor.state.tx.us/)

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WRAR is highly invested in the success of the Business District. One of the main focuses of the planning process detailed in this document has been to establish a sustainable framework and engage the greater community to help ensure that this initiative succeeds. The Business District framework that has been developed includes inputs and outputs from five groups, the WRAR Board, the WRAR Executive Director, the Business District Manager, the Business District Task Forces, and the Business District General Membership. The specific roles of these groups and the inputs and outputs for which they are responsible are described in detail in the following section.

It is important to keep in mind that the Business District will start with a few dedicated members and grow over the years. At the start, there likely will not be sufficient resources available to have an Executive Director and Business District manager in place. The goal should be to have at least one of these individuals in place by year 2 or 3 and the second individual in place by year 5. In the interim the organization will need to focus on building the Business District Task Forces and the Business District General Membership. With the goals of the planning process met, the WRAR Board is now in an excellent position to secure the additional funding and community support needed to grow the Business District.

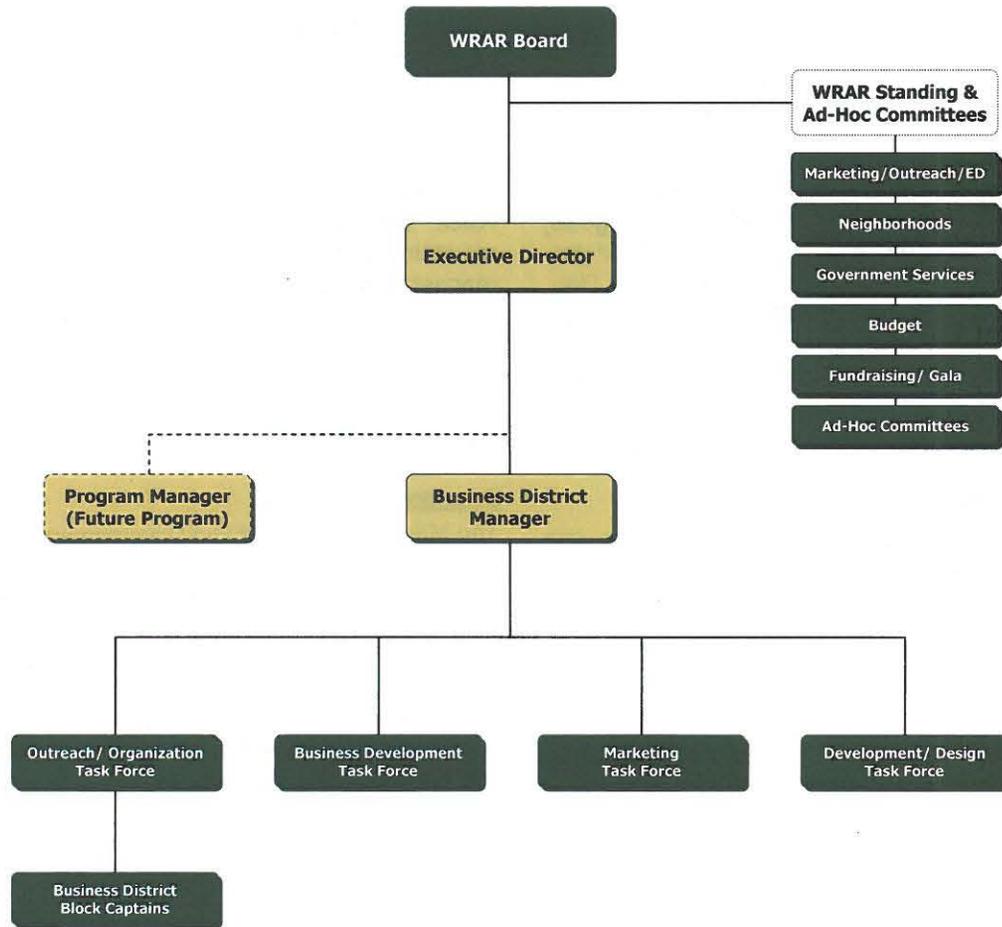
### WRAR Board

The WRAR Board will provide direction and oversight for all WRAR activities and initiatives including the Business District. The WRAR Board’s geographic focus area includes the Business District as well as the surrounding

Figure : The organizational chart illustrates the relationship between Walzem Road Area Revitalization (WRAR) and the Walzem Road Area Business District. The Business District Manager will

neighborhoods.<sup>1</sup> In addition to the Business District issues, the Board will continue to focus on all issues affecting the greater service area including advocacy and legislative issues, quality of life (housing, education, service delivery), and intergovernmental coordination.

<sup>1</sup> See page 11 for a map of the WRAR service area.



In addition the WRAR Board will focus on corporate sponsorship and fundraising to support the organization.

### **WRAR Executive Director**

The WRAR Executive Director is charged with carrying out the day-to-day activities necessary to implement the organization's mission, goals, policies, and projects. This could include preparing the WRAR Annual Budget, Work Plan, and Annual Report, maintaining and updating the website and other communication mediums, providing recommendations on legal and financial issues, and grant writing. The Executive Director reports to the WRAR Board.

### **Business District Manager**

The Business District Manager will be the WRAR Board's liaison to the Business District Task Forces and the Business District General Membership. The Business District Manager will report directly to the Executive Director. Initially, the responsibilities of both roles may be performed by a single individual. The Business District Manager will be responsible for maintaining the General Membership list and receiving contributions. The Business District Manager will also provide staff support to the four Business District Task Forces.

#### Organization/ Outreach

The Manager will assist the Organization/ Outreach task force with the annual budget, work plan, and annual report, volunteer coordination, welcome packets, website updates, and member and community meeting preparation.

#### Business Development

The Manager will assist the Business Development Task Force with maintaining business inventories and market profile data, conducting

surveys, arranging meetings with local law enforcement, sending business recruitment letters, and connecting Members with business development resources.

#### Marketing

The Manager will assist the Marketing Task Force with organizing community events, maintaining partnership with DATA and ETA magnet schools, preparing and sending the monthly e-newsletter, maintaining the online and print business district directory, coordinating cooperative marketing brochures and buys, and notifying media outlets about Business District events.

#### Development/ Design

The Manager will assist the Development/ Design Task Force by maintaining the inventory of buildings and land for sale or lease, conducting surveys, monitoring land use and zoning cases, coordinating the review of site plans for projects requesting Business District funding, coordinating annual tree planting event, notifying property owners of code violations, and administering the landscaping and property upkeep recognition program.

### **Business District Task Forces**

The four Business District Task Forces, Organization/ Outreach, Business Development, Marketing, and Development/ Design, will be responsible for providing overall policy direction, problem solving, and implementing the action items. Each Task Force will consist of three members. The WRAR Board will appoint a board member to serve as the chair for the Task Force. The Board will accept nominations for the remaining two seats on the task force from the Business District General Membership. The Board will conduct elections if the

number of members nominated exceeds the number of open positions on the Task Force. The core functions for each Task Force are outlined below. The next four sections include 5 years of action items to be implemented by each Task Force.

#### Organization/ Outreach Core Functions

- Recruit and retain business district members and volunteers
- Establish and maintain communication with business district members and prospective members
- Establish and update business district policies and procedures
- Identify business district needs and evaluate progress

#### Business Development Core Functions

- Create clearinghouse for market/ business development information
- Recruit new businesses to create sustainable market mix
- Reduce real and perceived criminal activity
- Connect businesses with resources

#### Marketing Core Functions

- Brand and promote the Business District
- Provide marketing assistance for business members
- Create positive image/ highlight community pride

#### Development/ Design Core Functions

- Connect members with development and design resources
- Improve the function and appearance of public infrastructure and public spaces
- Promote improved and consistent site and building design

- Improve site and building upkeep and maintenance

### **Business District General Membership**

The core of the Business District will be the General Membership. Commercial revitalization requires the coordinated and cooperative actions of many individuals. It is not something that can be accomplished without the support of the greater community, even by the most dedicated group of individuals. The Business District initiative was conceived by the WRAR Board as the logical next step in the effort to grow the organization and advance its goals and objectives.

A sustainable community includes strong residential areas and strong commercial areas. The fate of the two are inseparably linked. That said, one of the goals of the Business District is to involve a range of stakeholder groups who have an interest in the revitalization of the commercial areas. Membership levels were created to reflect the varied interests and expected levels of participation for these stakeholder groups. Business District members are asked to support the work of the Business District with an annual financial contribution<sup>2</sup>. In exchange members receive benefits designed around their specific needs. The membership categories are outlined in the following section:

#### Benefits for all members:

- Access to market profile data
- Access to biennial customer intercept and resident surveys
- Annual merchant safety surveys, safety

<sup>2</sup> The WRAR Board will set annual contribution amounts based on the needs of the Business District.

- assessments, and meetings with law enforcement
- Graffiti removal assistance
- Access to business development resources
- Branding and promotion of the Walzem Road Area
- Marketing assistance
- Access to development and design resources
- Advocacy for public infrastructure and public space improvements
- Upkeep and maintenance program including litter pickup, trash removal, and tree planting
- Your contribution is tax deductible!

#### Membership Levels and Specific Benefits

##### *Neighborhood Level*

Available to residents and residential property owners.

Specific benefits include:

- E-mail alerts
- Invitation to networking events
- WRAR Business District Decal

##### *Small Business Level*

Available to small businesses as defined by the Small Business Administration (SBA), non-profit organizations, commercial property owners, commercial property owners (individual), and property managers.

Specific benefits include:

- E-mail alerts
- Invitation to networking events
- WRAR Business District Decal
- Business listed in online WRAR Business District Directory
- Business listed on WRAR Business District web site

##### *Corporate Business Level*

Available to businesses that are not defined as small businesses by the SBA, and commercial property owners (corporate).

Specific benefits include:

- E-mail alerts
- Invitation to networking events
- WRAR Business District Decal
- Business featured in online WRAR Business District Directory
- Business featured on WRAR Business District web site
- Newsletter spotlights
- Logo branding on WRAR promotional materials

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## Organization / Outreach Core Functions

- O-1: Recruit and retain business district members and volunteers**
- O-2: Establish and maintain communication with business district members and prospective members**
- O-3: Establish and update business district policies and procedures**
- O-4: Identify business district needs and evaluate progress**

The Organization/ Outreach Task Force is charged with 4 core functions: recruiting and retaining business district members and volunteers, establishing and maintaining communication with business district members and prospective members, establishing and updating business district policies and procedures, and identifying business district needs and evaluating progress. Fulfilling these core functions will require multiple actions over the next 5 years. These actions are outlined in the following section.

Actions are arranged by core function and include bullet points that provide additional detail. The timeline, partners, impact, and cost for the action items are also shown. The **timeline** includes years during which an action is to be completed or reviewed and updated as necessary. See the action matrix for targets for each specific year. **Partners** are individuals or groups that were identified by the community as a potential resource. Partners have not committed to immediate action nor made financial commitments. The **impact** and **cost** are rated as low, medium, or high relative to all of the other action items.

### Core Function O-1: Recruit and retain business district members and volunteers

#### O-1.1: Establish and maintain Organization Task Force membership

- » WRAR Board appoints board member as the task force chair
- » WRAR Board accepts annual nominations for business development task force from the Business District general membership
- » WRAR Board conducts elections if the number of members nominated exceeds the number of open positions on the task force

- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

#### O-1.2 Establish membership levels and set annual targets for each membership level<sup>1</sup>

- » *Neighborhood Level (NL) = Residents, residential property owners*
- » *Small Business Level (SBL) = Small businesses as defined by the U.S. SBA, non-profit organizations, commercial property owners (individual), property managers*
- » *Corporate Business Level (CBL) = Businesses that are not defined as small businesses by the U.S. SBA, commercial property owners (corporate)*
- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

<sup>1</sup> See page 31 for member benefits by membership level.

## 1st YEAR

O-1.1: Establish and maintain Organization Task Force membership.

O-1.2: Establish membership levels and set annual targets for each membership level

O-2.1: Create Recruitment Packet for new member solicitation

O-2.2: Organize quarterly business meeting for business district members

O-2.5: Develop content for business district web pages and add to the WRAR website (wazem.net).

O-2.6: Create and mail 1 page letter to all identified stakeholders (property owners, business owners, residents) to introduce them to the business district

O-3.1: Draft amendments to WRAR bylaws to incorporate business district organization structure, service area, mission, and functions. Provide amendments to WRAR board for adoption.

O-3.4: Register as a Community Organization with the City of San Antonio

**O-1.3 Form a corporate liaison team to identify, engage, and manage relationships with businesses and commercial property owners/ managers at the Corporate Business Level (CBL)**

- » *Include WRAR chair or his/ her designee on liaison team*
- » *Focus on commercial property owners/ managers with multi-tenant shopping centers and other "early adopters" that will set the precedent for others to join*
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

**O-1.4 Organize and conduct quarterly membership drives**

- » *Set targets for new and returning members*
- » *Identify potential members*
- » *Focus on the business district's ongoing role in resolving critical issues (e.g. Target building, increasing CPS capacity, streetscape improvements along Walzem, access issues along Walzem) to gain support from prospective members*
- » *Establish teams that focus on specific membership levels (e.g. small business level team)*
- » *Work with marketing task force to develop membership drive materials, organize membership drive events, and publicize membership drive*
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

**O-1.5 Recruit block captains from the general membership (see Communication section for additional information on block captain roles and responsibilities)**

- » **Timeline:** Years 3-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

**O-1.6 Coordinate volunteer recruitment and organization**

- » *Establish and maintain relationships with businesses and organizations that provide volunteers for community events*
- » *Include call for volunteers and volunteer sign-up on WRAR website*
- » *Send letters to organizations to request volunteers in advance of community events*
- » *Designate volunteer coordinator for the day of the event*
- » *Send thank you letters to volunteers and organizations after event*
- » **Timeline:** Years 2-5
- » **Partners:** HEB, Rackspace, IBC Bank, Roosevelt High School
- » **Impact:** Medium
- » **Cost:** Low

**O-1.7 Solicit donations, in-kind contributions, and reduced cost goods and services to support business district activities**

- » *Attempt to secure all goods and services from business district member merchants*
- » **Timeline:** Years 3-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low



The Business District will rely heavily on the support of volunteers. The image on the left shows volunteers at a clean-up event. The image on the right shows members of the Planning Team, who met for 5 consecutive weeks to evaluate and prioritize the Business District action items for the Strategic Revitalization Plan.

## Core Function O-2: Establish and maintain communication with business district members and prospective members.

### O-2.1 Create Recruitment Packet for new member solicitation

- » Include application, brochure describing benefits and dues structure
- » Develop script for recruiters
- » Coordinate with Business Development Task Force to ensure new business/ property owners are contacted
- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

### O-2.2 Organize quarterly business meeting for business district members

- » Address current issues, challenges, opportunities
- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Medium

### O-2.3 Organize annual meeting for all stakeholders in the area (members and non-members -including residents, property owners, business owners)

- » Report back on business district progress
- » Identify issues and needs to inform business district work plan



During the Strategic Planning Process, a survey was administered to area stakeholders. The survey included questions about how the Business District could maintain communication with members. 92% of respondents indicated that meetings should be held at least quarterly.

- » **Timeline:** Years 2-5
- » **Partners:** Planning Process Stakeholders
- » **Impact:** High
- » **Cost:** Low

### O-2.4 Recruit and organize block captains

- » Block captains serve as local liaisons to the business district organization and distribute newsletters and meeting announcements to members and prospective members within assigned block area
- » Request input from block captains on business district meeting topics and advocacy issues
- » Evaluate and make changes to block areas as needed
- » **Timeline:** Years 4-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low

### O-2.5 Develop content for business district web pages and add to the WRAR website (walzem.net).

- » Include the following information: about us, programs and services, news and events, member directory, volunteer opportunities, contact us, e-newsletter sign-up, online donation processing
- » Work with marketing task force on overall design and appearance
- » **Timeline:** Years 1-5
- » **Partners:** Rackspace, ETA and DATA students
- » **Impact:** High
- » **Cost:** Medium

### O-2.6 Create and mail 1 page letter to all identified stakeholders (property owners, business owners, residents) to introduce them to the business district

- » **Timeline:** Years 1-5
- » **Partners:** San Antonio Planning and Community Development Department
- » **Impact:** High
- » **Cost:** Medium

**O-2.7 Use Facebook, Twitter, and other social media to communicate with business district membership**

- » *Establish accounts and links from walzem.net page*
- » *Include facebook, twitter and other account information on promotional materials*
- » *Use accounts to communicate information about upcoming events and other important and/ or time sensitive information*
- » **Timeline:** Years 3-5
- » **Partners:** Rackspace, DATA and ETA students
- » **Impact:** Medium
- » **Cost:** Low

**O-2.8 Distribute annual survey to business district members to evaluate business district communication**

- » *Allow members to evaluate effectiveness and suggest ways to improve communication with membership*
- » *Look for new ways to utilize social media and other forms of technology to communicate with members*
- » **Timeline:** Years 2-5
- » **Partners:** Roosevelt HS students
- » **Impact:** Medium
- » **Cost:** Low

**Core Function O-3: Establish and update business district policies and procedures**

**O-3.1 Draft amendments to WRAR bylaws to incorporate business district organization structure, service area, mission, and functions. Provide amendments to WRAR board for adoption.**

- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

**O-3.2 Conduct annual internal review of business district organizational structure and provide recommendations for changes (if necessary) to WRAR Board for action**

- » **Timeline:** Years 3-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low

**O-3.3 Complete annual internal review of membership dues structure and membership benefits and provide recommendations for changes (if necessary) to WRAR Board for action**

- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low

**O-3.4 Register as a Community Organization with the City of San Antonio**

- » **Timeline:** Years 1-5
- » **Partners:** San Antonio Planning and Community Development Department
- » **Impact:** Medium
- » **Cost:** Low

**walzem.net**

Check-out walzem.net for information about the Business District including programs and services, news and events, member directory, volunteer opportunities, and information on how to become a member.

**Core Function O-4: Identify business district needs and evaluate progress**

**O-4.1 Develop annual work plan with performance measures in coordination with the other business district task forces. Submit annual work plan to the WRAR board for final approval.**

- » Schedule all meetings and major events
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

**O-4.2 Prepare annual business district budget**

- » Receive and organize budget requests from all task forces
- » Provide final budget recommendation to WRAR Board
- » **Timeline:** Years 3-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

**O-4.3 Identify and apply for grants for organizational development/ outreach, business development, marketing, and development/ design**

- » Work with task forces to identify grant opportunities
- » Work with manager to complete and submit grant applications

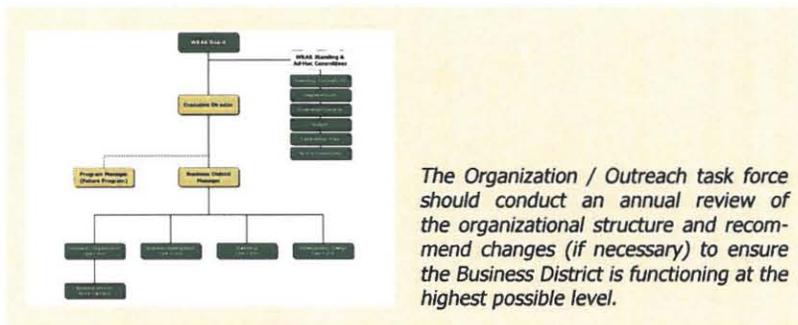
- » **Timeline:** Years 3-5
- » **Partners:** San Antonio Planning and Community Development Department, Bexar County Department of Community Resources
- » **Impact:** High
- » **Cost:** Low

**O-4.4 Distribute annual survey to business district members to evaluate business district programs and identify needs for additional programs**

- » Use survey results to develop quarterly meeting topics and book speakers
- » Provide recommendation on strategic plan updates to the WRAR board
- » Use internet-based survey tools, paper and pencil surveys, and face-to-face contact to collect feedback from members
- » **Timeline:** Years 3-5
- » **Partners:** Roosevelt HS students
- » **Impact:** Medium
- » **Cost:** Low

**O-4.5 Use results from survey and internal review of work plan and annual budget to prepare annual report for the business district. Submit to the WRAR Board.**

- » **Timeline:** Years 3-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low



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## Business Development Core Functions

**B-1: Create clearinghouse for market/ business development information**

**B-2: Recruit new businesses to create sustainable market mix**

**B-3: Reduce real and perceived criminal activity**

**B-4: Connect businesses with resources**

The Business Development Task Force is charged with 4 core functions: creating a clearinghouse for market/ business development information, recruiting new businesses to create sustainable market mix, reducing real and perceived criminal activity, and connecting businesses with resources. Fulfilling these core functions will require multiple actions over the next 5 years. These actions are outlined in the following section.

Actions are arranged by core function and include bullet points that provide additional detail. The timeline, partners, impact, and cost for the action items are also shown. The **timeline** includes years during which an action is to be completed or reviewed and updated as necessary. See the action matrix for targets for each specific year. **Partners** are individuals or groups that were identified by the community as a potential resource. Partners have not committed to immediate action nor made financial commitments. The **impact** and **cost** are rated as low, medium, or high relative to all of the other action items.

### Core Function B-1: Create clearinghouse for market/ business development information

#### B-1.1: Establish and maintain Business Development Task Force

- » WRAR Board appoints board member as the task force chair
- » WRAR Board accepts annual nominations for business development task force from the Business District general membership
- » WRAR Board conducts elections if the number of members nominated exceeds the number of open positions on the task force
- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

#### B-1.2: Create and maintain market profile data<sup>1</sup>

- » *Demographic and Income Profile*
- » *Tapestry Segmentation*
- » *Leakage/ Surplus Analysis*
- » *Supplement market data with knowledge of local conditions and future conditions (e.g. increase in number of employees at Rack-space and employees/ soldiers at Ft Sam Houston)*
- » *Request biennial ESRI Business Analyst or similar report from City of San Antonio*
- » **Timeline:** Years 1, 3, 5
- » **Partners:** San Antonio International and Economic Development Department, Windcrest Economic Development Corporation
- » **Impact:** Medium
- » **Cost:** Medium

#### B-1.3: Create and maintain inventory of all businesses in district

- » *Initial inventory to be completed by City of San Antonio staff as part of the planning process*
- » *Submit list of new business/ property owners to Organization Task Force for first contact and Recruitment Packet delivery*
- » **Timeline:** Years 1-5
- » **Partners:** San Antonio and Windcrest Staff, Windcrest Economic Development Corporation
- » **Impact:** High
- » **Cost:** Medium

<sup>1</sup> See existing conditions section of this document for current market profile data

# 1<sup>st</sup> YEAR

B-1.1: Establish and maintain Business Development Task Force

B-1.2: Create and maintain market profile data

B-1.3: Create and maintain inventory of all businesses in district

B-2.3: Prepare and send letters to targeted businesses with justification for recruitment request

B-3.3: Hold regular meetings with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriff's Office, and the Precinct 3 Constable to share merchant/ property owner concerns

**B-1.4: Conduct biennial customer intercept and resident surveys**

- » Rely on data collected during strategic planning process for year 1
- » Seek Rackspace approval to develop and administer survey to Rackspace employees
- » Use results to supplement market profile data
- » Recommend business district program changes (if necessary) to WRAR Board based on survey results
- » See Appendix for sample customer intercept and resident survey questions
- » **Timeline:** Years 3, 5
- » **Partners:** Rackspace Community Affairs, Roosevelt HS students
- » **Impact:** Medium
- » **Cost:** Medium

**B-1.5: Monitor policy changes that could impact business district members**

- » Notify members of critical issues that may require attention and/or action
- » Prepare and provide recommendations on policy changes and submit to the WRAR Board
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio District 2 City Council Office, Windcrest City Manager's Office, Bexar County Commissioner's Court Precinct 4 Office
- » **Impact:** Medium
- » **Cost:** Low

**Core Function B-2: Recruit new businesses to create sustainable market mix**

**B-2.1: Establish annual targets for new business recruitment based on available data**

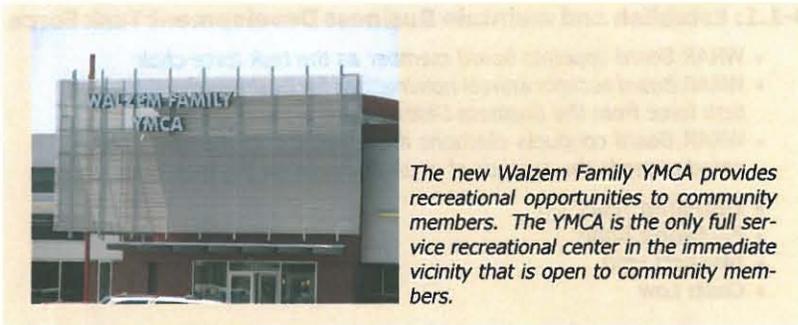
- » Focus on existing major employers within the San Antonio area looking to relocate or for space to expand
- » Focus on major employers and consumer businesses (e.g. retail, restaurant, personal service) that could benefit from proximity to Rackspace and Fort Sam Houston
- » Shift focus to new tech industries by year 5
- »

- » **Timeline:** Years 2-5
- » **Partners:** Greater San Antonio Chamber of Commerce, San Antonio Economic Development Foundation, San Antonio International and Economic Development Department, Windcrest Economic Development Corporation, Bexar County Economic Development Department, San Antonio Hispanic Chamber of Commerce
- » **Impact:** Medium
- » **Cost:** Low

**B-2.2: Focus on recruiting the following business types identified by the community and/ or leakage/ surplus analysis**

- » Department Store (aka General Merchandise Store)\*
- » Family Entertainment Facility
- » Lawn and Garden Equipment Supplies Store\*
- » Tech Company
- » Healthier Restaurant
- » Medical Facility
- » Electronic Shopping and Mail-Order House\*
- » **Timeline:** Years 3-5
- » **Partners:** Greater San Antonio Chamber of Commerce, San Antonio Economic Development Foundation, San Antonio International and Economic Development Department, Windcrest Economic Development Corporation, Bexar County Economic Development Department, San Antonio Hispanic Chamber of Commerce
- » **Impact:** Medium
- » **Cost:** Low

\* Retail leakage/ surplus analysis indicates supply does not meet demand



The new Walzem Family YMCA provides recreational opportunities to community members. The YMCA is the only full service recreational center in the immediate vicinity that is open to community members.

**B-2.3: Prepare and send letters to targeted businesses with justification for recruitment request**

- » Before sending request, research location and site preference information for targeted businesses
- » Include market data to justify request
- » Include results from customer intercept and resident surveys
- » Include list of potential incentives
- » Work with Design Enhancements Task Force to identify potential sites from the available land/ building inventory. Include potential sites in letter
- » **Timeline:** Years 1-5
- » **Partners:** San Antonio International and Economic Development Department, Bexar County Economic Development Department, Windcrest Economic Development Corporation
- » **Impact:** High
- » **Cost:** Low

**B-2.4: Corporate liaison team (see action item O-1.3) schedules in-person meetings with representatives of targeted businesses that respond to initial request (see B-2.3)**

- » Include WRAR chair or his/ her designee on liaison team
- » Invite representatives from City and County governments to discuss potential incentives
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio International and Economic Development Department, Bexar County Economic Development Department, Windcrest Economic Development Corporation
- » **Impact:** High
- » **Cost:** Low



The site shown to the left lies within the expanded boundaries of the City of San Antonio Inner City Reinvestment/ In-fill Policy (ICRIP). The ICRIP offers fee waivers for qualifying projects. Fee waivers could help reduce the cost of redeveloping this mostly vacant shopping center on Walzem Road near Austin Highway.

**B-2.5: Ensure members are aware of the City of San Antonio Inner City Infill/ Reinvestment Policy benefits and other incentive programs**

- » Highlight incentive programs in newsletter
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Planning and Community Development Department
- » **Impact:** Medium
- » **Cost:** Low

**B-2.6: Promote benefits of energy efficiency and rebate programs**

- » Highlight program benefits in newsletter
- » **Timeline:** Years 3-5
- » **Partners:** City Public Service, San Antonio Office of Environmental Policy
- » **Impact:** Low
- » **Cost:** Low

**B-2.7: Work with local governments and non-profit organizations to add community facilities**

- » Focus on bringing community facility to Target building
- » Include service providers from all 3 jurisdictions in a single location
- » **Timeline:** Year 5
- » **Partners:** City of San Antonio District 2 Council Office, City of Windcrest Economic Development Corporation, Bexar County Commissioner's Court Precinct 4 Office
- » **Impact:** Medium
- » **Cost:** High

## Core Function B-3: Reduce real and perceived criminal activity

### B-3.1: Distribute merchant safety survey, retail safety checklist, and tips on improving safety and security

- » Recommend business district program changes (if necessary) to WRAR Board and law enforcement service adjustments (if necessary) based on survey results
- » See appendix for sample merchant safety survey, retail safety checklist and tip sheet
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Police Department, Windcrest Police Department, Bexar County Sheriff's Office, Bexar County Precinct 3 Constable, Roosevelt HS students
- » **Impact:** Medium
- » **Cost:** Low

### B-3.2: Arrange Crime Prevention Through Environmental Design (CPTED) and/ or police department safety assessments to be completed for interested property owners and merchants

- » **Timeline:** Years 3-5
- » **Partners:** San Antonio Police Department, Windcrest Police Department, Bexar County Sheriff's Office, Bexar County Precinct 3 Constable
- » **Impact:** Medium
- » **Cost:** Low

### B-3.3: Hold regular meetings with area law enforcement City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriff's Office, and the Precinct 3 Constable to share merchant/ property owner concerns

- » Request that merchants communicate criminal activity concerns with business district manager
- » Business district manager will maintain list of issues that can be periodically communicated to law enforcement officials
- » Increase police presence to discourage loitering, panhandling, dumping, destruction of property (e.g. graffiti) and petty crime

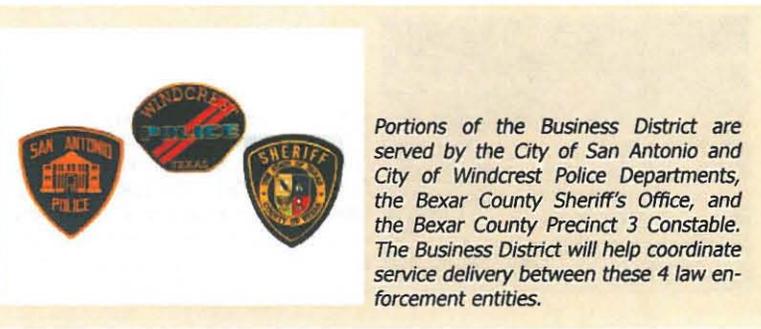
- » **Timeline:** Years 1-5
- » **Partners:** San Antonio Police Department, Windcrest Police Department, Bexar County Sheriff's Office, Bexar County Precinct 3 Constable
- » **Impact:** High
- » **Cost:** Low

### B-3.4: Ensure graffiti is professionally removed within 10 days

- » Notify property owners via letter when graffiti is present and request that property owner remove graffiti within 10 days
- » Establish relationship with local contractor that can provide professional graffiti removal for a reduced rate to business district members
- » If graffiti is not removed within 10 days, refer to appropriate code compliance officer
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Code Enforcement Services, Windcrest Code Compliance Division
- » **Impact:** High
- » **Cost:** Low

### B-3.5: Work with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriffs Office, and the Precinct 3 Constable to create Cellular on Patrol or other community policing program

- » Expand existing neighborhood programs to include commercial corridors
- » Establish relationship with private security company that can provide security services at a reduced rate to business district members



- » **Timeline:** Year 3
- » **Partners:** San Antonio Police Department, Windcrest Police Department, Bexar County Sheriff's Office, Bexar County Precinct 3 Constable, area neighborhood and homeowner's associations
- » **Impact:** High
- » **Cost:** Low

**B-3.6: Encourage judges and supervision/ probation departments to assign probationers to Walzem Road Area clean-up projects**

- » Arrange meeting with Windcrest Municipal Court presiding judge, San Antonio Municipal Court presiding judge, and Bexar County District Attorney's Office to discuss how probationers can be assigned to Walzem Road Area clean-up projects
- » Arrange for business district members to provide supervision of probationers during clean-up events (if necessary)
- » **Timeline:** Year 4
- » **Partners:** Windcrest Municipal Court presiding judge, San Antonio Municipal Court presiding judge, and Bexar County District Attorney's Office
- » **Impact:** High
- » **Cost:** Low



*It is important that graffiti be removed or covered quickly after it is discovered. Having graffiti professionally removed will ensure that there is no lasting visual impact that could convey a negative image.*

**Core Function B-4: Connect businesses with resources**

**B-4.1: Provide a monthly networking forum for the sharing of information and resources open exclusively to business owners/ managers**

- » Discuss topics of interest and critical issues
- » **Timeline:** Years 4-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Medium

**B-4.2: Meet one-on-one with local business owners/ managers when community members identify issues with business practices**

- » Meet with store manager first and give him/ her opportunity to correct issues
- » If issues are not resolved by the store manager, elevate to the business owner/ corporate office
- » **Timeline:** Years 3, 5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low



*Monthly networking forums provide opportunities for business owners/ managers to brush up on specific skills and learn how to incorporate new media into their marketing campaign.*

**B-4.3: Use business inventory (see B-1.3) to connect business district members with merchants and service providers within the district (e.g. tax preparation, insurance, food establishments).**

- » Encourage business district members to do business locally
- » Encourage merchants and service providers to offer discounts and in-kind services to other business district members
- » **Timeline:** Years 4-5
- » **Partners:** None
- » **Impact:** Low
- » **Cost:** Low

**B-4.4: Establish partnership with UTSA Small Business Development Center and other educational institutions that offer business development courses**

- » Refer business owners to program
- » Develop scholarship program in year 3 to help offset the cost of business development training for members
- » **Timeline:** Year 3
- » **Partners:** UTSA Small Business Development Center
- » **Impact:** Low
- » **Cost:** Medium

**B-4.5: Connect businesses with programs that will help them apply for contracting opportunities with local, state, and federal government agencies.**

- » **Timeline:** Year 3
- » **Partners:** San Antonio Procurement Technical Assistance Center
- » **Impact:** Low
- » **Cost:** Low

**B-4.6: Encourage local banks to offer preferred loans to business district members**

- » Corporate liaison team (see Organization action item 1.3) schedules in-person meetings with presidents/ managers of banks with locations within the Business District
- » Provide information on Walzem Business District and discuss ways local banks can benefit by providing preferred loans to business district members

» Encourage banks to partner with other banks within the Business District to offer a package of loans to Business District members that would not otherwise meet the requirements of a single institution

- » **Timeline:** Year 4
- » **Partners:** area banks, credit unions, and other lending institutions
- » **Impact:** Medium
- » **Cost:** Low

## Marketing Core Functions

### M-1: Brand and promote the Business District

### M-2: Provide marketing assistance for business members

### M-3: Create positive image/ highlight community pride

The Marketing Task Force is charged with 3 core functions: branding and promoting the Business District, providing marketing assistance for business members, and creating positive image/ highlighting community pride. Fulfilling these core functions will require multiple actions over the next 5 years. These actions are outlined in the following section.

Actions are arranged by core function and include bullet points that provide additional detail. The timeline, partners, impact, and cost for the action items are also show. The **timeline** includes years during which an action is to be completed or reviewed and updated as necessary. See the action matrix for targets for each specific year. **Partners** are individuals or groups that were identified by the community as a potential resource. Partners have not committed to immediate action nor made financial commitments. The **impact** and **cost** are rated as low, medium, or high relative to all of the other action items.

## Core Function M-1: Brand and promote the Business District

### M-1.1: Establish and maintain Marketing Task Force

- » WRAR Board appoints board member as the task force chair
- » WRAR Board accepts annual nominations for marketing task force from the Business District general membership
- » WRAR Board conducts elections if the number of members nominated exceeds the number of open positions on the task force
- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

### M-1.2: Manage the Business District brand

- » Incorporate tagline into Walzem Business District promotional materials "We Are Walzem: Diverse, United, Moving Forward"
- » Ensure all promotional materials incorporate the official business district logo, tagline, website address, and colors
- » Ensure marketing message is consistent
- » Highlight non-profit status and include instructions on how to donate
- » Include instructions on how to sign-up for free e-newsletter
- » Use official Walzem Business District stationary for all correspondence
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low

### M-1.3: Assist Organization Task Force design business district web pages and e-newsletter template

- » Include the following information: about us, programs and services, news and events, member directory, volunteer opportunities, contact us, e-newsletter sign-up, online donation processing
- » Focus on overall design and appearance
- » **Timeline:** Years 1-5
- » **Partners:** Rackspace, ETA and DATA students
- » **Impact:** High
- » **Cost:** Medium

# 1<sup>st</sup> YEAR

M-1.1: Establish and maintain Marketing Task Force

M-2.4: Encourage members to utilize the Walzem Business District name and/ or logo in marketing materials

M-2.6: Encourage business owners to offer discounts to Rackspace, Fort Sam Houston, Randolph AFB, and NEISD employees

M-3.1: Prepare and distribute e-newsletter to business district members and other area stakeholders

**M-1.4: Use Facebook, Twitter, and other social media to communicate with the greater community**

- » Establish accounts and link from walzem.net page
- » Include facebook, twitter and other account information on promotional materials
- » Use accounts to communicate information about upcoming events and other important and/ or time sensitive information
- » **Timeline:** Years 3-5
- » **Partners:** Rackspace, DATA and ETA students
- » **Impact:** Medium
- » **Cost:** Low

**M-1.5: Develop annual marketing campaign**

- » Develop marketing campaign in-house or solicit help from marketing/ design professionals from within the district
- » Ensure all promotional materials incorporate the official business district logo, tagline, website address, and colors
- » Prepare a budget request and submit to the Organization Task Force
- » Feature positive attributes – convenient access to I-35, airport, downtown, Fort Sam Houston, Randolph AFB, NEISD schools
- » Highlight art and music, technology, cultural diversity
- » Recognize corporate sponsors on promotional materials
- » Highlight non-profit status and provide instructions on how to submit donations
- » Emphasize visible changes, renewal, vibrancy
- » **Timeline:** Years 3-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Medium

**M-1.6: Distribute window decals to business district members**

- » Provide sticker to new and renewing members
- » Encourage members to display stickers on storefront windows near hours of operation
- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Medium

**M-1.7: Purchase large portable Walzem Road Business District banners for display at events**

- » Feature tagline and logo on banners
- » Contract with print shop within business district to design and produce business district banners
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Medium

**M-1.8: Purchase across-the-street banner and/ or ad time on the digital billboard and request time on the Roosevelt HS message board sign during the summer to promote the Walzem Road Business District**

- » Feature tagline on across-the-street banner and digital billboard ad
- » After permanent gateways are constructed, use banners and digital billboard to announce special events
- » **Timeline:** Years 2-5
- » **Partners:** Windcrest City Management and Administration Division, Roosevelt HS
- » **Impact:** High
- » **Cost:** Medium



### M-1.9: Sponsor local community events

- » Offer marketing (feature in newsletter or other business district materials) in lieu of sponsorship fee
- » Set-up table/ booth with information about the business district, membership packets, and sign-up sheet for the e-newsletter
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

### M-1.10: Organize and host community event

- » Secure highly visible location close to Walzem Road. Consider Rackspace, Target building, and Roosevelt High School parking lots
- » Invite representatives from local community groups, churches, and other business district members to participate in planning for the event
- » Look for opportunities to co-sponsor existing events
- » Provide opportunities for business district members to feature products/ services during event
- » Possible Events/ Themes: 5K Run/ Walk, Fiesta Event, Windfest, Roughrider Days
- » **Timeline:** Years 3-5
- » **Partners:** Roosevelt HS, Windcrest Economic Development Corporation, local church and community groups
- » **Impact:** Medium
- » **Cost:** High

### M-1.11: Place business district banners and patriotic decorations on light poles in the right-of-way and in shopping center parking lots

- » Contract with graphic designer within business district to design business district banners
- » Purchase banners and supports
- » Work directly with City Public Service (CPS) or through the City of Windcrest and City of San Antonio to secure permission to hang banners in the Walzem Road right-of-way
- » Provide business district banners to shopping center owners/ property managers so they can be displayed from parking lot light poles
- » Add patriotic decorations to light poles to observe Flag Day, Veteran's Day, Memorial Day, and 4th of July

- » **Timeline:** Years 4-5
- » **Partners:** City Public Service, San Antonio Public Works Department, Windcrest Public Works Department, area shopping center owners/ managers
- » **Impact:** High
- » **Cost:** High

### M-1.12: Partner with DATA and ETA magnet schools to provide students with real-world projects in marketing, video production, and web design

- » **Print Marketing:** Create a print marketing campaign for the new Walzem Business District. Work on design, layout, and copy for print marketing materials that showcase the community's revitalization work.
- » **Video Production:** Write, film, and edit video short featuring Walzem businesses and institutions. Highlight the work of the new business district in organizing community members, document a community clean-up or other event, or provide marketing material for an area small business or public institution. Feature video shorts on the Walzem Business District website.
- » **Web Design and Social Media:** Create the new website for the Walzem Business District. Work on the copy, design, and layout of the web site and establish a social media presence (e.g. facebook, twitter).
- » **Timeline:** Years 2-5
- » **Partners:** Rackspace, DATA and ETA students
- » **Impact:** Medium
- » **Cost:** Low



Annual community events are great ways to market the Business District to people outside of the community. These types of events give local businesses and organizations an opportunity to shine.

## Core Function M-2: Provide marketing assistance for business members

### M-2.1: Include business district member names on Walzem Business District website

- » List all Small Business Level (SBL) and Corporate Business Level (CBL) members
- » Include Corporate Business Level member logos (CBL) on front page
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low

### M-2.2: Highlight new and renewing members in monthly e-newsletters

- » Newsletters are distributed to Business District membership as well as all other interested stakeholders
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low

### M-2.3: Create online and print business district directory that includes all member businesses (SBL and CBL members)

- » Include all pertinent contact information including name, address, website, hours of operation
- » Include information about special events or details or other message (limited to 100 characters)



Decorative banners unify the Business District, draw attention, and create a sense of quality.

- » **Timeline:** Years 3-5
- » **Partners:** DATA and ETA students
- » **Impact:** Medium
- » **Cost:** Medium

### M-2.4: Encourage members to utilize the Walzem Business District name and/ or logo in marketing materials

- » Establish guidelines for members on the appropriate use of business district name and logo
- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

### M-2.5: Provide marketing assistance to business members that want to host grand opening or other community events

- » Publicize events in monthly e-newsletters
- » Write a feature article for monthly e-newsletter
- » **Timeline:** Years 3-5
- » **Partners:** Windcrest Economic Development Corporation, Greater San Antonio Chamber of Commerce, San Antonio Economic Development Foundation, San Antonio Hispanic Chamber of Commerce
- » **Impact:** Medium
- » **Cost:** Medium

### M-2.6: Encourage business owners to offer discounts to Rack-space, Fort Sam Houston, Randolph AFB, and NEISD employees

- » Include article in e-newsletter about member businesses that offer discounts to employees
- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low

**M-2.7: Purchase ¼ page or larger ad in the Northeast Herald to promote the Walzem Business District**

- » List the names of all business district members and sponsors
- » Incorporate the official business district logo, tagline, and website address
- » Highlight non-profit status and include instructions on how to join and donate
- » Include instructions on how to sign-up for free e-newsletter
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Medium

**M-2.8: Produce co-op marketing brochures targeted at employees of Fort Sam Houston, Randolph AFB, Rackspace, and other major employers**

- » Request permission to distribute advertising materials to soldiers/ employees, place marketing materials at employment site, place marketing materials in new hire packets, and/ or place marketing materials in publications for employees
- » Develop marketing brochure that is targeted to soldiers/ employees and features participating business district members
- » Advertise discounts for employees
- » **Timeline:** Year 5
- » **Partners:** Joint Base San Antonio, Rackspace
- » **Impact:** Medium
- » **Cost:** Medium



Targeting the employees of local major employers can be an effective way to expand a customer base. Co-op marketing brochures provide a cost-effective way to advertise multiple businesses within the Business District.

**M-2.9: Offer members-only co-op media buys in Northeast Herald, direct mail, and online**

- » Purchase advertising space in bulk and offer discounted rates to business district members
- » Identify other advertising mediums that could be used for co-op buys
- » **Timeline:** Years 4-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Medium

**M-2.10: Contract with marketing professional to provide on-call marketing assistance to business district members at a reduced rate**

- » Include web design, print design, branding, advertising, e-mail marketing, and general consultation in list of services
- » **Timeline:** Year 5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** High



Ground breaking, ribbon cutting, grand opening, and other ceremonial events can be great marketing opportunities for local businesses. The Business District can provide assistance with the logistics of organizing such an event.

**M-2.11: Distribute annual survey to business district members to evaluate business district marketing**

- » Allow members to evaluate effectiveness and suggest ways to improve marketing
- » Use internet-based survey tools, paper and pencil surveys, and face-to-face contact to collect feedback from members
- » **Timeline:** Years 2-5
- » **Partners:** Roosevelt HS students
- » **Impact:** Medium
- » **Cost:** Medium

**Core Function M-3: Create positive image/ highlight community pride**

**M-3.1: Prepare and distribute e-newsletter to business district members and other area stakeholders**

- » Establish account with online email marketing/ distribution service
- » Design template to incorporate business district colors, logo, and tagline
- » Develop article topics for the e-newsletter and submit to business district manager. Newsletter article topics may include new businesses, restaurant reviews, interviews with members, etc.
- » Manage member advertising within e-newsletter
- » Review draft newsletter and provide comments on language, format, etc.
- » Identify opportunities to increase e-newsletter circulation
- » Request that business district members collect email addresses for those interested in receiving the e-newsletter
- » Distribute e-version of newsletter via email to distribution list, post to Business District website, and deliver hard copies to approved distribution points and to block captains for delivery to businesses within the business district boundaries
- » **Timeline:** Years 1-5
- » **Partners:** Roosevelt HS students
- » **Impact:** High
- » **Cost:** Low

**M-3.2: Designate a spokesperson to respond to interview requests for stories about the business district or issues affecting the business district**

- » WRAR Board Chair or his/ her designee
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** Medium
- » **Cost:** Low

**M-3.3: Feature news stories about positive community events/ issues on the Walzem Business District website**

- » Post links to news stories from media outlets on walzem.net
- » Post press releases issued by the Business District to announce community meetings and other business district events (see M-3.2) on walzem.net
- » Highlight partnerships with Roosevelt High School and student participation in community revitalization events and programs.
- » Work with Organization Task Force to issue a press release highlighting increasing membership
- » Work with Business Development Task Force and WRAR Board to issue a press release highlighting reports showing low or declining criminal activity within the business district and surrounding area
- » Work with Development/ Design Task Force to issue a press release highlighting physical improvements within the business district
- » Co-issue press releases through City of Windcrest, City of San Antonio, and Bexar County when appropriate
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio District 2 City Council Office, Windcrest City Manager's Office, Bexar County Commissioner's Court Precinct 4 Office, Windcrest Economic Development Corporation
- » **Impact:** High
- » **Cost:** Low

**M-3.4: Invite media outlets to community meetings and other**



The e-newsletter is an effective and relatively inexpensive way to maintain contact with Business District members, prospective members, and the greater community. The e-newsletter is targeted to a wide audience and can be used to help market events held by the Business District as well as Business District members.

### **business district events**

- » *Establish a list of media contacts that can be notified of business district events*
- » *Issue press releases and post to Walzem.net*
- » *Prepare press packets for distribution to media members who attend events*
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

### **M-3.5: Feature art, music, and dance performances at business district events**

- » *Provide an opportunity for student groups from Roosevelt High School and other community groups to perform at events*
- » **Timeline:** Years 3-5
- » **Partners:** Roosevelt HS students
- » **Impact:** Medium
- » **Cost:** Low

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## Development / Design Core Functions

- D-1: Connect members with development and design resources**
- D-2: Improve the function and appearance of public infrastructure and public spaces**
- D-3: Promote improved and consistent site and building design**
- D-4: Improve site and building upkeep and maintenance**

The Development / Design Task Force is charged with 4 core functions: connecting members with development and design resources, improving the function and appearance of public infrastructure and public spaces, promoting improved and consistent site and building design, and improving site and building upkeep and maintenance. Fulfilling these core functions will require multiple actions over the next 5 years. These actions are outlined in the following section.

Actions are arranged by core function and include bullet points that provide additional detail. The timeline, partners, impact, and cost for the action items are also shown. The **timeline** includes years during which an action is to be completed or reviewed and updated as necessary. See the action matrix for targets for each specific year. **Partners** are individuals or groups that were identified by the community as a potential resource. Partners have not committed to immediate action nor made financial commitments. The **impact** and **cost** are rated as low, medium, or high relative to all of the other action items.

### Core Function D-1: Connect members with development and design resources

#### D-1.1: Establish and maintain Development/ Design Task Force

- » WRAR Board appoints board member as the task force chair
- » WRAR Board accepts annual nominations for development/ design task force from the Business District general membership
- » WRAR Board conducts elections if the number of members nominated exceeds the number of open positions on the task force

- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

#### D-1.2: Complete and maintain inventory of buildings and land for lease or sale

- » Initial inventory to be completed by COSA staff as part of the planning process
- » Include size, location, assessed value, asking price/ lease price, space configuration (e.g. sit-down restaurant), and current owner/ real estate agent contact information
- » Provide information to Business Development Task Force to support recruitment efforts
- » **Timeline:** Years 1-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

# 1<sup>st</sup> YEAR

D-1.1: Establish and maintain Development/ Design Task Force

D-1.2: Complete and maintain inventory of buildings and land for lease or sale

D-2.1: Complete and maintain inventory of public infrastructure within the business district boundaries and identify areas where improvements are needed

D-2.2: Advocate for funding for business district infrastructure projects

D-3.2: Encourage property owners to use native, drought tolerant plants to enhance "curb appeal"

D-4.1: Apply for Keep San Antonio Beautiful programs including Adopt-a-Spot, Graffiti Wipeout, and Dial-a-Trailer

**D-1.3: Educate property owners about San Antonio Inner City Reinvestment/ Infill Policy (ICRIP) benefits including fee waivers and operation facelift**

- » Invite members to information sessions on ICRIP benefits or host information session at a location within the district boundaries
- » Assist with application preparation
- » Determine if the project meets the goals of the business district. If so, prepare formal letter of support to be submitted through the WRAR Board.
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Planning and Community Development Department, Center City Development Office
- » **Impact:** Medium
- » **Cost:** Low

**D-1.4: Distribute annual survey to business district members to evaluate business district development/ design policies and programs**

- » Allow members to evaluate effectiveness and suggest ways to improve
- » Use internet-based survey tools, paper and pencil surveys, and face-to-face contact to collect feedback from members
- » **Timeline:** Years 2-5
- » **Partners:** Roosevelt HS students
- » **Impact:** Medium
- » **Cost:** Low

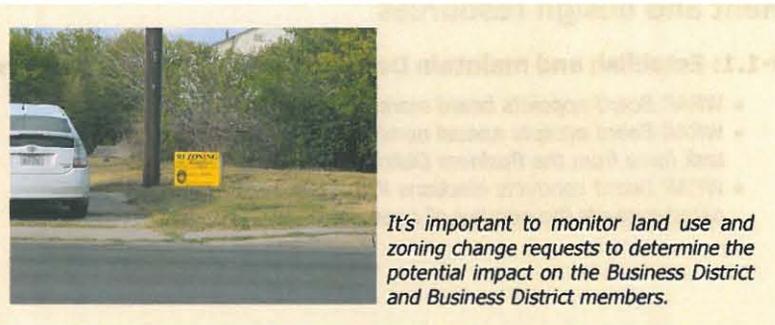
**D-1.5: Monitor land use and zoning cases and provide letters of support/ opposition when appropriate**

- » Request notification of all land use and zoning matters from Windcrest and San Antonio
- » Distribute information to neighborhood and other community associations
- » Organize public meetings to discuss land use and zoning issues (when necessary)
- » Determine the potential effects of the proposed land/ use zoning change on the business district and decide if the business district should take a position. Prepare formal letter of support/ opposition to be submitted through the WRAR Board (if necessary)

- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Development Services and Planning and Community Development Departments, Windcrest Building Services Department, area neighborhood and homeowner's associations
- » **Impact:** Medium
- » **Cost:** Low

**D-1.6: Monitor annexation policies and provide input when appropriate**

- » Request notification of all annexation matters from Windcrest and San Antonio
- » Distribute information to neighborhood and other community associations
- » Organize public meetings to discuss annexation issues
- » Determine the potential effects of the proposed annexation on the business district and decide if the business district should take a position. Prepare formal letter of support/ opposition to be submitted through the WRAR Board (if necessary)
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Planning and Community Development Department, Windcrest City Administration and Management Department
- » **Impact:** Low
- » **Cost:** Low



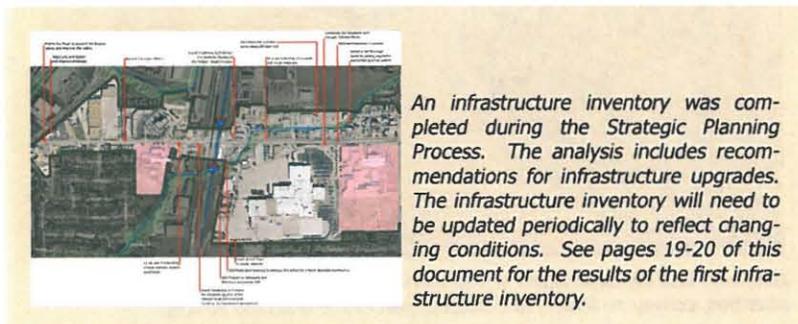
*It's important to monitor land use and zoning change requests to determine the potential impact on the Business District and Business District members.*

**D-1.7: Connect business/ property owner members with sources of funding for expansions, improvements, and relocations**

- » Create and maintain inventory of resources including public and privately funded programs and grants
- » Assist with application preparation
- » Determine if the project meets the goals of the business district. If so, prepare formal letter of support to be submitted through the WRAR Board.
- » **Timeline:** Years 3-5
- » **Partners:** San Antonio Planning and Community Development and International and Economic Development Departments, Windcrest Economic Development Corporation, Bexar County Economic Development Department
- » **Impact:** Medium
- » **Cost:** Medium

**D-1.8: Contract with development/ design professional to provide on-call development/ design assistance to business district members at a reduced rate**

- » Include design, contracting, entitlements, and permitting assistance and general consultation in list of services
- » **Timeline:** Year 5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** High



**Core Function D-2: Improve the function and appearance of public infrastructure and public spaces**

**D-2.1: Complete and maintain inventory of public infrastructure within the business district boundaries and identify areas where improvements are needed**

- » See pages 19-20 of this document for the results of the initial inventory completed by COSA staff as part of the planning process
- » Rate the condition of existing street, sidewalk, and drainage infrastructure. Identify existing infrastructure that is not ADA accessible. Identify areas where speed limits should be reduced or current speed limits enforced.
- » Identify areas where additional trees and shrubs are needed and sufficient space is available for planting
- » Identify areas where enhanced pedestrian crossings are needed. Focus on crossings that provide access to/ from major employers.
- » Identify areas where enhanced pedestrian and bicycle infrastructure is needed. Focus on routes that connect residential areas with commercial areas
- » **Timeline:** Years 1-5
- » **Partners:** San Antonio Planning and Community Development Department, Roosevelt HS students, area neighborhood and homeowner's associations
- » **Impact:** High
- » **Cost:** Medium

**D-2.2: Advocate for funding for business district infrastructure projects**

- » Monitor Capital Improvement Plan (CIP) and bond proposal input cycles for San Antonio, Windcrest, and Bexar County and advocate for the inclusion of infrastructure projects identified on the infrastructure inventory (see D-2.1)
- » Provide input on design to ensure consistency for projects funded by different jurisdictions
- » Request that members submit letters of support for infrastructure projects
- » Prepare formal letter of support for infrastructure projects to be submitted through the WRAR Board
- » **Timeline:** Years 1-5
- » **Partners:** San Antonio District 2 City Council Office, Windcrest City Council, Bexar County Commissioner's Court Precinct 4 Office
- » **Impact:** High
- » **Cost:** Low

**D-2.3: Investigate the use of Tax Increment Financing (TIF), special assessments, and other financing tools to pay for infrastructure improvements**

- » Work to secure multi-jurisdictional participation in financing arrangements
- » **Timeline:** Years 3-5
- » **Partners:** San Antonio Planning and Community Development Department, Windcrest City Administration and Management Department
- » **Impact:** High
- » **Cost:** Low

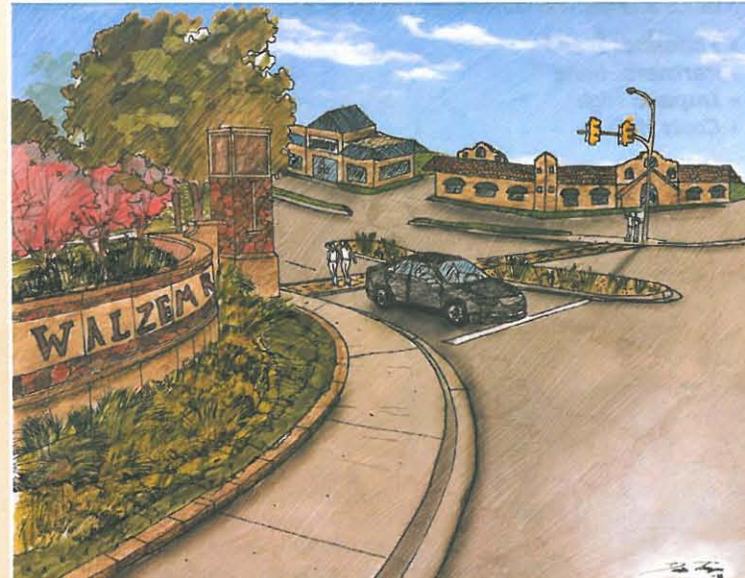
**D-2.4: Build gateways at locations identified by community stakeholders**

- » Build gateways at key entry points to draw attention, convey an image, and become part of the branding strategy for the business district
- » Use unique art installation or other treatment under the I-35 overpass to physically and visually connect the east and west sides of the district
- » Obtain permission from property owner/ city/ TxDOT to construct gateway
- » Raise funds for gateway construction (grants, donations, fundraising events)
- » Partner with DATA students to develop gateway design and hire contractor to develop installation plan. Submit designs to general membership for voting
- » Incorporate patriotism and other business district shared values into design
- » **Timeline:** Year 5
- » **Partners:** DATA students, TxDOT, San Antonio Public Works and Planning and Community Development Departments, Windcrest Public Works Department, Bexar County Infrastructure Services Department, Windcrest Economic Development Corporation
- » **Impact:** High
- » **Cost:** Low

**D-2.5: Construct a green or plaza (aka 'the commons') along Walzem Road**

- » Investigate the possibility of developing shared use agreement to ensure planned Rackspace green/ plaza is accessible to the greater community

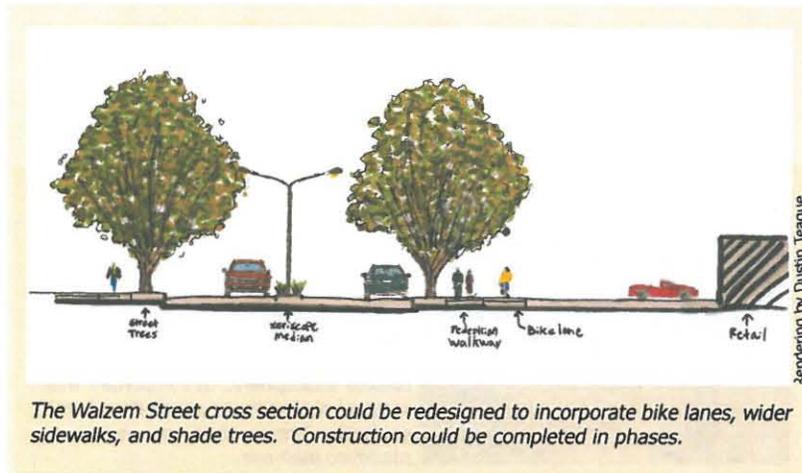
- » Investigate the possibility of the Windcrest Economic Development Corporation designating space for a green/ plaza on one of their properties with Walzem frontage
- » Negotiate shared use agreement to ensure residents from San Antonio, Windcrest, and Bexar County are able to use the green/ plaza
- » Investigate joint maintenance agreement to divide the cost of maintenance between the jurisdictions
- » Relocate expanded farmer's market to new green or plaza
- » **Timeline:** Year 5
- » **Partners:** Rackspace, Windcrest Economic Development Corporation, San Antonio Parks Department, Windcrest Public Works Department, Bexar County Infrastructure Services Department, area land trusts
- » **Impact:** High
- » **Cost:** Low



Gateways can be constructed at key entry points to the Business District to draw attention, convey an image, and become part of the branding strategy.

**D-2.6: Design and install unique street signage with Walzem logo or special crest at major intersections within the business district boundaries**

- » Obtain permission from San Antonio, Windcrest, Bexar County, and TxDot to install signs
- » Work with applicable entities to select intersections where signs will be replaced
- » Raise funds for sign design and installation (grants, donations, fundraising events)
- » Hire design team to come up with sign designs and installation plan – Submit designs to general membership for voting
- » Incorporate patriotism and other business district shared values into design
- » **Timeline:** Year 4
- » **Partners:** DATA students, TxDOT, San Antonio Public Works and Planning and Community Development Departments, Windcrest Public Works Department, Bexar County Infrastructure Services Department, Windcrest Economic Development Corporation
- » **Impact:** High
- » **Cost:** Low



The Walzem Street cross section could be redesigned to incorporate bike lanes, wider sidewalks, and shade trees. Construction could be completed in phases.

**D-2.7: Redesign Walzem Road cross section and enhance streetscape**

- » Add dedicated bike lanes
- » Replace damaged sidewalks, build sidewalks to fill in gaps, remove obstacles in sidewalks, retrofit street crossings for ADA accessibility
- » Ensure new/ reconstructed sidewalks are at least 4 feet wide and provide separation between pedestrians and vehicle travel lanes with one or more of the following: planting strip, in-street parking, dedicated bicycle lane
- » Replace overhead wires supporting traffic lights with fixed poles
- » Add street trees to provide shading for sidewalks. Depending on sidewalk configuration, plant street trees between curb and sidewalk or inside sidewalk
- » Replace existing cobra head street lights with decorative street lights
- » Until funding can be secured, consider adding cut-off shields to existing cobra head lights to reduce glare and uplight
- » Place overhead utility lines underground or relocate utility lines to the rear of properties
- » Identify priority areas
- » Complete application to be submitted through the WRAR Board
- » Obtain letters of support
- » **Timeline: Year 5**
- » **Partners:** DATA and ETA students, TxDOT, San Antonio Public Works and Planning and Community Development Departments, Windcrest Public Works Department, Bexar County Infrastructure Services Department, Windcrest Economic Development Corporation, UTSA College of Architecture, San Antonio College Architecture Program
- » **Impact: High**
- » **Cost: High**

**D-2.8: Encourage restaurant owners to add outdoor seating areas**

- » Work with property owners to develop design and landscaping plan that provides sufficient screening and protection from hot and cold weather
- » Work with property owners and city officials to secure approval and all applicable permits
- » **Timeline:** Year 3
- » **Partners:** San Antonio Development Services Department, Windcrest Building Services Department, Palo Alto College Landscape and Horticultural Science Program
- » **Impact:** Medium
- » **Cost:** Low

**D-2.9: Encourage shopping center owners to create “food court” where food service establishments are co-located around a shared outdoor seating area**

- » Each restaurant will have in-door and out-door seating spaces
- » Market to Rackspace and Fort Sam Houston employees
- » Market to neighborhood residents
- » Program live entertainment
- » Provide events/ activities for children
- » **Timeline:** Year 4
- » **Partners:** area shopping center owners/ managers
- » **Impact:** Medium
- » **Cost:** Low

**Core Function D-3: Promote improved and consistent site and building design**

**D-3.1: Review plans for all projects requesting business district funding or support to ensure the project substantially meets the business district design principles:**

- » Full masonry and transparent glass finish on the streetwall façade. Masonry finish should incorporate native stone and/or brick for all or a portion (e.g. native stone or brick bands or wainscot in conjunction with other masonry finish) of the streetwall façade
- » 10 foot front landscaped bufferyard with native vegetation including ground cover, shrubs, and trees
- » Vegetation around the perimeter of parking areas to screen parking

- » areas from public streets
- » Decorative lighting for parking lots and pedestrian pathways. Use cut-off or full-cutoff fixtures to reduce glare and uplight
- » Monument signs or pole signs with a finished base
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Planning and Community Development Department
- » **Impact:** High
- » **Cost:** Low

**D-3.2: Encourage property owners to use native, drought tolerant plants to enhance “curb appeal”**

- » Provide a list of plants and materials that were used for the Walzem Road median project as part of the landscaping/ property upkeep recognition program (see D-4.3)
- » Encourage property owners to install similar or complementary features to build on the established theme
- » **Timeline:** Years 1-5
- » **Partners:** San Antonio Development Services Department, Palo Alto College Landscape and Horticultural Science Program, area home improvement stores and nurseries
- » **Impact:** High
- » **Cost:** Low



Outdoor seating areas expand a restaurant’s seating capacity and create a more relaxed atmosphere. It’s important that outdoor seating areas are designed with protection from hot and cold weather to maximize their use.

### D-3.3: Host annual tree planting event

- » Participate in the City of San Antonio's annual free tree planting event
- » Plant trees in open spaces in parking lots, along right-of-ways, and other areas identified in the infrastructure analysis (see D-2.1)
- » Develop maintenance committee to water and care for newly planted trees for 2 years
- » Partner with property management companies to assist with tree maintenance
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Parks and Recreation, Development Services, and Public Works Departments, Windcrest Public Works Department, area property management companies
- » **Impact:** High
- » **Cost:** Low



Adding street trees and drought tolerant plants to the perimeter of a property can dramatically enhance the curb appeal while also providing shade for passing pedestrians. Plants also provide habitat for birds and other wildlife, help to clean the air, collect storm-water, and reduce the heat island effect.

Rendering by Dustin Teague.

### D-3.4: Host forum to identify impediments to business district area development

- » Identify difficulties and inconsistencies in San Antonio, Windcrest, and Bexar County development codes
- » Provide recommendations to city leaders
- » Consider adopting business district design guidelines as a zoning overlay district in Windcrest and San Antonio
- » **Timeline:** Years 3-5
- » **Partners:** San Antonio Development Services and Planning and Community Development Departments, Windcrest Building Services Department
- » **Impact:** High
- » **Cost:** Low

### D-3.5: Support commercial retrofit projects to enhance the form and function and increase the marketability of existing commercial shopping centers

- » Support the development of outparcels to replace surface parking lots adjoining the frontage with new buildings
- » Facilitate shared parking agreements to increase developable land
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Development Services Department, Windcrest Building Services Department, UTSA College of Architecture, San Antonio College Architecture Program
- » **Impact:** High
- » **Cost:** Low

### D-3.6: Support new mixed-use developments that combine retail or office space with market rate housing

- » Support master planned developments that incorporate residential, commercial, and office components within the same building, same lot, or same development and include: a pedestrian circulation system that connects all buildings, programmed public or open spaces, and consistent signage, materials, lighting, and landscaping
- » Ensure developments provide sufficient buffering to mitigate impact to adjacent single-family residential areas
- » **Timeline:** Years 2-5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low

## Core Function D-4: Improve site and building upkeep and maintenance

### D-4.1: Apply for Keep San Antonio Beautiful programs including Adopt-a-Spot, Graffiti Wipeout, and Dial-a-Trailer

- » Coordinate quarterly litter removal events and annual graffiti wipe-out and trash clean-up events
- » Coordinate with Organization Task Force to maintain list of volunteers for adopt-a-spot clean-ups
- » Coordinate with WRAR Board to include residential and other commercial areas within WRAR service area
- » **Timeline:** Years 1-5
- » **Partners:** Keep San Antonio Beautiful, Roosevelt HS students, area church and community groups
- » **Impact:** High
- » **Cost:** Low

### D-4.2: Notify property owners of code violations

- » Notify property owners via letter when code violations are present and request that property owner correct violations within 10 days
- » Establish relationship with local contractor that can provide professional services for a reduced rate to business district members; refer to property owner
- » If code violation is not corrected within 10 days, refer to appropriate code compliance officer. Follow-up with officer to ensure violation is corrected.
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Code Enforcement Services, Windcrest Code Compliance Division
- » **Impact:** High
- » **Cost:** Low

### D-4.3: Develop and administer landscaping and property upkeep recognition program

- » Produce and distribute document that highlights best practices in landscaping and property upkeep (see D-3.2) and highlights the recognition program.
- » Include categories for best landscaping/ property upkeep as well as most improved landscaping/ property upkeep
- » Purchase yard signs with the business district logo and provide to winners so they can display on their property

- » Provide gift card to a member business as a reward
- » **Timeline:** Years 2-5
- » **Partners:** San Antonio Development Services Department, Palo Alto College Landscape and Horticultural Science Program, area home improvement stores and nurseries
- » **Impact:** High
- » **Cost:** Low

### D-4.4: Contract with landscaping/ maintenance company to offer discounted landscaping and general upkeep services to district members

- » Form a relationship with a local company that provides landscaping/ general upkeep services (preferably a member of the business district) that will offer discounts to business district members
- » Include lawn cutting and maintenance, planting bed maintenance, tree trimming, trash pick-up
- » **Timeline:** Year 5
- » **Partners:** None
- » **Impact:** High
- » **Cost:** Low



Outdated shopping centers can be retrofitted to include new buildings in place of surface parking lots adjoining the frontage and additional landscaping.

## Examples of Minor and Major Site Improvements



↑ *The Commercial Retrofit Most existing big box retail store sites include a large building placed at the very back of the lot with acres of parking lot between the building and the front property line. When the tenants move on and these sites are left vacant, the commercial retrofit model can transform them into a more usable (and profitable) configuration by increasing leasable building area and reducing over abundant parking areas.*

Screening mechanical equipment with native vegetation improves curb appeal. The Business District's landscape recognition program could honor such an effort. ↓



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<b>1st Year Organization / Outreach Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>O-1 Recruit and retain business district members and volunteers [pg. 33]</b>			
O-1.1	Establish and maintain Organization Task Force membership.	Appoint chair plus 2 additional members, hold 4 meetings	
O-1.2	Establish membership levels and set annual targets for each membership level.	15 Neighborhood Level 10 Small Business Level 2 Corporate Business Level	
<b>O-2 Establish &amp; maintain communication with business district members &amp; prospective members [pg. 35]</b>			
O-2.1	Create Recruitment Packet for new member solicitation.	Create recruitment packet	
O-2.2	Organize quarterly business meeting for business district members.	Host 4 meetings	
O-2.5	Develop content for business district web pages and add to the WRAR website (walzem.net).	Develop web content	
O-2.6	Create and mail 1 page letter to all identified stakeholders (property owners, business owners, residents) to introduce them to the business district.	1 mailing	
<b>O-3 Establish and maintain business district policies and procedures [pg. 36]</b>			
O-3.1	Draft amendments to WRAR bylaws to incorporate business district organization structure, service area, mission, and functions. Provide amendments to WRAR board for adoption.	Draft and adopt amendments	
O-3.4	Register as a Community Organization with the City of San Antonio.	Submit registration paperwork	

<b>1st Year Business Development Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>B-1 Create clearinghouse for market/ business development information [pg. 39]</b>			
B-1.1	Establish and maintain Business Development Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
B-1.2	Create and maintain market profile data.	Create market profile data	
B-1.3	Create and maintain inventory of all businesses in district.	Create inventory	
<b>B-2 Recruit new businesses to create sustainable market mix [pg. 40]</b>			
B-2.3	Prepare and send letters to targeted businesses with justification for recruitment request.	12 per year	
<b>B-3 Reduce real and perceived criminal activity [pg. 42]</b>			
B-3.3	Hold regular meetings with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriff's Office, and the Precinct 3 Constable to share merchant/property owner concerns.	Host 2 meetings	

<b>1st Year Marketing Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>M-1 Brand and promote the Business District [pg. 45]</b>			
M-1.1	Establish and maintain Marketing Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
M-1.3	Assist Organization Task Force design business district web pages and e-newsletter template.	Develop web design	
M-1.6	Distribute window decals to business district members.	Distribute window decals	
<b>M-2 Provide marketing assistance for business members [pg. 48]</b>			
M-2.4	Encourage members to utilize the Walzem Business District name and/ or logo in marketing materials.	Develop logo usage guidelines, distribute to members	
M-2.6	Encourage business owners to offer discounts to Rackspace, Fort Sam Houston, Randolph AFB, and NEISD employees.	Develop discount program	
<b>M-3 Create positive image/ highlight community pride [pg. 50]</b>			
M-3.1	Prepare and distribute e-newsletter to business district members and other area stakeholders.	12 e-newsletters	

<b>1st Year Development / Design Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>D-1 Connect members with development and design resources [pg. 53]</b>			
D-1.1	Establish and maintain Development/ Design Task Force.	Appoint chair plus 2 addition members, hold 4 meetings	
D-1.2	Complete and maintain inventory of buildings and land for lease or sale.	Complete inventory	
<b>D-2 Improve the function and appearance of public infrastructure and public spaces [pg. 55]</b>			
D-2.1	Complete and maintain inventory of public infrastructure within the business district boundaries and identify areas where improvements are needed.	Complete inventory	
D-2.2	Advocate for funding for business district infrastructure projects.	Submit requests for 2012 San Antonio bond	
<b>D-3 Promote improved and consistent site and building design [pg. 58]</b>			
D-3.2	Encourage property owners to use native, drought tolerant plants to enhance "curb appeal".	1 Workshop	
<b>D-4 Improve site and building upkeep and maintenance [pg. 60]</b>			
D-4.1	Apply for Keep San Antonio Beautiful programs including Adopt-a-Spot, Graffiti Wipeout, and Dial-a-Trailer.	Apply for designation	

<b>2nd Year Organization / Outreach Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>O-1 Recruit and retain business district members and volunteers [pg. 33]</b>			
O-1.1	Establish and maintain Organization Task Force membership.	Appoint chair plus 2 additional members, hold 4 meetings	
O-1.2	Establish membership levels and set annual targets for each membership level.	30 Neighborhood Level 20 Small Business Level 4 Corporate Business Level	
O-1.3	Form a corporate liaison team to identify, engage, and manage relationships with businesses and commercial property owners/ managers at the Corporate Business Level (CBL).	Form team	
O-1.5	Recruit block captains from the general membership (see Communication section for additional information on block captain roles and responsibilities).	Recruit 4 block captains	
O-1.6	Coordinate volunteer recruitment and organization.	Establish volunteer database	
<b>O-2 Establish &amp; maintain communication with business district members &amp; prospective members [pg. 35]</b>			
O-2.1	Create Recruitment Packet for new member solicitation.	Update as needed	
O-2.2	Organize quarterly business meeting for business district members.	Host 4 meetings	
O-2.3	Organize annual meeting for all stakeholders in the area (members and non-members -including residents, property owners, business owners).	Host 1 meeting	
O-2.5	Develop content for business district web pages and add to the WRAR website (walzem.net).	Update as needed	
O-2.6	Create and mail 1 page letter to all identified stakeholders (property owners, business owners, residents) to introduce them to the business district.	1 Mailing	
O-2.8	Distribute annual survey to business district members to evaluate business district communication.	1 Survey	

<b>2nd Year Organization / Outreach Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>O-3 Establish and maintain business district policies and procedures [pg. 36]</b>			
O-3.1	Draft amendments to WRAR bylaws to incorporate business district organization structure, service area, mission, and functions. Provide amendments to WRAR board for adoption.	Update as needed	
O-3.3	Complete annual internal review of membership dues structure and membership benefits and provide recommendations for changes (if necessary) to WRAR Board for action.	1 Internal review	
O-3.4	Register as a Community Organization with the City of San Antonio.	Update as needed	
<b>O-4 Identify business district needs and evaluate progress [pg. 37]</b>			
O-4.1	Develop annual work plan with performance measures in coordination with the other business district task forces. Submit annual work plan to the WRAR board for final approval.	1 Work plan	
O-4.2	Prepare annual business district budget.	1 Budget	

<b>2nd Year Business Development Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>B-1 Create clearinghouse for market/ business development information [pg. 39]</b>			
B-1.1	Establish and maintain Business Development Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
B-1.3	Create and maintain inventory of all businesses in district.	Update as needed	
B-1.5	Monitor policy changes that could impact business district members.	Ongoing monitoring	
<b>B-2 Recruit new businesses to create sustainable market mix [pg. 40]</b>			
B-2.1	Establish annual targets for new business recruitment based on available data.	1 Set of targets	
B-2.3	Prepare and send letters to targeted businesses with justification for recruitment request.	12 Letters	
B-2.4	Corporate liaison team (see O-1.3) schedules in-person meetings with representatives of targeted businesses that respond to initial request (see B-2.3).	4 Meetings	
B-2.5	Ensure members are aware of the City of San Antonio Inner City Infill/ Reinvestment Policy benefits and other incentive programs.	1 Highlight in e-newsletter	
<b>B-3 Reduce real and perceived criminal activity [pg. 42]</b>			
B-3.1	Distribute merchant safety survey, retail safety checklist, and tips on improving safety and security.	1 Survey	
B-3.3	Hold regular meetings with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriff's Office, and the Precinct 3 Constable to share merchant/ property owner concerns.	2 Meetings	
B-3.4	Ensure graffiti is professionally removed within 10 days.	Monitor and notify as needed	

2nd Year Business Development Action Item <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		Target	Result
<b>B-4 Support existing businesses by connecting them with resources [pg. 43]</b>			
B-4.3	Use business inventory (see B-1.3) to connect business district members with merchants and service providers within the district (e.g. tax preparation, insurance, food establishments).	Provide referral services	

<b>2nd Year Marketing Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>M-1 Brand and promote the Business District [pg. 45]</b>			
M-1.1	Establish and maintain Marketing Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
M-1.2	Manage the Business District brand.	Monitor brand usage	
M-1.3	Assist Organization Task Force design business district web pages and e-newsletter template.	Update as needed	
M-1.6	Distribute window decals to business district members.	Provide to new and renewing members	
M-1.7	Purchase large portable Walzem Road Business District banners for display at events.	Purchase banners	
M-1.8	Purchase across-the-street banner and/ or ad time on the digital billboard and request time on the Roosevelt HS message board sign during the summer to promote the Walzem Road Business District.	1 Banner/ digital billboard ad	
M-1.9	Sponsor local community events.	Sponsor 2 events	
M-1.12	Partner with DATA and ETA magnet schools to provide students with real-world projects in marketing, video production, and web design.	Establish partnership	
<b>M-2 Provide marketing assistance for business members [pg. 48]</b>			
M-2.1	Include business district member names on Walzem Business District website.	Add member names to website	
M-2.2	Highlight new and renewing members in monthly e-newsletters.	12 Highlights	
M-2.3	Create online and print business district directory that includes all member businesses (SBL and CBL members).	1 Online directory	
M-2.4	Encourage members to utilize the Walzem Business District name and/ or logo in marketing materials.	Distribute logo usage guidelines to members	
M-2.6	Encourage business owners to offer discounts to Rackspace, Fort Sam Houston, Randolph AFB, and NEISD employees.	Develop discount program	
M-2.7	Purchase ¼ page or larger ad in the Northeast Herald to promote the Walzem Business District.	1 Ad	

<b>2nd Year Marketing Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
M-2.11	Distribute annual survey to business district members to evaluate business district marketing.	1 Survey	
<b>M-3 Create positive image/ highlight community pride [pg. 50]</b>			
M-3.1	Prepare and distribute e-newsletter to business district members and other area stakeholders.	12 E-newsletters	
M-3.2	Designate a spokesperson to respond to interview requests for stories about the business district or issues affecting the business district.	Designate spokesperson	
M-3.3	Feature news stories about positive community events/ issues on the Walzem Business District website.	4 Press releases	
M-3.4	Invite media outlets to community meetings and other business district events.	Send invitations	

<b>2nd Year Development / Design Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>D-1 Connect members with development and design resources [pg. 53]</b>			
D-1.1	Establish and maintain Development/ Design Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
D-1.2	Complete and maintain inventory of buildings and land for lease or sale.	Update as needed	
D-1.3	Educate property owners about San Antonio Inner City Reinvestment/ Infill Policy (ICRIP) benefits including fee waivers and operation facelift.	1 Information session	
D-1.4	Distribute annual survey to business district members to evaluate business district development/ design policies and programs.	1 Survey	
D-1.5	Monitor land use and zoning cases and provide letters of support/ opposition when appropriate.	Monitor cases	
D-1.6	Monitor annexation policies and provide input when appropriate.	Monitor policies	
<b>D-2 Improve the function and appearance of public infrastructure and public spaces [pg. 55]</b>			
D-2.1	Complete and maintain inventory of public infrastructure within the business district boundaries and identify areas where improvements are needed.	Update as needed	
D-2.2	Advocate for funding for business district infrastructure projects.	Submit 1 request for funding	
<b>D-3 Promote improved and consistent site and building design [pg. 58]</b>			
D-3.1	Review plans for all projects requesting business district funding or support to ensure the project substantially meets the business district design principles.	Review proposals	
D-3.2	Encourage property owners to use native, drought tolerant plants to enhance "curb appeal".	1 Workshop	
D-3.3	Host annual tree planting event.	1 Event	
D-3.5	Support commercial retrofit projects to enhance the form and function and increase the marketability of existing commercial shopping centers.	Review proposals	

<b>2nd Year Development / Design Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
D-3.6	Support new mixed-use developments that combine retail or office space with market rate housing.	Review proposals	
<b>D-4 Improve site and building upkeep and maintenance [pg. 60]</b>			
D-4.1	Apply for Keep San Antonio Beautiful programs including Adopt-a-Spot, Graffiti Wipeout, and Dial-a-Trailer.	4 litter removal, 1 graffiti removal, 1 trash clean-up event	
D-4.2	Notify property owners of code violations.	Monitor and notify as needed	
D-4.3	Develop and administer landscaping and property upkeep recognition program.	2 Awards	

<b>3rd Year Organization / Outreach Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>O-1 Recruit and retain business district members and volunteers [pg. 33]</b>			
O-1.1	Establish and maintain Organization Task Force membership.	Appoint chair plus 2 additional members, hold 4 meetings	
O-1.2	Establish membership levels and set annual targets for each membership level.	60 Neighborhood Level 40 Small Business Level 8 Corporate Business Level	
O-1.3	Form a corporate liaison team to identify, engage, and manage relationships with businesses and commercial property owners/ managers at the Corporate Business Level (CBL).	Form team	
O-1.4	Organize and conduct quarterly membership drives.	4 Membership drives	
O-1.5	Recruit block captains from the general membership (see Communication section for additional information on block captain roles and responsibilities).	Recruit 4 block captains	
O-1.6	Coordinate volunteer recruitment and organization.	Maintain volunteer database	
O-1.7	Solicit donations, in-kind contributions, and reduced cost goods and services to support business district activities.	Solicit 2 times	
<b>O-2 Establish &amp; maintain communication with business district members &amp; prospective members [pg. 35]</b>			
O-2.1	Create Recruitment Packet for new member solicitation.	Update as needed	
O-2.2	Organize quarterly business meeting for business district members.	Host 4 meetings	
O-2.3	Organize annual meeting for all stakeholders in the area (members and non-members -including residents, property owners, business owners).	Host 1 meeting	
O-2.4	Recruit and organize block captains.	Recruit 4 block captains	
O-2.5	Develop content for business district web pages and add to the WRAR website (walzem.net).	Update as needed	

<b>3rd Year Organization / Outreach Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
O-2.6	Create and mail 1 page letter to all identified stakeholders (property owners, business owners, residents) to introduce them to the business district.	1 Mailing	
O-2.7	Use Facebook, Twitter, and other social media to communicate with business district membership.	Establish accounts	
O-2.8	Distribute annual survey to business district members to evaluate business district communication.	1 Survey	
<b>O-3 Establish and maintain business district policies and procedures [pg. 36]</b>			
O-3.1	Draft amendments to WRAR bylaws to incorporate business district organization structure, service area, mission, and functions. Provide amendments to WRAR board for adoption.	Update as needed	
O-3.2	Conduct annual internal review of business district organizational structure and provide recommendations for changes (if necessary) to WRAR Board for action.	1 Review	
O-3.3	Complete annual internal review of membership dues structure and membership benefits and provide recommendations for changes (if necessary) to WRAR Board for action.	1 Review	
O-3.4	Register as a Community Organization with the City of San Antonio.	Update as needed	
<b>O-4 Identify business district needs and evaluate progress [pg. 37]</b>			
O-4.1	Develop annual work plan with performance measures in coordination with the other business district task forces. Submit annual work plan to the WRAR board for final approval.	1 Work plan	
O-4.2	Prepare annual business district budget.	1 Budget	
O-4.3	Identify and apply for grants for organizational development/ outreach, business development, marketing, and development/ design.	2 Grant applications	
O-4.4	Distribute annual survey to business district members to evaluate business district programs and identify needs for additional programs.	1 Survey	
O-4.5	Use results from survey and internal review of work plan and annual budget to prepare annual report for the business district. Submit to the WRAR Board.	1 Report	

<b>3rd Year Business Development Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>B-1 Create clearinghouse for market/ business development information [pg. 39]</b>			
B-1.1	Establish and maintain Business Development Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
B-1.2	Create and maintain market profile data.	Update market profile data	
B-1.3	Create and maintain inventory of all businesses in district.	Update as needed	
B-1.4	Conduct biennial customer intercept and resident surveys.	1 Customer Intercept and 1 Resident Survey	
B-1.5	Monitor policy changes that could impact business district members.	Ongoing monitoring	
<b>B-2 Recruit new businesses to create sustainable market mix [pg. 40]</b>			
B-2.1	Establish annual targets for new business recruitment based on available data.	1 set of targets	
B-2.2	Focus on recruiting the business types identified by the community and/ or leakage/ surplus analysis.	Update based on B-1.2 and B-1.4	
B-2.3	Prepare and send letters to targeted businesses with justification for recruitment request.	12 Letters	
B-2.4	Corporate liaison team (O-1.3) schedules in-person meetings with representatives of targeted businesses that respond to initial request (see B-2.3).	4 Meetings	
B-2.5	Ensure members are aware of the City of San Antonio Inner City Infill/ Reinvestment Policy benefits and other incentive programs.	1 Highlight in e-newsletter	
B-2.6	Promote benefits of energy efficiency and rebate programs.	1 Highlight in e-newsletter	
B-2.7	Work with local governments and non-profit organizations to add community facilities.	Form partnerships	

<b>3rd Year Business Development Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>B-3 Reduce real and perceived criminal activity [pg. 42]</b>			
B-3.1	Distribute merchant safety survey, retail safety checklist, and tips on improving safety and security.	1 Survey	
B-3.2	Arrange Crime Prevention Through Environmental Design (CPTED) and/ or police department safety assessments to be completed for interested property owners and merchants.	1 Assessment program	
B-3.3	Hold regular meetings with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriff's Office, and the Precinct 3 Constable to share merchant/ property owner concerns.	2 Meetings	
B-3.4	Ensure graffiti is professionally removed within 10 days.	Monitor and notify as needed	
B-3.5	Work with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriffs Office, and the Precinct 3 Constable to create Cellular on Patrol or other community policing program.	Implement if warranted	
<b>B-4 Support existing businesses by connecting them with resources [pg. 43]</b>			
B-4.2	Meet one-on-one with local business owners/ managers when community members identify issues with business practices.	Follow-up on issues identified in customer intercept and resident surveys	
B-4.3	Use business inventory (see B-1.3) to connect business district members with merchants and service providers within the district (e.g. tax preparation, insurance, food establishments).	Provide referral services	
B-4.4	Establish partnership with UTSA Small Business Development Center and other educational institutions that offer business development courses.	Provide referral services	
B-4.5	Connect businesses with programs that will help them apply for contracting opportunities with local, state, and federal government agencies.	Provide referral services	

<b>3rd Year Marketing Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>M-1 Brand and promote the Business District [pg. 45]</b>			
M-1.1	Establish and maintain Marketing Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
M-1.2	Manage the Business District brand.	Monitor brand usage	
M-1.3	Assist Organization Task Force design business district web pages and e-newsletter template.	Update as needed	
M-1.4	Use Facebook, Twitter, and other social media to communicate with the greater community.	Establish accounts	
M-1.5	Develop annual marketing campaign.	1 Marketing campaign	
M-1.6	Distribute window decals to business district members.	Provide to new and renewing members	
M-1.7	Purchase large portable Walzem Road Business District banners for display at events.	Supplement/ replace as needed	
M-1.8	Purchase across-the-street banner and/ or ad time on the digital billboard and request time on the Roosevelt HS message board sign during the summer to promote the Walzem Road Business District.	1 banner/ digital billboard ad	
M-1.9	Sponsor local community events.	Sponsor 2 events	
M-1.10	Organize and host community event.	Co-host existing community event	
M-1.12	Partner with DATA and ETA magnet schools to provide students with real-world projects in marketing, video production, and web design.	Maintain partnership	
<b>M-2 Provide marketing assistance for business members [pg. 48]</b>			
M-2.1	Include business district member names on Walzem Business District website.	Add member names to website	
M-2.2	Highlight new and renewing members in monthly e-newsletters.	12 Highlights	
M-2.3	Create online and print business district directory that includes all member businesses (SBL and CBL members).	1 Online directory	

<b>3rd Year Marketing Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
M-2.4	Encourage members to utilize the Walzem Business District name and/ or logo in marketing materials.	Distribute logo usage guidelines to members	
M-2.5	Provide marketing assistance to business members that want to host grand opening or other community events.	Highlight assistance services in e-newsletter, provide services as requested	
M-2.6	Encourage business owners to offer discounts to Rackspace, Fort Sam Houston, Randolph AFB, and NEISD employees.	Develop discount program	
M-2.7	Purchase ¼ page or larger ad in the Northeast Herald to promote the Walzem Business District.	1 Ad	
M-2.11	Distribute annual survey to business district members to evaluate business district marketing.	1 Survey	
<b>M-3 Create positive image/ highlight community pride [pg. 50]</b>			
M-3.1	Prepare and distribute e-newsletter to business district members and other area stakeholders.	12 e-newsletters	
M-3.2	Designate a spokesperson to respond to interview requests for stories about the business district or issues affecting the business district.	1 Spokesperson	
M-3.3	Feature news stories about positive community events/ issues on the Walzem Business District website.	4 Press releases	
M-3.4	Invite media outlets to community meetings and other business district events.	Send invitations	
M-3.5	Feature art, music, and dance performances at business district events.	Establish partnership with Roosevelt HS	

<b>3rd Year Development / Design Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>D-1 Connect members with development and design resources [pg. 53]</b>			
D-1.1	Establish and maintain Development/ Design Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
D-1.2	Complete and maintain inventory of buildings and land for lease or sale.	Update as needed	
D-1.3	Educate property owners about San Antonio Inner City Reinvestment/ Infill Policy (ICRIP) benefits including fee waivers and operation facelift.	1 Information session	
D-1.4	Distribute annual survey to business district members to evaluate business district development/ design policies and programs.	1 Survey	
D-1.5	Monitor land use and zoning cases and provide letters of support/ opposition when appropriate.	Monitor cases	
D-1.6	Monitor annexation policies and provide input when appropriate.	Monitor policies	
D-1.7	Connect business/ property owner members with sources of funding for expansions, improvements, and relocations.	Collect resources for inventory	
<b>D-2 Improve the function and appearance of public infrastructure and public spaces [pg. 55]</b>			
D-2.1	Complete and maintain inventory of public infrastructure within the business district boundaries and identify areas where improvements are needed.	Update as needed	
D-2.2	Advocate for funding for business district infrastructure projects.	Submit 1 request for funding	
D-2.3	Investigate the use of Tax Increment Financing (TIF), special assessments, and other financing tools to pay for infrastructure improvements.	Explore partnerships and funding	
D-2.8	Encourage restaurant owners to add outdoor seating areas.	Explore partnerships and funding	
<b>D-3 Promote improved and consistent site and building design [pg. 58]</b>			
D-3.1	Review plans for all projects requesting business district funding or support to ensure the project substantially meets the business district design principles.	Review proposals	
D-3.2	Encourage property owners to use native, drought tolerant plants to enhance "curb appeal".	1 Workshop	

<b>3rd Year Development / Design Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
D-3.3	Host annual tree planting event.	1 Event	
D-3.4	Host forum to identify impediments to business district area development.	1 Forum	
D-3.5	Support commercial retrofit projects to enhance the form and function and increase the marketability of existing commercial shopping centers.	Review proposals	
D-3.6	Support new mixed-use developments that combine retail or office space with market rate housing.	Review proposals	
<b>D-4 Improve site and building upkeep and maintenance [pg. 60]</b>			
D-4.1	Apply for Keep San Antonio Beautiful programs including Adopt-a-Spot, Graffiti Wipeout, and Dial-a-Trailer.	4 litter removal, 1 graffiti removal, 1 trash clean-up event	
D-4.2	Notify property owners of code violations.	Monitor and notify as needed	
D-4.3	Develop and administer landscaping and property upkeep recognition program.	1 Award Cycle	

<b>4th Year Organization / Outreach Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>O-1 Recruit and retain business district members and volunteers [pg. 33]</b>			
O-1.1	Establish and maintain Organization Task Force membership.	Appoint chair plus 2 additional members, hold 4 meetings	
O-1.2	Establish membership levels and set annual targets for each membership level.	60 Neighborhood Level 40 Small Business Level 8 Corporate Business Level	
O-1.3	Form a corporate liaison team to identify, engage, and manage relationships with businesses and commercial property owners/ managers at the Corporate Business Level (CBL).	Form team	
O-1.4	Organize and conduct quarterly membership drives.	4 Membership drives	
O-1.5	Recruit block captains from the general membership (see Communication section for additional information on block captain roles and responsibilities).	Recruit 4 block captains	
O-1.6	Coordinate volunteer recruitment and organization.	Maintain volunteer database	
O-1.7	Solicit donations, in-kind contributions, and reduced cost goods and services to support business district activities.	Solicit 2 times	
<b>O-2 Establish &amp; maintain communication with business district members &amp; prospective members [pg. 35]</b>			
O-2.1	Create Recruitment Packet for new member solicitation.	Update as needed	
O-2.2	Organize quarterly business meeting for business district members.	Host 4 meetings	
O-2.3	Organize annual meeting for all stakeholders in the area (members and non-members -including residents, property owners, business owners).	Host 1 meeting	
O-2.4	Recruit and organize block captains.	Recruit 4 block captains	
O-2.5	Develop content for business district web pages and add to the WRAR website (walzem.net).	Update as needed	

<b>4th Year Organization / Outreach Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
O-2.6	Create and mail 1 page letter to all identified stakeholders (property owners, business owners, residents) to introduce them to the business district.	1 Mailing	
O-2.7	Use Facebook, Twitter, and other social media to communicate with business district membership.	Establish accounts	
O-2.8	Distribute annual survey to business district members to evaluate business district communication.	1 Survey	
<b>O-3 Establish and maintain business district policies and procedures [pg. 36]</b>			
O-3.1	Draft amendments to WRAR bylaws to incorporate business district organization structure, service area, mission, and functions. Provide amendments to WRAR board for adoption.	Update as needed	
O-3.2	Conduct annual internal review of business district organizational structure and provide recommendations for changes (if necessary) to WRAR Board for action.	1 Review	
O-3.3	Complete annual internal review of membership dues structure and membership benefits and provide recommendations for changes (if necessary) to WRAR Board for action.	1 Review	
O-3.4	Register as a Community Organization with the City of San Antonio.	Update as needed	
<b>O-4 Identify business district needs and evaluate progress [pg. 37]</b>			
O-4.1	Develop annual work plan with performance measures in coordination with the other business district task forces. Submit annual work plan to the WRAR board for final approval.	1 Work plan	
O-4.2	Prepare annual business district budget.	1 Budget	
O-4.3	Identify and apply for grants for organizational development/ outreach, business development, marketing, and development/ design.	2 Grant applications	
O-4.4	Distribute annual survey to business district members to evaluate business district programs and identify needs for additional programs.	1 Survey	
O-4.5	Use results from survey and internal review of work plan and annual budget to prepare annual report for the business district. Submit to the WRAR Board.	1 Report	

<b>4th Year Business Development Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>B-1 Create clearinghouse for market/ business development information [pg. 39]</b>			
B-1.1	Establish and maintain Business Development Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
B-1.3	Create and maintain inventory of all businesses in district.	Update as needed	
B-1.5	Monitor policy changes that could impact business district members.	Ongoing monitoring	
<b>B-2 Recruit new businesses to create sustainable market mix [pg. 40]</b>			
B-2.1	Establish annual targets for new business recruitment based on available data.	1 set of targets	
B-2.2	Focus on recruiting the business types identified by the community and/ or leakage/ surplus analysis.	Update based on B-1.2 and B-1.4	
B-2.3	Prepare and send letters to targeted businesses with justification for recruitment request.	12 Letters	
B-2.4	Corporate liaison team (see O-1.3) schedules in-person meetings with representatives of targeted businesses that respond to initial request (see B-2.3).	4 Meetings	
B-2.5	Ensure members are aware of the City of San Antonio Inner City Infill/ Reinvestment Policy benefits and other incentive programs.	1 Highlight in e-newsletter	
B-2.6	Promote benefits of energy efficiency and rebate programs.	1 Highlight in e-newsletter	
B-2.7	Work with local governments and non-profit organizations to add community facilities.	Form partnerships	

<b>4th Year Business Development Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>B-3 Reduce real and perceived criminal activity [pg. 42]</b>			
B-3.1	Distribute merchant safety survey, retail safety checklist, and tips on improving safety and security.	1 Survey	
B-3.2	Arrange Crime Prevention Through Environmental Design (CPTED) and/ or police department safety assessments to be completed for interested property owners and merchants.	1 Assessment program	
B-3.3	Hold regular meetings with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriff's Office, and the Precinct 3 Constable to share merchant/ property owner concerns.	2 Meetings	
B-3.4	Ensure graffiti is professionally removed within 10 days.	Monitor and notify as needed	
B-3.5	Work with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriffs Office, and the Precinct 3 Constable to create Cellular on Patrol or other community policing program.	Implement if warranted	
<b>B-4 Support existing businesses by connecting them with resources [pg. 43]</b>			
B-4.2	Meet one-on-one with local business owners/ managers when community members identify issues with business practices.	Follow-up on issues identified in customer intercept and resident surveys	
B-4.3	Use business inventory (see B-1.3) to connect business district members with merchants and service providers within the district (e.g. tax preparation, insurance, food establishments).	Provide referral services	
B-4.4	Establish partnership with UTSA Small Business Development Center and other educational institutions that offer business development courses.	Provide referral services	
B-4.5	Connect businesses with programs that will help them apply for contracting opportunities with local, state, and federal government agencies.	Provide referral services	

<b>4th Year Marketing Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>M-1 Brand and promote the Business District [pg. 45]</b>			
M-1.1	Establish and maintain Marketing Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
M-1.2	Manage the Business District brand.	Monitor brand usage	
M-1.3	Assist Organization Task Force design business district web pages and e-newsletter template.	Update as needed	
M-1.4	Use Facebook, Twitter, and other social media to communicate with the greater community.	Maintain accounts	
M-1.5	Develop annual marketing campaign.	1 Marketing campaign	
M-1.6	Distribute window decals to business district members.	Provide to new and renewing members	
M-1.7	Purchase large portable Walzem Road Business District banners for display at events.	Supplement/ replace as needed	
M-1.8	Purchase across-the-street banner and/ or ad time on the digital billboard and request time on the Roosevelt HS message board sign during the summer to promote the Walzem Road Business District.	1 Banner/ digital billboard ad	
M-1.9	Sponsor local community events.	Sponsor 2 events	
M-1.10	Organize and host community event.	Co-host existing community event	
M-1.11	Place business district banners and patriotic decorations on light poles in the right-of-way and in shopping center parking lots.	Secure funding	
M-1.12	Partner with DATA and ETA magnet schools to provide students with real-world projects in marketing, video production, and web design.	Maintain partnership	
<b>M-2 Provide marketing assistance for business members [pg. 48]</b>			
M-2.1	Include business district member names on Walzem Business District website.	Add member names to website	

<b>4th Year Marketing Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
M-2.2	Highlight new and renewing members in monthly e-newsletters.	12 Highlights	
M-2.3	Create online and print business district directory that includes all member businesses (SBL and CBL members).	1 Online directory	
M-2.4	Encourage members to utilize the Walzem Business District name and/ or logo in marketing materials.	Distribute logo usage guidelines to members	
M-2.5	Provide marketing assistance to business members that want to host grand opening or other community events.	Highlight assistance services in e-newsletter, provide services as requested	
M-2.6	Encourage business owners to offer discounts to Rackspace, Fort Sam Houston, Randolph AFB, and NEISD employees.	Develop discount program	
M-2.7	Purchase ¼ page or larger ad in the Northeast Herald to promote the Walzem Business District.	1 Ad	
M-2.9	Offer members-only co-op media buys in Northeast Herald, direct mail, and online.	1 Co-op media buy	
M-2.11	Distribute annual survey to business district members to evaluate business district marketing.	1 Survey	
<b>M-3 Create positive image/ highlight community pride [pg. 50]</b>			
M-3.1	Prepare and distribute e-newsletter to business district members and other area stakeholders.	12 E-newsletters	
M-3.2	Designate a spokesperson to respond to interview requests for stories about the business district or issues affecting the business district.	1 Spokesperson	
M-3.3	Feature news stories about positive community events/ issues on the Walzem Business District website.	4 Press releases	
M-3.4	Invite media outlets to community meetings and other business district events.	Send invitations	
M-3.5	Feature art, music, and dance performances at business district events.	Maintain partnership with Roosevelt HS	

<b>4th Year Development / Design Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>D-1 Connect members with development and design resources [pg. 53]</b>			
D-1.1	Establish and maintain Development/ Design Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
D-1.2	Complete and maintain inventory of buildings and land for lease or sale.	Update as needed	
D-1.3	Educate property owners about San Antonio Inner City Reinvestment/ Infill Policy (ICRIP) benefits including fee waivers and operation facelift.	1 Information session	
D-1.4	Distribute annual survey to business district members to evaluate business district development/ design policies and programs.	1 Survey	
D-1.5	Monitor land use and zoning cases and provide letters of support/ opposition when appropriate.	Monitor cases	
D-1.6	Monitor annexation policies and provide input when appropriate.	Monitor policies	
D-1.7	Connect business/ property owner members with sources of funding for expansions, improvements, and relocations.	Make inventory available to members	
<b>D-2 Improve the function and appearance of public infrastructure and public spaces [pg. 55]</b>			
D-2.1	Complete and maintain inventory of public infrastructure within the business district boundaries and identify areas where improvements are needed.	Update as needed	
D-2.2	Advocate for funding for business district infrastructure projects.	Submit 1 request for funding	
D-2.3	Investigate the use of Tax Increment Financing (TIF), special assessments, and other financing tools to pay for infrastructure improvements.	Explore partnerships and funding	
D-2.6	Design and install unique street signage with Walzem logo or special crest at major intersections within the business district boundaries.	Explore partnerships and funding	
D-2.8	Encourage restaurant owners to add outdoor seating areas.	Explore partnerships and funding	
D-2.9	Encourage shopping center owners to create "food court" where food service establishments are co-located around a shared outdoor seating area.	Explore partnerships and funding	

<b>4th Year Development / Design Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>D-3 Promote improved and consistent site and building design [pg. 58]</b>			
D-3.1	Review plans for all projects requesting business district funding or support to ensure the project substantially meets the business district design principles.	Review proposals	
D-3.2	Encourage property owners to use native, drought tolerant plants to enhance "curb appeal".	1 Workshop	
D-3.3	Host annual tree planting event.	1 Event	
D-3.4	Host forum to identify impediments to business district area development.	Pursue policy changes to address impediments	
D-3.5	Support commercial retrofit projects to enhance the form and function and increase the marketability of existing commercial shopping centers.	Review proposals	
D-3.6	Support new mixed-use developments that combine retail or office space with market rate housing.	Review proposals	
<b>D-4 Improve site and building upkeep and maintenance [pg. 60]</b>			
D-4.1	Apply for Keep San Antonio Beautiful programs including Adopt-a-Spot, Graffiti Wipeout, and Dial-a-Trailer.	4 litter removal, 1 graffiti removal, 1 trash clean-up event	
D-4.2	Notify property owners of code violations.	Monitor and notify as needed	
D-4.3	Develop and administer landscaping and property upkeep recognition program.	1 Award Cycle	

<b>5th Year Organization / Outreach Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>O-1 Recruit and retain business district members and volunteers [pg. 33]</b>			
O-1.1	Establish and maintain Organization Task Force membership.	Appoint chair plus 2 additional members, hold 4 meetings	
O-1.2	Establish membership levels and set annual targets for each membership level.	60 Neighborhood Level 40 Small Business Level 8 Corporate Business Level	
O-1.3	Form a corporate liaison team to identify, engage, and manage relationships with businesses and commercial property owners/ managers at the Corporate Business Level (CBL).	Form team	
O-1.4	Organize and conduct quarterly membership drives.	4 Membership drives	
O-1.5	Recruit block captains from the general membership (see Communication section for additional information on block captain roles and responsibilities).	Recruit 4 block captains	
O-1.6	Coordinate volunteer recruitment and organization.	Maintain volunteer database	
O-1.7	Solicit donations, in-kind contributions, and reduced cost goods and services to support business district activities.	Solicit 2 times	
<b>O-2 Establish &amp; maintain communication with business district members &amp; prospective members [pg. 35]</b>			
O-2.1	Create Recruitment Packet for new member solicitation.	Update as needed	
O-2.2	Organize quarterly business meeting for business district members.	Host 4 meetings	
O-2.3	Organize annual meeting for all stakeholders in the area (members and non-members -including residents, property owners, business owners).	Host 1 meeting	
O-2.4	Recruit and organize block captains.	Recruit 4 block captains	
O-2.5	Develop content for business district web pages and add to the WRAR website (walzem.net).	Update as needed	

<b>5th Year Organization / Outreach Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
O-2.6	Create and mail 1 page letter to all identified stakeholders (property owners, business owners, residents) to introduce them to the business district.	1 Mailing	
O-2.7	Use Facebook, Twitter, and other social media to communicate with business district membership.	Establish accounts	
O-2.8	Distribute annual survey to business district members to evaluate business district communication.	1 Survey	
<b>O-3 Establish and maintain business district policies and procedures [pg. 36]</b>			
O-3.1	Draft amendments to WRAR bylaws to incorporate business district organization structure, service area, mission, and functions. Provide amendments to WRAR board for adoption.	Update as needed	
O-3.2	Conduct annual internal review of business district organizational structure and provide recommendations for changes (if necessary) to WRAR Board for action.	1 Review	
O-3.3	Complete annual internal review of membership dues structure and membership benefits and provide recommendations for changes (if necessary) to WRAR Board for action.	1 Review	
O-3.4	Register as a Community Organization with the City of San Antonio.	Update as needed	
<b>O-4 Identify business district needs and evaluate progress [pg. 37]</b>			
O-4.1	Develop annual work plan with performance measures in coordination with the other business district task forces. Submit annual work plan to the WRAR board for final approval.	1 Work plan	
O-4.2	Prepare annual business district budget.	1 Budget	
O-4.3	Identify and apply for grants for organizational development/ outreach, business development, marketing, and development/ design.	2 Grant applications	
O-4.4	Distribute annual survey to business district members to evaluate business district programs and identify needs for additional programs.	1 Survey	
O-4.5	Use results from survey and internal review of work plan and annual budget to prepare annual report for the business district. Submit to the WRAR Board.	1 Report	

<b>5th Year Business Development Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>B-1 Create clearinghouse for market/ business development information [pg. 39]</b>			
B-1.1	Establish and maintain Business Development Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
B-1.2	Create and maintain market profile data.	Update market profile data	
B-1.3	Create and maintain inventory of all businesses in district.	Update as needed	
B-1.4	Conduct biennial customer intercept and resident surveys.	1 Customer Intercept and 1 Resident Survey	
B-1.5	Monitor policy changes that could impact business district members.	Ongoing monitoring	
<b>B-2 Recruit new businesses to create sustainable market mix [pg. 40]</b>			
B-2.1	Establish annual targets for new business recruitment based on available data.	1 set of targets	
B-2.2	Focus on recruiting the business types identified by the community and/ or leakage/ surplus analysis.	Update based on B-1.2 and B-1.4	
B-2.3	Prepare and send letters to targeted businesses with justification for recruitment request.	12 Letters	
B-2.4	Corporate liaison team (see O-1.3) schedules in-person meetings with representatives of targeted businesses that respond to initial request (see B-2.3).	4 Meetings	
B-2.5	Ensure members are aware of the City of San Antonio Inner City Infill/ Reinvestment Policy benefits and other incentive programs.	1 Highlight in e-newsletter	
B-2.6	Promote benefits of energy efficiency and rebate programs.	1 Highlight in e-newsletter	
B-2.7	Work with local governments and non-profit organizations to add community facilities.	Form partnerships	

<b>5th Year Business Development Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>B-3 Reduce real and perceived criminal activity [pg. 42]</b>			
B-3.1	Distribute merchant safety survey, retail safety checklist, and tips on improving safety and security.	1 Survey	
B-3.2	Arrange Crime Prevention Through Environmental Design (CPTED) and/ or police department safety assessments to be completed for interested property owners and merchants.	1 Assessment program	
B-3.3	Hold regular meetings with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriff's Office, and the Precinct 3 Constable to share merchant/ property owner concerns.	2 Meetings	
B-3.4	Ensure graffiti is professionally removed within 10 days.	Monitor and notify as needed	
B-3.5	Work with City of San Antonio and City of Windcrest Police Departments, Bexar County Sheriffs Office, and the Precinct 3 Constable to create Cellular on Patrol or other community policing program.	Implement if warranted	
<b>B-4 Support existing businesses by connecting them with resources [pg. 43]</b>			
B-4.2	Meet one-on-one with local business owners/ managers when community members identify issues with business practices.	Follow-up on issues identified in customer intercept and resident surveys	
B-4.3	Use business inventory (see B-1.3) to connect business district members with merchants and service providers within the district (e.g. tax preparation, insurance, food establishments).	Provide referral services	
B-4.4	Establish partnership with UTSA Small Business Development Center and other educational institutions that offer business development courses.	Provide referral services	
B-4.5	Connect businesses with programs that will help them apply for contracting opportunities with local, state, and federal government agencies.	Provide referral services	

<b>5th Year Marketing Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>M-1 Brand and promote the Business District [pg. 45]</b>			
M-1.1	Establish and maintain Marketing Task Force.	Appoint chair plus 2 additional members, hold 4 meetings	
M-1.2	Manage the Business District brand.	Monitor brand usage	
M-1.3	Assist Organization Task Force design business district web pages and e-newsletter template.	Update as needed	
M-1.4	Use Facebook, Twitter, and other social media to communicate with the greater community.	Maintain accounts	
M-1.5	Develop annual marketing campaign.	1 Marketing campaign	
M-1.6	Distribute window decals to business district members.	Provide to new and renewing members	
M-1.7	Purchase large portable Walzem Road Business District banners for display at events.	Supplement/ replace as needed	
M-1.8	Purchase across-the-street banner and/ or ad time on the digital billboard and request time on the Roosevelt HS message board sign during the summer to promote the Walzem Road Business District.	1 Banner/ digital billboard ad	
M-1.9	Sponsor local community events.	Sponsor 2 events	
M-1.10	Organize and host community event.	Organize and host community event	
M-1.11	Place business district banners and patriotic decorations on light poles in the right-of-way and in shopping center parking lots.	Design, purchase, and install banners	
M-1.12	Partner with DATA and ETA magnet schools to provide students with real-world projects in marketing, video production, and web design.	Maintain partnership	
<b>M-2 Provide marketing assistance for business members [pg. 48]</b>			
M-2.1	Include business district member names on Walzem Business District website.	Add member names to website	

<b>5th Year Marketing Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
M-2.2	Highlight new and renewing members in monthly e-newsletters.	12 Highlights	
M-2.3	Create online and print business district directory that includes all member businesses (SBL and CBL members).	1 Online directory, 1 print directory	
M-2.4	Encourage members to utilize the Walzem Business District name and/ or logo in marketing materials.	Distribute logo usage guidelines to members	
M-2.5	Provide marketing assistance to business members that want to host grand opening or other community events.	Highlight assistance services in e-newsletter, provide services as requested	
M-2.6	Encourage business owners to offer discounts to Rackspace, Fort Sam Houston, Randolph AFB, and NEISD employees.	Develop discount program	
M-2.7	Purchase ¼ page or larger ad in the Northeast Herald to promote the Walzem Business District.	1 Ad	
M-2.8	Produce co-op marketing brochures targeted at employees of Fort Sam Houston, Randolph AFB, Rackspace, and other major employers.	1 Brochure	
M-2.9	Offer members-only co-op media buys in Northeast Herald, direct mail, and online.	2 Co-op media buys	
M-2.10	Contract with marketing professional to provide on-call marketing assistance to business district members at a reduced rate.	1 Contract	
M-2.11	Distribute annual survey to business district members to evaluate business district marketing.	1 Survey	
<b>M-3 Create positive image/ highlight community pride [pg. 50]</b>			
M-3.1	Prepare and distribute e-newsletter to business district members and other area stakeholders.	12 E-newsletters	
M-3.2	Designate a spokesperson to respond to interview requests for stories about the business district or issues affecting the business district.	1 Spokesperson	
M-3.3	Feature news stories about positive community events/ issues on the Walzem Business District website.	4 Press releases	
M-3.4	Invite media outlets to community meetings and other business district events.	Send invitations	
M-3.5	Feature art, music, and dance performances at business district events.	Maintain partnership with Roosevelt HS	

<b>5th Year Development / Design Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
<b>D-1 Connect members with development and design resources [pg. 53]</b>			
D-1.1	Establish and maintain Development/ Design Task Force.	Appoint chair plus 2 additional members, host 4 meetings	
D-1.2	Complete and maintain inventory of buildings and land for lease or sale.	Update as needed	
D-1.3	Educate property owners about San Antonio Inner City Reinvestment/ Infill Policy (ICRIP) benefits including fee waivers and operation facelift.	1 Information session	
D-1.4	Distribute annual survey to business district members to evaluate business district development/ design policies and programs.	1 Survey	
D-1.5	Monitor land use and zoning cases and provide letters of support/ opposition when appropriate.	Monitor cases	
D-1.6	Monitor annexation policies and provide input when appropriate.	Monitor policies	
D-1.7	Connect business/ property owner members with sources of funding for expansions, improvements, and relocations.	Make inventory available to members	
D-1.8	Contract with development/ design professional to provide on-call development/ design assistance to business district members at a reduced rate.	1 Contract	
<b>D-2 Improve the function and appearance of public infrastructure and public spaces [pg. 55]</b>			
D-2.1	Complete and maintain inventory of public infrastructure within the business district boundaries and identify areas where improvements are needed.	Update as needed	
D-2.2	Advocate for funding for business district infrastructure projects.	Submit 1 request for funding	
D-2.3	Investigate the use of Tax Increment Financing (TIF), special assessments, and other financing tools to pay for infrastructure improvements.	Explore partnerships and funding	
D-2.4	Build gateways at locations identified by community stakeholders.	Explore partnerships and funding	
D-2.5	Construct a green or plaza (aka 'the commons') along Walzem Road.	Explore partnerships and funding	

<b>5th Year Development / Design Action Item</b> <i>(See task force section of this document for action item details; page numbers are in brackets)</i>		<b>Target</b>	<b>Result</b>
D-2.6	Design and install unique street signage with Walzem logo or special crest at major intersections within the business district boundaries.	Explore partnerships and funding	
D-2.7	Redesign Walzem Road cross section and enhance streetscape.	Explore partnerships and funding	
D-2.8	Encourage restaurant owners to add outdoor seating areas.	Explore partnerships and funding	
D-2.9	Encourage shopping center owners to create "food court" where food service establishments are co-located around a shared outdoor seating area.	Explore partnerships and funding	
<b>D-3 Promote improved and consistent site and building design [pg. 58]</b>			
D-3.1	Review plans for all projects requesting business district funding or support to ensure the project substantially meets the business district design principles.	Review proposals	
D-3.2	Encourage property owners to use native, drought tolerant plants to enhance "curb appeal".	1 Workshop	
D-3.3	Host annual tree planting event.	1 Event	
D-3.4	Host forum to identify impediments to business district area development.	Pursue policy changes to address impediments	
D-3.5	Support commercial retrofit projects to enhance the form and function and increase the marketability of existing commercial shopping centers.	Review proposals	
D-3.6	Support new mixed-use developments that combine retail or office space with market rate housing.	Review proposals	
<b>D-4 Improve site and building upkeep and maintenance [pg. 60]</b>			
D-4.1	Apply for Keep San Antonio Beautiful programs including Adopt-a-Spot, Graffiti Wipeout, and Dial-a-Trailer.	4 litter removal, 1 graffiti removal, 1 trash clean-up event	
D-4.2	Notify property owners of code violations.	Monitor and notify as needed	
D-4.3	Develop and administer landscaping and property upkeep recognition program.	2 Award cycles	
D-4.4	Contract with landscaping/ maintenance company to offer discounted landscaping and general upkeep services to district members.	1 Contract	