

AN ORDINANCE 2014 - 06 - 26 - 0516

**ADOPTING REVITALIZATION PLANS FOR THE
RENEWSA TARGET AREAS OF COLLINS GARDENS,
EDGEWOOD, HARLANDALE, AND UNIVERSITY PARK
WEST/ BLUERIDGE, AS DESIGNATED WITHIN THE
2015 U.S. DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT ANNUAL ACTION PLAN, AND
NORTHEAST CORRIDOR, COLLECTIVELY
COMPONENTS OF THE 2009 SAN ANTONIO
STRATEGIC PLAN FOR COMMUNITY DEVELOPMENT.**

* * * * *

WHEREAS, REnewSA is a new collaborative initiative for coordinating and targeting community development resources to return vacant, neglected, and underutilized properties to productive use; and

WHEREAS, REnewSA is a partnership between multiple City departments and outside partner agencies including the San Antonio Housing Authority (SAHA); and

WHEREAS, REnewSA targets the allocation of community development programs to smaller geographies within the City that exhibit a balance of need and market potential and commits resources to these target areas for a sustained period to increase the likelihood of tipping these areas from marginal to marketable; and

WHEREAS, the initial focus of REnewSA is on five target neighborhoods, Collins Gardens, Edgewood, Harlandale, University Park West/ Blueridge, and Wheatley, and one commercial corridor, the Northeast Corridor (Perrin Beitel + Nacogdoches); and

WHEREAS, designation of the five REnewSA Target Neighborhoods was approved by the City Council of the City of San Antonio on August 1, 2013 as part of the City's U.S. Department of Housing and Urban Development (HUD) Annual Action Plan; and

WHEREAS, City Council approved a FY 2014 Federal Entitlement Grants Strategy that allocates funds for the facade improvement, catalytic project, owner-occupied rehabilitation, homebuyer incentive, and minor repair programs to the five target neighborhoods; and

WHEREAS, additionally, City Council allocated \$700,000.00 from the FY 2014 General Fund budget for property acquisition, construction loans, proactive code abatements, a pilot receivership program, and REnewSA website development, outreach, and marketing; and

WHEREAS, the Northeast Corridor (NEC) was designated in FY 2013 when funds were allocated in the General Fund budget to hire a Corridor Manager to develop and manage a revitalization program for Perrin Beitel (Nacogdoches was later added); and

WHEREAS, funding for this position was reauthorized in the FY 2014 Budget; and

WHEREAS, the FY 2013 Budget also included \$25,000.00 that was utilized for a detailed market study for the NEC; **NOW THEREFORE:**

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

SECTION 1. The Revitalization Plans as proposed for the RENEWSA Target Areas of Collins Gardens, Edgewood, Harlandale, and University Park West/ Blueridge, as designated within the 2015 U.S. Department of Housing and Urban Development Annual Action Plan, and Northeast Corridor, collectively components of the 2009 San Antonio Strategic Plan for Community Development, are hereby adopted. Copies of the proposed plans for the Target Areas are attached hereto and incorporated herein for all purposes as **Attachment I-V**, respectively.

SECTION 2. The financial allocations in this Ordinance are subject to approval by the Director of Finance, City of San Antonio. The Director of Finance, may, subject to concurrence by the City Manager or the City Manager's designee, correct allocations to specific SAP Fund Numbers, SAP Project Definitions, SAP WBS Elements, SAP Internal Orders, SAP Fund Centers, SAP Cost Centers, SAP Functional Areas, SAP Funds Reservation Document Numbers and SAP GL Accounts as necessary to carry out the purpose of this Ordinance.

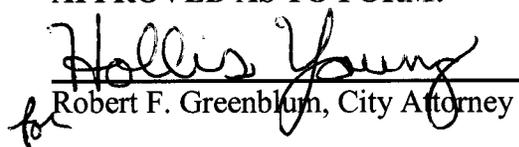
SECTION 3. This ordinance is effective immediately upon the receipt of eight affirmative votes; otherwise, it is effective ten days after passage.

PASSED AND APPROVED this 26th day of June, 2014.


M A Y O R
Julián Castro

ATTEST:

Leticia M. Vacek, City Clerk

APPROVED AS TO FORM:

for Robert F. Greenblum, City Attorney

Agenda Item:	16						
Date:	06/26/2014						
Time:	10:25:19 AM						
Vote Type:	Motion to Approve						
Description:	An Ordinance adopting Revitalization Plans for the RENEWSA Target Areas of Collins Gardens, Edgewood, Harlandale, University Park West/ Blueridge, as designated within the 2015 U.S. Department of Housing and Urban Development Annual Action Plan, and Northeast Corridor, collectively components of the 2009 San Antonio Strategic Plan for Community Development. [Peter Zaroni, Deputy City Manager; John Dugan, Director, Planning and Community Development]						
Result:	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					
Rebecca Viagran	District 3		x				x
Rey Saldaña	District 4		x				
Shirley Gonzales	District 5		x				
Ray Lopez	District 6		x				
Cris Medina	District 7		x				
Ron Nirenberg	District 8		x				
Joe Krier	District 9		x				
Michael Gallagher	District 10		x			x	



Edgewood
REVITALIZATION PLAN



Prepared by the City of San Antonio
Department of Planning & Community Development



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OVERVIEW – DRAFT

Document Summary

The Edgewood Area Revitalization Plan is a guidance document that summarizes current housing, infrastructure, and commercial conditions in the Edgewood Target Area and describes how the resources available through the REnewSA Initiative can be applied to support community renewal goals. The Edgewood Revitalization Plan is one of five Target Area Revitalization Plans developed as part of the REnewSA Initiative and is supportive of the priorities established in the Westside Reinvestment Plan, SA2020, and other approved planning documents.

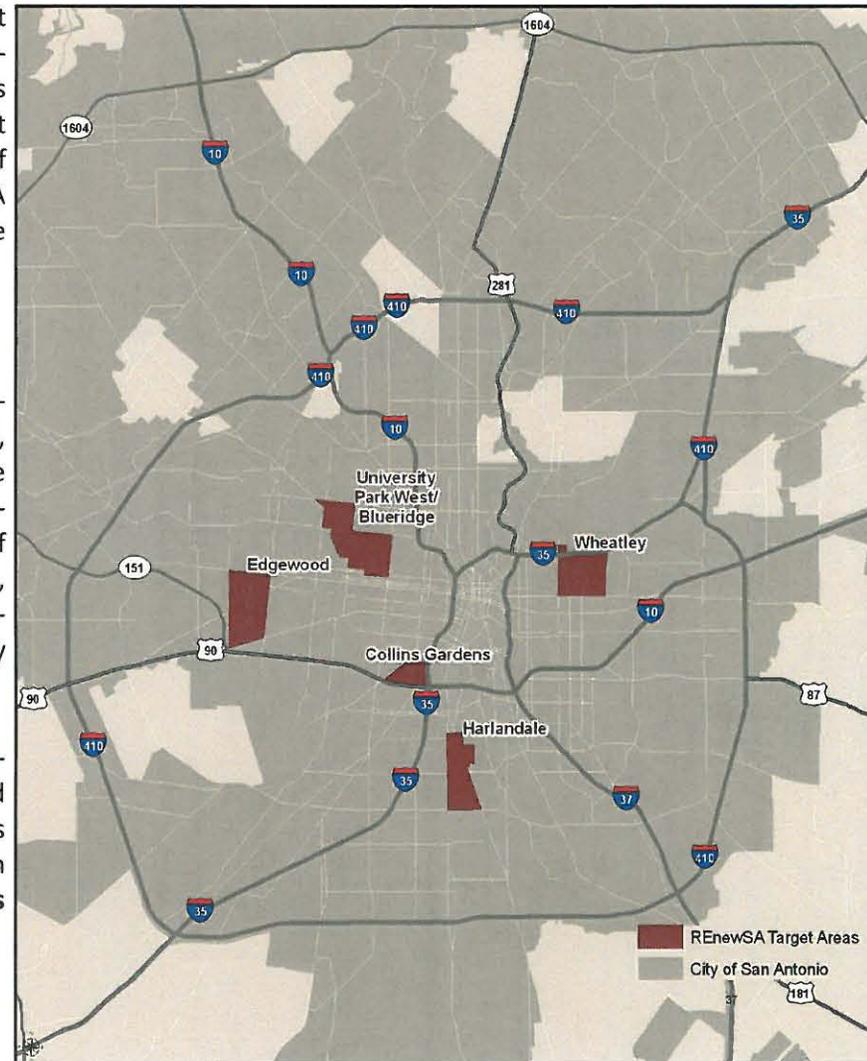
Background—REnewSA Initiative

The **REnewSA Initiative** is a partnership between the City of San Antonio Department of Planning and Community Development (DPCD), Office of Historic Preservation (OHP), Center City Development Office (CCDO), Development Services Department (DSD), as well as other outside partners from both the private and public sector. Leadership of REnewSA is provided by a committee representing City departments, partner agencies, non-profit housing providers, and financial institutions. The committee meets once a month to provide on-going policy direction and coordination for REnewSA actions.

The goal of the REnewSA Initiative is to create value from vacant, neglected, and underutilized inner city properties by coordinating and deploying the resources administered by multiple City departments and partner organizations to targeted neighborhoods and corridors. In August 2013, the San Antonio City Council approved five **Target Areas** for the initial focus of REnewSA's efforts:

- Collins Gardens
- Edgewood
- Harlandale
- University Park West/Blueridge
- Wheatley

Figure 1: REnewSA Target Areas



OVERVIEW – DRAFT

Background—REnewSA Initiative *(continued)*

Target Areas were selected based on a balance of neighborhood potential and need. The idea was that the resources available through REnewSA will be put to their “highest and best” use by assisting neighborhoods already demonstrating positive momentum achieve the critical mass necessary to create lasting change. The following criteria were used to weigh assets and challenges of potential target areas to determine their suitability for the REnewSA program:

Assets to leverage:

- Proximity to parks, open space, and other public facilities
- Presence of unified stakeholders
- Availability of public programs, incentives, and tools for revitalization
- Presence of support organizations
- Proximity to major employment and activity centers

Challenges to consider:

- Demonstrated community need, both perceived and quantified through Quality of Life Ranking and Census Data. Quality of Life Rankings take into account crime statistics, code violations, building permit activity, and trends in the housing and real estate markets (e.g. foreclosure and vacancy rates).

Designation of the five REnewSA Target Areas was approved by the San Antonio City Council on August 1, 2013 as part of the City’s Annual Action Plan. After approval, a **Revitalization Plan** was developed for each Target Area. Revitalization Plans provide a framework for achieving change in the community through focused goals and coordinated support for key improvement projects. The Edgewood Revitalization Plan that follows details the revitalization goals for the neighborhood and aligns them with specific strategies, support programs, funding sources, and indicators of success.

All REnewSA Revitalization Plans meet the criteria of a Community Revitalization Plan under the Texas Department of Housing and Community Affairs (TDHCA) 2013 Qualified Allocation Plan. The San Antonio City Council approved the Annual Action



Multi-Housing Complex on Acme Rd.



Future Home of Pre-k for SA

TARGET AREA DESCRIPTION— DRAFT

Geography

The **Edgewood Target Area** (indicated with red in Figure 2) is located just West of Downtown. It is bounded on the north by W. Commerce, on the east by SW 36th Street, on the west by S. Acme Road, and on the south by Castroville Road Old US Highway 90, a commercial corridor, diagonally bisects the Edgewood target area.

Within the Target Area, two “cluster areas” and three “high visibility nodes” have also been identified. Clustering is a way to concentrate limited resources to residences and businesses within a small designated zone to achieve demonstrable change. Clusters have the greatest potential for improvement with needs that can be addressed through existing programs. The first cluster area (indicated with yellow in Figure 2) is bounded by Joe Blanks on the north, SW 41st Street on the east, Estrella on the south, and Acme Road on the west.

High visibility nodes serve as “gateways” into the Target Area and are potential locations for gateway improvement projects such as signage and landscaping. The three high visibility nodes (indicated with purple in Figure 2) are:

- 1) S. Acme Rd. and Old US HWY 90 W.
- 2) SW 36th St. and Old US HWY 90 W.
- 3) Castroville Rd. and SW 36th St.



TARGET AREA DESCRIPTION — DRAFT

Demographics Snapshot

The Edgewood Target Area includes approximately 7,677 residents with a median age of 32.6 years. The compares with a median age of 33.0 years for the City of San Antonio. The majority of the residents in Edgewood classify themselves as Hispanic. The average household size in the Target Area (3.7 persons) is larger than the City of San Antonio average (2.71). The percentage of owner-occupied housing units is greater for Edgewood (65.2%) than for the City (50.8%), however the median household income (\$24,653) is significantly below the median household income for the City (\$41,307.00).

Edgewood Target Area 2012 Demographic Data

Population

Total Population	8,001
Male	3,992 (49.9%)
Female	4,009 (50.1%)
Median Age	33.0

Race and Ethnicity

White Alone	64.6%
Black Alone	7.2%
American Indian Alone	1.5%
Asian Alone	0.3%
Pacific Islander Alone	0.0%
Other Race	23.7%
Two or more races	2.7%
Hispanic Origin (of any race)	90.0%

Households

Total Households	2,405
Average Household Size	3.27
Median Household Income	\$24,653.00

Housing

Total Housing Units	2,625
Owner-Occupied Housing Units	1,542
Renter-Occupied Housing Units	863
Vacant Housing Units	220

Source: ESRI forecasts for 2012 based on U.S. Census Bureau data at: www.businessdecision.info



TARGET AREA ASSESSMENT – DRAFT

Infrastructure Assessment

There are approximately fifty-seven streets in the Edgewood Target Area, including five major thoroughfares: W Commerce Street, Old US HWY 90 W, Castroville Road, S Acme Road, and SW 36th Street.

The Target Area includes projects from the City of San Antonio's 2012-2017 Bond Program, Infrastructure Management Program (IMP), and Capital Improvement Program (CIP). Scheduled projects include improvements to Acme Park, street maintenance, and pavement preservation. See Figure 3 on page eight for a map of specific projects and locations.

- **2012 Bond Program**

 - Acme Park

- **Street Maintenance** - Provide a structured mechanism for maintaining the City's roadways in drivable condition.
- **Pavement Preservation** - Non-structural street preservation, is used to preserve eroding streets through application of sealants that weather proof the roadway surface.
- **Alley Maintenance** - Various alleys are improved Citywide on an annual basis.
- **Sidewalk Maintenance** - Enhance the connectivity of the sidewalk network through the construction of sidewalks where gaps exist.



Infrastructure Improvements

TARGET AREA ASSESSMENT—DRAFT

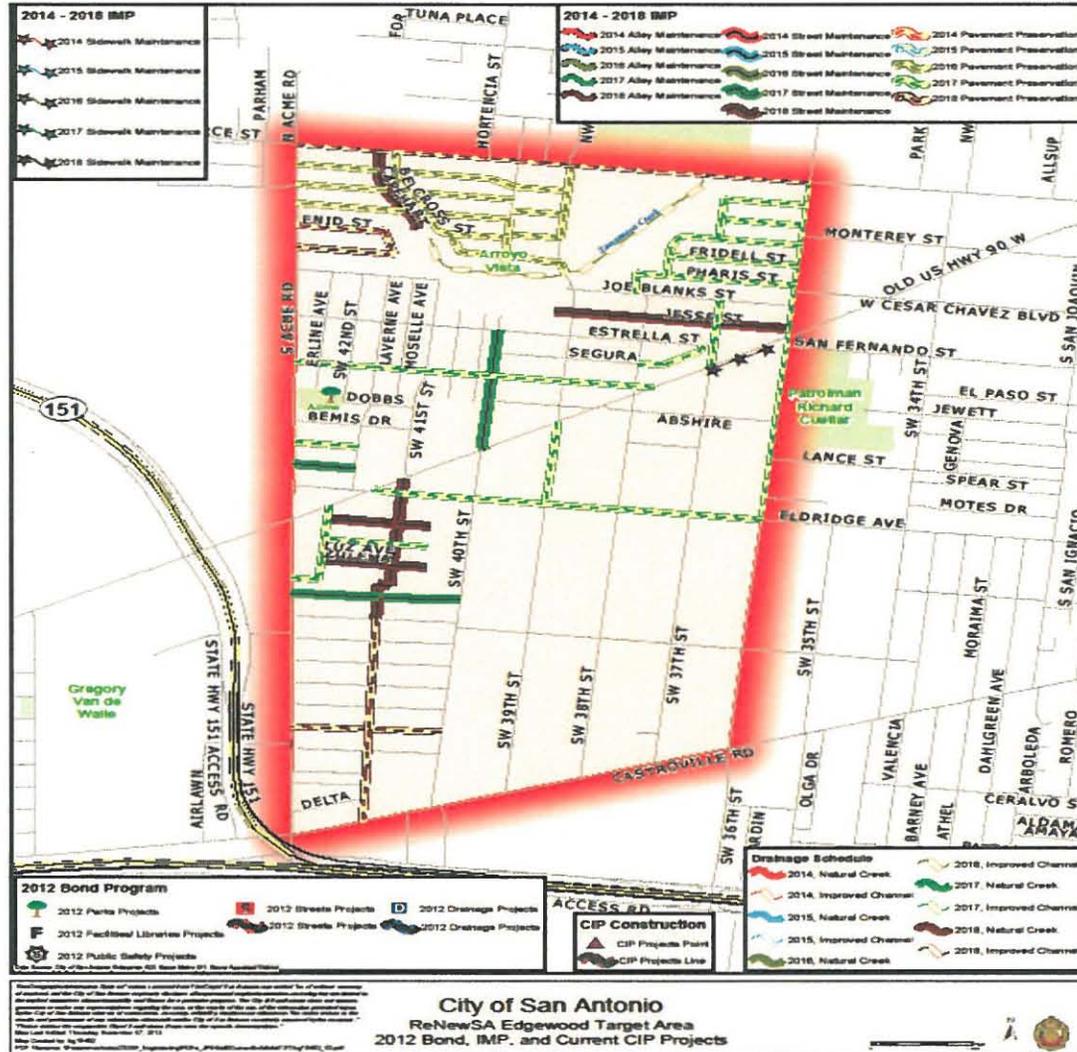


Figure 3: Infrastructure Map showing 2012 Bond Program, Infrastructure Management Program (IMP), and Capital Improvement Program (CIP) projects in the Edgewood Target Area.

TARGET AREA ASSESSMENT DRAFT

Housing Assessment

Residential development of the Edgewood neighborhood began in the early 1930's. These early single-family homes comprise much of the housing stock today.

Between January and February 2014, San Antonio Department of Planning and Community Development (DPCD) staff conducted a windshield condition assessment of housing in the Target Area and rated each property on a one to five scale. Properties were rated based on the condition of their foundations, roofing, doors, windows, chimneys, gutters, paint, siding, and other exterior elements. A rating of one indicates the property is "well maintained" with no immediate maintenance requirements, while a five rating indicates the property is "not salvageable" due to substandard structural conditions.

The results of the DPCD condition assessment indicate that while the majority of homes in the Target Area are in serviceable condition, there is still a high number that are showing signs of age and deferred maintenance that could be targeted for assistance. The services needed range from minor repair to moderate rehabilitation.

There are 485 vacant structures and lots scattered throughout the Target Area. Most of the vacant structures are in a state of disrepair. Although some are secured, others are open to the elements, accelerating their rate of deterioration and creating a hazard for surrounding residents. Several of the vacant lots surveyed previously contained a structure and should still have utilities in place that could serve infill housing. The vacant lots for sale in the Target Area are mostly investor-owned; there are currently sixteen lots available that could be acquired by either the City, a for-profit, or a not-for-profit housing provider for new home construction.

Edgewood Housing Assessment		
Condition Rating	Number of Units	Percentage
1—Well Maintained	247	11.3%
2—Minor Repairs	1060	48.8%
3—Moderate Repairs	675	31%
4—Major Repairs	176	8.1%
5—Not Salvageable	14	.64%
Totals	2172	100%



Existing housing stock in Target Area



TARGET AREA ASSESSMENT — DRAFT

Commercial Assessment

Old HWY 90 W and Castroville are the primary commercial corridors in the Edgewood Target Area. These corridors primarily include small local businesses with most tenants occupying office and retail spaces. Vacant parcels are limited along the commercial thoroughfares. Stores along the primary commercial corridors generate pedestrian foot traffic. Overall, the commercial corridors are suffering from age and cluttered signage and could benefit from enhanced curb appeal. The recommended focus for the commercial sections of the Target Area are: façade improvements, storefront appearance, attracting quality goods and services, and a cleaner appearance within the high visibility nodes.



Commercial Strip along Castroville



Commercial Strip along Old HWY 90

COMMUNITY ENGAGEMENT—DRAFT

Partners

This Revitalization Plan was developed through a collaboration of various departments within the City of San Antonio and outside partners in the both the public and private sector. City partners include the Department of Planning and Community Development (DPCD), Transportation and Capital Improvement (TCI), Metro Health (MH), Center City Development Office (CCDO), Office of Sustainability (OS), Office of Historic Preservation (OHP), and the Development Services Department (DSD). Economic development partners external to the City include Frost Bank and Nonprofit Housing Partners.

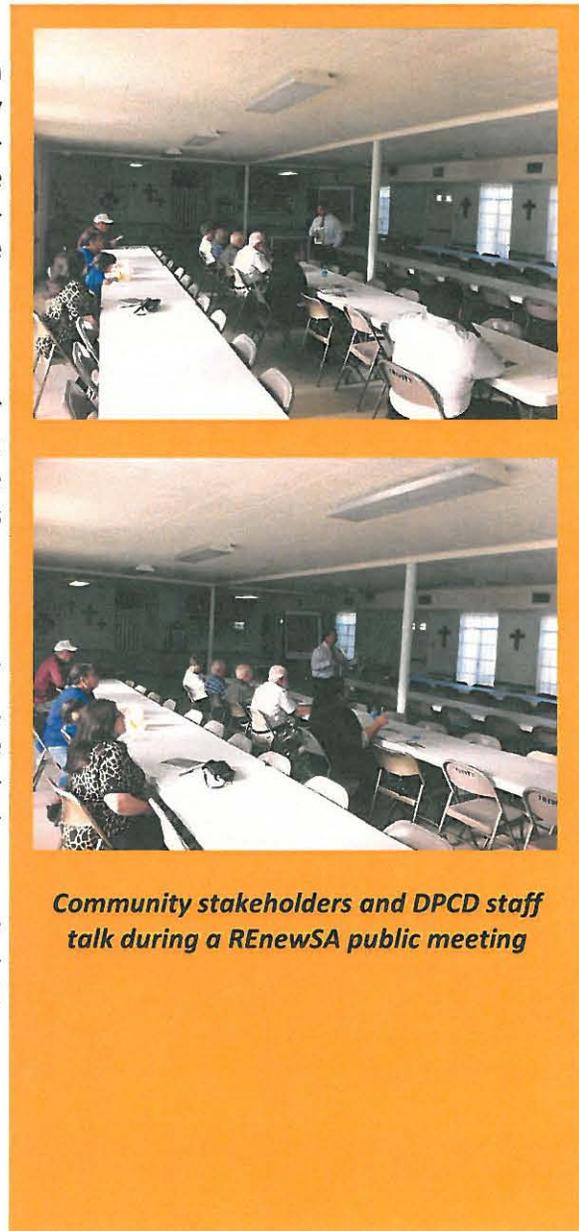
REnewSA Committee

The REnewSA Committee is composed of members representing City departments, partner agencies, non-profit housing providers, and financial institutions. The committee meets once a month to provide on-going policy direction and coordination for REnewSA actions. Committee members have an opportunity to actively participate in policy and program development as well as report out on the activities of their organizations during each meeting.

Public Meetings

The Department of Planning and Community Development (DPCD) hosted a stakeholders' meeting on March 26, 2014 for residents, civic and neighborhood leaders, business owners, and public sector entities to inform them about the REnewSA Initiative and gather input for the Revitalization Plan. Participants had an opportunity to discuss with the City the strategies discussed in this Plan. City staff will build upon the relationships formed with neighborhood leaders to facilitate delivery of community development programs.

Two "Home Improvement Mini-Expos" were held in the REnewSA Target Areas. The purpose of these expose is to educate residents on "Do it Yourself (DIY)" home repairs, home-improvement loan options, and choosing a reputable contractor. The first Mini Expo was held Saturday, May 10, 2014 and the second was held Saturday, June 21, 2014.



Community stakeholders and DPCD staff talk during a REnewSA public meeting



EDGEWOOD REVITALIZATION GOALS

REVITALIZATION GOALS

Six goals have been identified for the revitalization of the Edgewood Target Area. These goals and a brief description of each are found below. The strategies and indicators of success associated with each goal are detailed in the “Strategic Action Plan” that follows.

GOAL 1: REinvest – Reinvest in Neighborhoods

Neighborhood reinvestment strengthens property values and promotes neighborhood vitality.

GOAL 2: REvitalize – Revitalize Commercial Corridors

Commercial corridor revitalization attracts businesses that provide high-quality goods and services to residents.

GOAL 3: REhabilitate – Rehabilitate Houses

Rehabilitated housing promotes resident health and wellness.

GOAL 4: REstore – Restore Historic Properties

Cultural and historic resources provide a link to each neighborhood’s unique past. They are a source of community identity and pride.

GOAL 5: REMove – Remove Blighted Structures and Graffiti

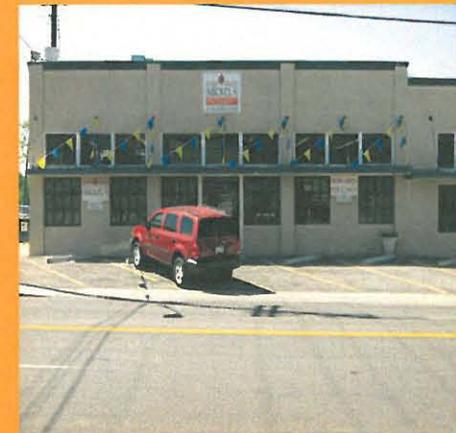
Blighted buildings and graffiti are eyesores and contribute to criminal activity. Removing them enhances community pride and safety.

GOAL 6: REgreen – Regreen Through Sustainable Design

Sustainable (“green”) design helps to increase energy efficiency, reduce resource consumption, and enhance community aesthetics.



Window Repair



Facade Improvements



STRATEGIC ACTION PLAN—GOAL 1: REinvest in Neighborhoods

GOAL 1: Reinvest in Neighborhoods

ACTION STRATEGIES:

1) Acquire vacant properties for title and land clearance

Use the resources available through Office of Urban Redevelopment San Antonio (OUR SA) for property acquisitions, title clearance, and land clearance.

2) Complete catalytic projects

Catalytic projects include pedestrian connections, sidewalks, landscaping, enhanced signage, improvements to parks and streets, and art installations. These types of improvements make the target area more attractive to investors and accelerate development.

3) Waive development fees

Leverage the Inner City Reinvestment Infill Policy (ICRIP) to waive or offset development costs to make infill development an attractive option to private investors and property owners.

4) Facilitate new home construction

Use the resources available through the Office of Urban Development (OUR SA) to help developers build new homes.

5) Develop REnewSA Website

Develop a website for REnewSA outreach and marketing efforts. The website should be a tool for residents, businesses, and investors.

6) Provide Down Payment Assistance

Use the resources available through the Homeowner Incentive Program (HIP) to assist eligible residents who are buying a new or existing home in the Edgewood Target Area with up to \$12,000 in down payment or closing costs.

REinvest Indicators of Success

1) Housing starts and renovations

Target: Increase new housing starts and renovations by 25% over baseline

- **Data:** DSD building permit data for new residential building and renovation permits

2) New private investment

Target: \$1 private investment for every \$1 public investment

- **Data:** DSD building permit data for residential and commercial building permits

STRATEGIC ACTION PLAN—GOAL 2: REvitalize Commercial Corridors

GOAL 2: Revitalize Commercial Corridors

ACTION STRATEGIES:

1) Assist property owners with exterior rehabilitation

Use Operation Facelift to reverse the deterioration of commercial structures, promote consistency in design, and create aesthetically pleasing environments. Funds assist property owners with appropriate exterior rehabilitation and bringing their buildings up to City Code.

2) Transform Brownfield sites

Brownfields are abandoned or underutilized properties with real or perceived environmental contamination that complicates redevelopment. Provide resources to owners and developers of these properties to address these issues, so the properties can be returned to productive use.

3) Improve and maintain critical infrastructure

Use the 2012-2017 bond program to address larger projects such as new streets, drain age, parks, libraries, and community facilities. Use the five-year Infrastructure Management Program (IMP) to maintain infrastructure.

There are three pavement preservation projects and four pavement preservation projects scheduled for Collins Gardens between 2012 and 2108. A Bond Program project is also scheduled for Collins Gardens Park. See Figure 3, "Infrastructure Map", on page 8.

REvitalize Indicators of Success

1) New businesses

Target: Increase the number of new businesses over baseline

- **Data:** DSD certificate of occupancy data

2) Renovation permits for commercial structures

Target: Increase the number of renovation permits for commercial structures

- **Data:** DSD building permit data for new commercial renovation projects

3) Brownfields

Target: Create inventory of potential brownfield sites using the Brownfields Inventory Evaluation System. Increase Phase I environmental site assessments by 50% over baseline.

- **Data:** Brownfield program data

STRATEGIC ACTION PLAN—GOAL 3: REhabilitate Houses

GOAL 3: Rehabilitate Houses

ACTION STRATEGIES

- 1) Provide financial assistance to homeowners for major housing repairs**
Help low-to-moderate income homeowners rehabilitate their substandard and non code-compliant properties with low interest or deferred payment loans available through the Owner-Occupied Rehabilitation Program.
- 2) Address minor residential health and safety items**
Assist qualified homeowners with minor home repairs through the Minor Repair Program. Minor repairs include plumbing, electrical, and broken or damaged exterior features.

Rehabilitate Indicators of Success

1) Minor and Owner-Occupied Rehab Home Repairs

Target: Increase by 25% over baseline the number of rehabilitated Homes

-Data: Minor and Owner Occupied Rehab Home Repair program data



Before



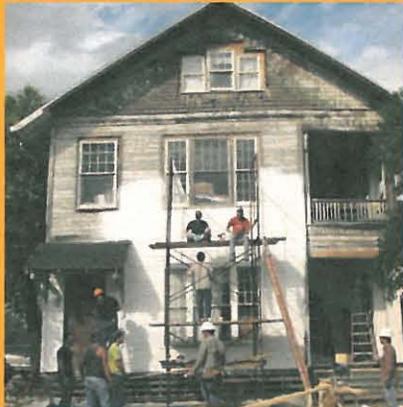
After

STRATEGIC ACTION PLAN - GOAL 4: REstore Historic Properties

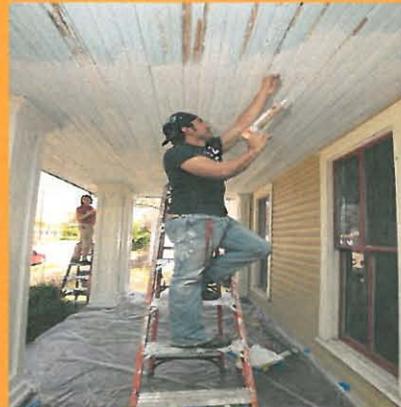
GOAL 4: Restore Historic Properties

ACTION STRATEGIES

- 1) Assist with minor exterior home repairs on historic and potentially historic properties**
Use financial and other resources available through the Students Together Achieving Revitalization (STAR) and Preservation Day programs to perform minor repairs and yard maintenance on qualifying properties.
- 2) Establish a pilot receivership program**
Establish a pilot receivership program to assume control of and rehabilitate dangerously neglected designated historic properties.
- 3) Inventory and designate historic properties**
Inventory all properties in Target Area and evaluate for historic significance.



Exterior Home Repair



Porch Improvement

REstore

Indicators of Success

1) Restore neglected historic properties

Target: Establish pilot receivership program to assume control of and rehabilitate dangerously neglected historic properties

- Data: Adoption of pilot receivership program

2) Identify and protect historic assets

Target: Inventory all properties to determine historic significance. Designate 75% of identified historic assets.

- Data: City Council approval of historic designations

STRATEGIC ACTION PLAN — GOAL 5: REMOVE BLIGHTING STRUCTURES AND GRAFFITI

GOAL 5: Remove Blighting Structures and Graffiti

ACTION STRATEGIES:

1) Increase number of code enforcement officers in Target Areas

Provide more code enforcement officers through Neighborhood Enhancement Teams (NET) to proactively coordinate code investigations and special projects with emphasis on highly traveled areas and inner city revitalization corridors.

2) Proactively enforce property maintenance standards

Provide resources for forty additional code abatements in Target Areas.

3) Decrease vandalism

Use programs such as Mini-Wipeout to clean up vandalism that occurs on public property.



Artistic Enhancements



Mini Wipeout



Graffiti Wipeout Volunteers

REMOVE Indicators of Success

1) Code Violations

Target: Decrease the number of code violations by 25% over baseline assessment.

– Data: Code Enforcement program data

STRATEGIC ACTION PLAN—GOAL 6: REgreen with Sustainable Design

GOAL 6: Regreen with Sustainable Design

ACTION STRATEGIES

1) Create healthy, safe, energy-efficient, and sustainable homes for families and children

Prevent and correct housing-related health and safety hazards, such as lead-based paint, mold, household asthma triggers, and fire hazards through the Green and Healthy Homes Initiative.

2) Promote green building standards

Provide residential and multifamily developers with a variety of options to incorporate green building standards into new or retrofit construction through Build San Antonio Green.

3) Educate the public on solar energy options

Provide education and consultations for residents on solar energy and solar hot water technologies through the Bring Solar Home Program. Consultations include referrals to qualified solar installers and guidance on financing, rebate, and tax credit options.

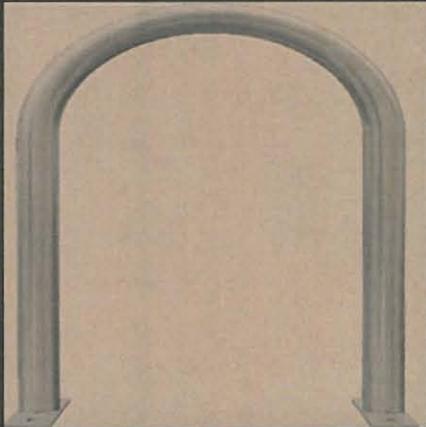
4) Install bike racks throughout the community

Promote the use of alternative transportation and increase bike-friendliness through the Office of Sustainability’s bike rack program. Interested businesses can submit an application for the installation of “inverted-U” bike racks.

REgreen Indicators of Success

1) Increase participation in sustainable design programs.

Target: 25% increase over baseline



“Inverted-U” bike rack offered by the SA Office of Sustainability

REnewSA Funding — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REinvest in Neighborhood			
Acquire vacant properties for title and land clearance	Land Bank Our SA	Office of Urban Redevelopment San Antonio (OUR SA)	\$20,640
Complete Catalytic Projects	Catalytic and Gateway Projects	Grants and Monitoring Administration (GMA)	\$275,000
Waive Development Fees	City Reinvestment Infill Policy (ICRIP)	Department of Planning and Community Development (DPCD)	\$1,000,000 Within all of the ICRIP Boundary
Facilitate New Home Construction	OUR SA Revolving Loan Fund	OUR SA	\$6,160
Develop REnewSA Website	Portal Development and Outreach	DPCD	\$2,000
Provide Down Payment Assistance	Homeownership Incentive Program (HIP)	DPCD	\$73,582
REvitalize Commercial Corridors			
Assist Property Owners with Exterior Rehabilitation	Operation Facelift	DPCD	\$19,000
Transform Brownfield Sites	San Antonio Brownfield Program	Center City Development Office (CCDO)	\$275,000
Improve and Maintain Critical Infrastructure	2012-2017 Bond Program and Infrastructure Management Program (IMP)	Transportation and Capital Improvement (TCI)	\$465,251



REnewSA Funding, Cont. — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REhabilitate Houses			
Provide Financial Assistance to Homeowners for Major Housing Repairs	Owner-Occupied Rehab Program	Office of Urban Redevelopment San Antonio (OUR SA)	\$250,000
Address Minor Residential Health and Safety Items	Minor Repair Program	Grants and Monitoring Administration (GMA)	\$500,000 (Citywide)
REstore Historic Properties			
Assist with Minor Exterior Home Repairs on Historic and Potential Historic Properties	Students Together Achieving Revitalization (S.T.A.R. Program)	Office of Historic Preservation (OHP)	\$1,000 - \$5,000 per house, depending on scope of work. (Citywide)
Establish a Pilot Receivership Program	Receivership Program	Office of Historic Preservation (OHP)	\$10,000 (Citywide)
Inventory and Designate Historic Properties	Preservation Day	Office of Historic Preservation (OHP)	\$1,000 - \$5,000 per house, depending on scope of work. (Citywide)



REnewSA Funding, Cont. — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REmove Blighting Structures and Graffiti			
Increase Number of Code Enforcement Officers in Target Areas	Code Enforcement	Development Services Department (DSD)	\$37,400
Proactively Enforce Property Maintenance Standards	Code Enforcement	Development Services Department (DSD)	\$2,000
Decrease Vandalism	Mini-Wipeout Program	Development Services Department (DSD)	Based on Assessment (Citywide)
REgreen with Sustainable Design			
Create Healthy, Safe, Energy-Efficient, and Sustainable Homes for Families and Children	The City of San Antonio's Office of Sustainability Green and Healthy Homes Program		\$1.5 million (Citywide)
Promote Green Building Standards	Build San Antonio Green	Office of Sustainability	Based on Assessment (Citywide)
Educate the Public on Solar Energy Options	Bring Solar Home	Office of Sustainability	Based on Assessment (Citywide)
Install Bike Racks Throughout the Community	Bike Rack Program	Office of Sustainability	Based on Assessment (Citywide)
Lead Hazard Reduction	Green and Healthy Homes	DPCD Program	\$3 million (Citywide)





Prepared by the City of San Antonio
Department of Planning & Community Development
www.sanantonio.gov/planning



Collins Gardens REVITALIZATION PLAN



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Background—REnewSA Initiative

The REnewSA Initiative is a partnership between the City of San Antonio Department of Planning and Community Development (DPCD), Office of Historic Preservation (OHP), Center City Development Office (CCDO), Development Services Department (DSD), as well as other outside partners from both the private and public sector. Leadership of REnewSA is provided by a committee representing City departments, partner agencies, non-profit housing providers, and financial institutions. The committee meets once a month to provide on-going policy direction and coordination for REnewSA actions.

The goal of the REnewSA Initiative is to create value from vacant, neglected, and underutilized inner city properties by coordinating and deploying the resources administered by multiple City departments and partner organizations to targeted neighborhoods and corridors. In August 2013, the San Antonio City Council approved five **Target Areas** for the initial focus of REnewSA's efforts:

- Collins Gardens
- Edgewood
- Harlandale
- University Park West/Blueridge
- Wheatley

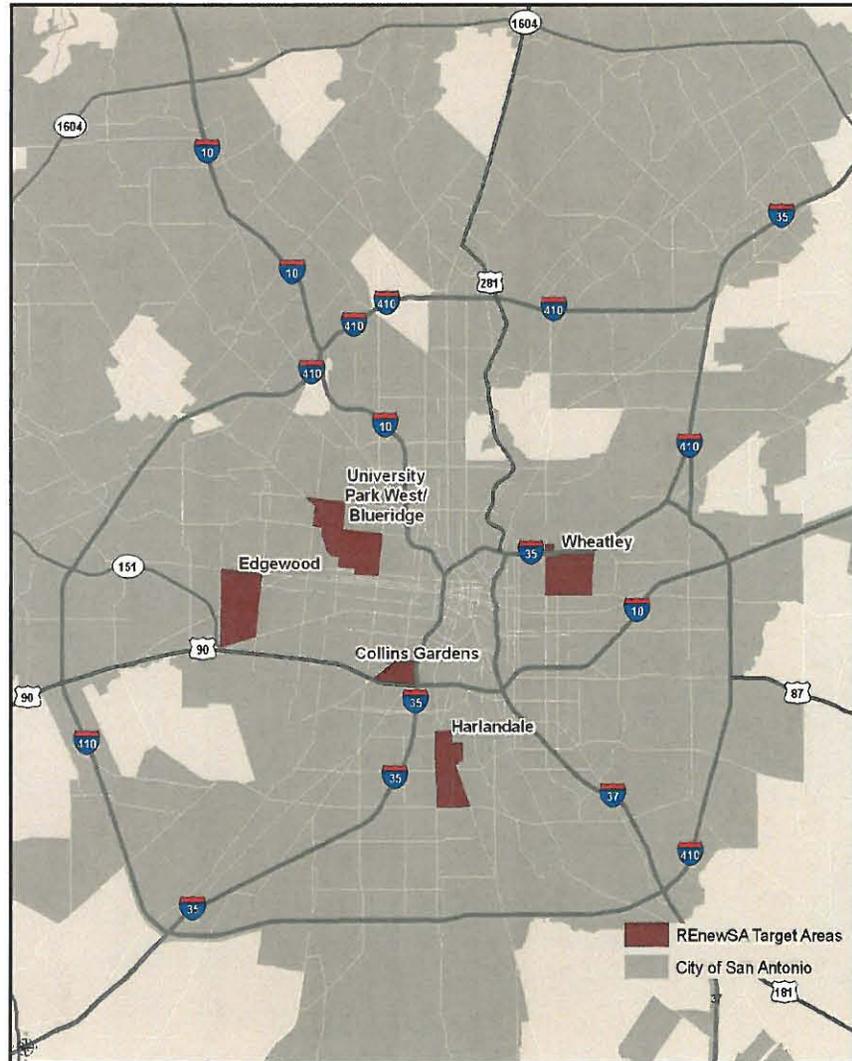


Figure 1: REnewSA Target Areas



OVERVIEW – DRAFT

Background—REnewSA Initiative *(continued)*

Target Areas were selected based on a balance of neighborhood potential and need. The idea was that the resources available through REnewSA will be put to their “highest and best” use by assisting neighborhoods already demonstrating positive momentum achieve the critical mass necessary to create lasting change. The following criteria were used to weigh assets and challenges of potential target areas to determine their suitability for the REnewSA program:

Assets to leverage:

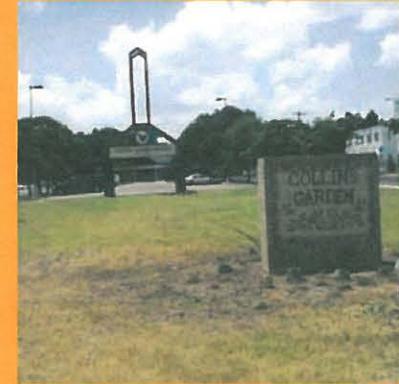
- Proximity to parks, open space, and other public facilities
- Presence of unified stakeholders
- Availability of public programs, incentives, and tools for revitalization
- Presence of support organizations
- Proximity to major employment and activity centers

Challenges to consider:

- Demonstrated community need, both perceived and quantified through Quality of Life Ranking and Census Data. Quality of Life Rankings take into account crime statistics, code violations, building permit activity, and trends in the housing and real estate markets (e.g. foreclosure and vacancy rates).

Designation of the five REnewSA Target Areas was approved by the San Antonio City Council on August 1, 2013 as part of the City’s Annual Action Plan. After approval, a **Revitalization Plan** was developed for each Target Area. Revitalization Plans provide a framework for achieving change in the community through focused goals and coordinated support for key improvement projects. The Collins Gardens Revitalization Plan that follows details the revitalization goals for the neighborhood and aligns them with specific strategies, support programs, funding sources, and indicators of success.

All REnewSA Revitalization Plans meet the criteria of a Community Revitalization Plan under the Texas Department of Housing and Community Affairs (TDHCA) 2013 Qualified Allocation Plan. The San Antonio City Council approved the Annual Action



Collins Gardens Park

TARGET AREA DESCRIPTION— DRAFT

Geography

The **Collins Gardens Target Area** (indicated with red in Figure 2) is located just southwest of downtown San Antonio. It is bounded on the north by Goodwin and Southholme Avenues, on the east by IH-35 S, on the west by Frio City Road, and on the south by U.S. Highway 90. Brazos Street vertically bisects the Collins Gardens area. Nogalitos Street, a commercial corridor, runs diagonally through its southeastern edge.

Within the Target Area, a six-block “**cluster area**” and four “**high visibility nodes**” have also been identified. Clustering is a way to concentrate limited resources to residences and businesses within a small designated zone to achieve demonstrable change. Clusters have the greatest potential for improvement with needs that can be addressed through existing programs. The **cluster area** (indicated with orange in Figure 2) is bounded by Goodwin Avenue on the north, Brazos Street on the east, Oriental Avenue on the south, and Frio City Road on the west.

High visibility nodes serve as “gateways” into the Target Area and are potential locations for gateway improvement projects such as signage and landscaping. The four high visibility nodes (indicated in yellow in Figure 2) are:

- 1) Nogalitos Street and IH-35 S
- 2) Nogalitos Street and U.S. Highway 90
- 3) Nogalitos Street and Park Boulevard
- 4) Brazos Street and U.S. Highway 90



Figure 2: Collins Gardens Aerial Map



TARGET AREA DESCRIPTION — DRAFT

Demographics Snapshot

The Collins Gardens Target Area includes approximately 2,752 residents with a median age of 35.8 years. The compares with a median age of 33.0 years for the City of San Antonio. The majority of the residents in Collins Gardens classify themselves as Hispanic. The average household size in the Target Area (2.97 persons) is slightly larger than the City of San Antonio average (2.71). The percentage of owner-occupied housing units is greater for Collins Gardens (63.8%) than for the City (50.8%), however the median household income (\$29,244.00) is significantly below the median household income for the City (\$41,307.00).

Collins Gardens Target Area 2012 Demographic Data

Population

Total Population	2,752
Male	1,338 (48.6%)
Female	1,412 (51.4%)
Median Age	35.8

Race and Ethnicity

White Alone	75.5%
Black Alone	0.3%
American Indian Alone	1.0%
Asian Alone	0.4%
Pacific Islander Alone	0.0%
Other Race	21.0%
Two or more races	1.9%
Hispanic Origin (of any race)	95.8%

Households

Total Households	925
Average Household Size	2.97
Median Household Income	\$29,244.00

Housing

Total Housing Units	1,003
Owner-Occupied Housing Units	640
Renter-Occupied Housing Units	285
Vacant Housing Units	78

Source: ESRI forecasts for 2012 based on U.S. Census Bureau data at: www.businessdecision.info



TARGET AREA ASSESSMENT – DRAFT

Infrastructure Assessment

There are approximately forty streets in the Collins Gardens Target Area, including seven major thoroughfares: Nogalitos Street, Brazos Street, North Park Boulevard, South Park Boulevard, U.S. Highway 90, Frio City Road, and IH-35 South.

The Target Area includes projects from the City of San Antonio's 2012-2017 Bond Program, Infrastructure Management Program (IMP), and the San Antonio Capital Improvement Program (CIP). Scheduled projects include improvements to Collins Gardens Park, street maintenance, and pavement preservation. See Figure 3 on page eight for a map of specific projects and locations.

Collins Gardens Park

- Collins Gardens Basketball Court Cover
- Collins Gardens Pavilion

Pavement Preservation (application of protective sealant)

- Harriman Place
- Drake Avenue
- Gaynor Street
- South Brazos Street

Street Rehabilitation

- Dart Street
- Mock Place
- Hale



Infrastructure improvements

TARGET AREA ASSESSMENT—DRAFT



Figure 3: Infrastructure Map showing 2012 Bond Program, Infrastructure Management Program (IMP), and Capital Improvement Program (CIP) projects in the Collins Gardens Target Area.

TARGET AREA ASSESSMENT DRAFT

Housing Assessment

Residential development of the Collins Gardens neighborhood began in the 1910s and 1920s. These early single-family bungalows and cottages comprise much of the housing stock today.

Between January and February 2014, San Antonio Department of Planning and Community Development (DPCD) staff conducted a windshield condition assessment of housing in the Target Area and rated each property on a one to five scale. Properties were rated based on the condition of their foundations, roofing, doors, windows, chimneys, gutters, paint, siding, and other exterior elements. A rating of one indicates the property is “well maintained” with no immediate maintenance requirements, while a five rating indicates the property is “not salvageable” due to substandard structural conditions.

The results of the DPCD condition assessment indicate that while the majority of homes in the Target Area are in serviceable condition, there is still a high number that are showing signs of age and deferred maintenance that could be targeted for assistance. The services needed range from minor repair to moderate rehabilitation.

There are nine vacant structures and lots scattered throughout the Target Area (this number is not reflected in the condition assessment chart). Most of the vacant structures are in a state of disrepair. Although some are secured, others are open to the elements, accelerating their rate of deterioration and creating a hazard for surrounding residents. Several of the vacant lots surveyed previously contained a structure and should still have utilities in place that could serve infill housing. The vacant lots for sale in the Target Area are mostly investor-owned; there are currently sixteen lots available that could be acquired by either the City, a for-profit, or a not-for-profit housing provider for new home construction.

Collins Gardens Housing Assessment		
Condition Rating	Number of Units	Percentage
1—Well Maintained	50	5.6%
2—Minor Repairs	516	57.9%
3—Moderate Repairs	273	30.6%
4—Major Repairs	45	5.1%
5—Not Salvageable	7	.79%
Totals	891	100%



Existing housing stock in Target Area



TARGET AREA ASSESSMENT — DRAFT

Commercial Assessment

Nogalitos Street and Frio City Road are the primary commercial corridors in the Collins Gardens Target Area. These corridors primarily include small local businesses with most tenants occupying office and retail spaces. Vacant parcels are limited along the commercial thoroughfares. The H.E.B. grocery store at 1601 Nogalitos serves as an anchor for the area and generates pedestrian traffic. Overall, the commercial corridors are suffering from age and cluttered signage and could benefit from enhanced curb appeal. The recommended focus for the commercial sections of the Target Area are: façade improvements, storefront appearance, attracting quality goods and services, and a cleaner appearance within the high visibility nodes.

In 2014, the old H.E.B. store on Nogalitos was demolished to make room for a new, multi-level H.E.B. building, the first of its type in San Antonio. When complete, the larger store is expected to draw customers from the broader community, not just the immediate Collins Gardens Target Area. Increased customer traffic and the fact that a large retailer such as H.E.B. chose to reinvest in this area could draw other businesses.



Commercial strip along Nogalitos



Design concept for new H.E.B. store on Nogalitos showing escalators to carry customers and carts between floors

COMMUNITY ENGAGEMENT—DRAFT

Partners

This Revitalization Plan was developed through a collaboration of various departments within the City of San Antonio and outside partners in the both the public and private sector. City partners include the Department of Planning and Community Development (DPCD), Transportation and Capital Improvement (TCI), Metro Health (MH), Center City Development Office (CCDO), Office of Sustainability (OS), Office of Historic Preservation (OHP), and the Development Services Department (DSD). Economic development partners external to the City include Frost Bank and Nonprofit Housing Partners.

REnewSA Committee

The REnewSA Committee is composed of members representing City departments, partner agencies, non-profit housing providers, and financial institutions. The committee meets once a month to provide on-going policy direction and coordination for REnewSA actions. Committee members have an opportunity to actively participate in policy and program development as well as report out on the activities of their organizations during each meeting.

Public Meetings

The Department of Planning and Community Development (DPCD) hosted a stakeholders' meeting on March 31, 2014 for residents, civic and neighborhood leaders, business owners, and public sector entities to inform them about the REnewSA Initiative and gather input for the Revitalization Plan. Participants had an opportunity to discuss with the City the strategies discussed in this Plan. City staff will build upon the relationships formed with neighborhood leaders to facilitate delivery of community development programs.

Two "Home Improvement Mini-Expos" were held in the REnewSA Target Areas. The purpose of these expose is to educate residents on "Do it Yourself (DIY)" home repairs, home-improvement loan options, and choosing a reputable contractor. The first Mini Expo was held Saturday, May 10, 2014 and the second was held Saturday, June 21, 2014.



Community stakeholders and DPCD staff talk during a REnewSA public meeting



COLLINS GARDENS REVITALIZATION GOALS

REVITALIZATION GOALS

Six goals have been identified for the revitalization of the Collins Gardens Target Area. These goals and a brief description of each are found below. The strategies and indicators of success associated with each goal are detailed in the “Strategic Action Plan” that follows.

GOAL 1: REinvest – Reinvest in Neighborhoods

Neighborhood reinvestment strengthens property values and promotes neighborhood vitality.

GOAL 2: REVitalize – Revitalize Commercial Corridors

Commercial corridor revitalization attracts businesses that provide high-quality goods and services to residents.

GOAL 3: REhabiliate – Rehabilitate Houses

Rehabilitated housing promotes resident health and wellness.

GOAL 4: REstore – Restore Historic Properties

Cultural and historic resources provide a link to each neighborhood’s unique past. They are a source of community identity and pride.

GOAL 5: REMove – Remove Blighted Structures and Graffiti

Blighted buildings and graffiti are eyesores and contribute to criminal activity. Removing them enhances community pride and safety.

GOAL 6: REgreen – Regreen Through Sustainable Design

Sustainable (“green”) design helps to increase energy efficiency, reduce resource consumption, and enhance community aesthetics.



Window Repair



Facade Improvements

STRATEGIC ACTION PLAN—GOAL 1: REinvest in Neighborhoods

GOAL 1: Reinvest in Neighborhoods

ACTION STRATEGIES:

1) Acquire vacant properties for title and land clearance

Use the resources available through Office of Urban Redevelopment San Antonio (OUR SA) for property acquisitions, title clearance, and land clearance.

2) Complete catalytic projects

Catalytic projects include pedestrian connections, sidewalks, landscaping, enhanced signage, improvements to parks and streets, and art installations. These types of improvements make the target area more attractive to investors and accelerate development.

3) Waive development fees

Leverage the Inner City Reinvestment Infill Policy (ICRIP) to waive or offset development costs to make infill development an attractive option to private investors and property owners.

4) Facilitate new home construction

Use the resources available through the Office of Urban Development (OUR SA) to help developers build new homes.

5) Develop RNewSA Website

Develop a website for RNewSA outreach and marketing efforts. The website should be a tool for residents, businesses, and investors.

6) Provide Down Payment Assistance

Use the resources available through the Homeowner Incentive Program (HIP) to assist eligible residents who are buying a new or existing home in the Collins Gardens Target Area with up to \$12,000 in down payment or closing costs.

REinvest Indicators of Success

1) Housing starts and renovations

Target: Increase new housing starts and renovations by 25% over baseline

- **Data:** DSD building permit data for new residential building and renovation permits

2) New private investment

Target: \$1 private investment for every \$1 public investment

- **Data:** DSD building permit data for residential and commercial building permits

STRATEGIC ACTION PLAN—GOAL 2: REvitalize Commercial Corridors

GOAL 2: Revitalize Commercial Corridors

ACTION STRATEGIES:

1) Assist property owners with exterior rehabilitation

Use Operation Facelift to reverse the deterioration of commercial structures, promote consistency in design, and create aesthetically pleasing environments. Funds assist property owners with appropriate exterior rehabilitation and bringing their buildings up to City Code.

2) Transform Brownfield sites

Brownfields are abandoned or underutilized properties with real or perceived environmental contamination that complicates redevelopment. Provide resources to owners and developers of these properties to address these issues, so the properties can be returned to productive use.

3) Improve and maintain critical infrastructure

Use the 2012-2017 bond program to address larger projects such as new streets, drain age, parks, libraries, and community facilities. Use the five-year Infrastructure Management Program (IMP) to maintain infrastructure.

There are four pavement preservation projects and 3 three street rehabilitation projects scheduled for Collins Gardens between 2012 and 2108. A Bond Program project is also scheduled for Collins Gardens Park. See Figure 3, "Infrastructure Map", on page 8.

REvitalize Indicators of Success

1) New businesses

Target: Increase the number of new businesses over baseline

- **Data:** DSD certificate of occupancy data

2) Renovation permits for commercial structures

Target: Increase the number of renovation permits for commercial structures

- **Data:** DSD building permit data for new commercial renovation projects

3) Brownfields

Target: Create inventory of potential brownfield sites using the Brownfields Inventory Evaluation System. Increase Phase I environmental site assessments by 50% over baseline.

- **Data:** Brownfield program data



STRATEGIC ACTION PLAN—GOAL 3: REhabilitate Houses

GOAL 3: Rehabilitate Houses

ACTION STRATEGIES

- 1) Provide financial assistance to homeowners for major housing repairs**
Help low-to-moderate income homeowners rehabilitate their substandard and non code-compliant properties with low interest or deferred payment loans available through the Owner-Occupied Rehabilitation Program.
- 2) Address minor residential health and safety items**
Assist qualified homeowners with minor home repairs through the Minor Repair Program. Minor repairs include plumbing, electrical, and broken or damaged exterior features.

Rehabilitate Indicators of Success

1) Minor and Owner-Occupied Rehab Home Repairs

Target: Increase by 25% over baseline the number of rehabilitated Homes

-Data: Minor and Owner Occupied Rehab Home Repair program data



Before



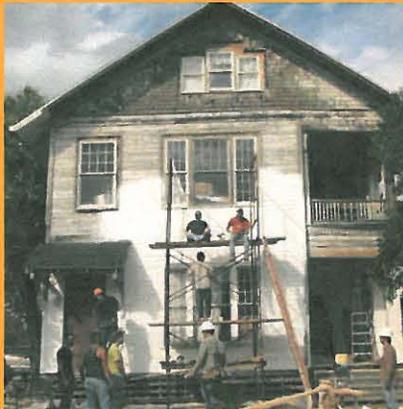
After

STRATEGIC ACTION PLAN - GOAL 4: REstore Historic Properties

GOAL 4: Restore Historic Properties

ACTION STRATEGIES

- 1) Assist with minor exterior home repairs on historic and potentially historic properties**
Use financial and other resources available through the Students Together Achieving Revitalization (STAR) and Preservation Day programs to perform minor repairs and yard maintenance on qualifying properties.
- 2) Establish a pilot receivership program**
Establish a pilot receivership program to assume control of and rehabilitate dangerously neglected designated historic properties.
- 3) Inventory and designate historic properties**
Inventory all properties in Target Area and evaluate for historic significance.



Façade Improvement



Porch Improvement

REstore Indicators of Success

1) Restore neglected historic properties

Target: Establish pilot receivership program to assume control of and rehabilitate dangerously neglected historic properties

- Data: Adoption of pilot receivership program

2) Identify and protect historic assets

Target: Inventory all properties to determine historic significance. Designate 75% of identified historic assets.

- Data: City Council approval of historic designations

STRATEGIC ACTION PLAN — GOAL 5: REMOVE BLIGHTING STRUCTURES & GRAFFITI

GOAL 5: Remove Blighting Structures and Graffiti

ACTION STRATEGIES:

- 1) Increase number of code enforcement officers in Target Areas**
Provide more code enforcement officers through Neighborhood Enhancement Teams (NET) to proactively coordinate code investigations and special projects with emphasis on highly traveled areas and inner city revitalization corridors.
- 2) Proactively enforce property maintenance standards**
Provide resources for forty additional code abatements in Target Areas.
- 3) Decrease vandalism**
Use programs such as Mini-Wipeout to clean up vandalism that occurs on public property.



Artistic painting along bridge

Artistic enhancements



Graffiti Wipeout volunteers

REMOVE Indicators of Success

1) Code Violations

Target: Decrease the number of code violations by 25% over baseline assessment.

– Data: Code Enforcement program data

STRATEGIC ACTION PLAN—GOAL 6: REgreen with Sustainable Design

GOAL 6: Regreen with Sustainable Design

ACTION STRATEGIES

1) Create healthy, safe, energy-efficient, and sustainable homes for families and children

Prevent and correct housing-related health and safety hazards, such as lead-based paint, mold, household asthma triggers, and fire hazards through the Green and Healthy Homes Initiative.

2) Promote green building standards

Provide residential and multifamily developers with a variety of options to incorporate green building standards into new or retrofit construction through Build San Antonio Green.

3) Educate the public on solar energy options

Provide education and consultations for residents on solar energy and solar hot water technologies through the Bring Solar Home Program. Consultations include referrals to qualified solar installers and guidance on financing, rebate, and tax credit options.

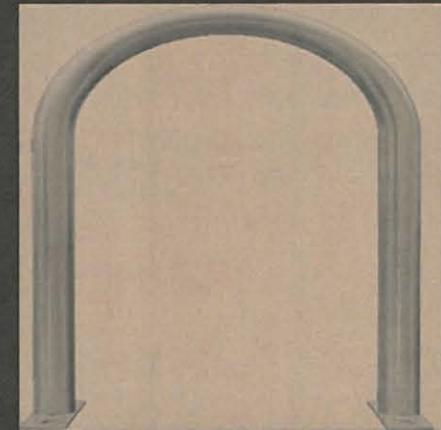
4) Install bike racks throughout the community

Promote the use of alternative transportation and increase bike-friendliness through the Office of Sustainability's bike rack program. Interested businesses can submit an application for the installation of "inverted-U" bike racks.

REgreen Indicators of Success

1) Increase participation in sustainable design programs.

Target: 25% increase over baseline



"Inverted-U" bike rack offered by the SA Office of Sustainability

REnewSA PROJECT FUNDING MATRIX — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REinvest in Neighborhoods			
Acquire vacant properties for title and land clearance	Land Bank Our SA	Office of Urban Redevelopment San Antonio (OUR SA)	\$20,640
Complete Catalytic Projects	Catalytic and Gateway projects	Pro-Grants and Monitoring station (GMA)	Admini- \$275,000
Waive Development Fees	City Reinvestment Infill Policy (ICRIP)	Pol- Department of Planning and Community Development (DPCD)	\$1,000,000 Within all of the ICRIP Boundary
Facilitate New Home Construction	OUR SA Revolving Loan Fund	OUR SA	\$6,160
Develop REnewSA Website	Portal Development and Outreach	DPCD	\$2,000
Provide Down Payment Assistance	Homeownership Incentive Program (HIP)	DPCD	\$73,582
REvitalize Commercial Corridors			
Assist Property Owners with Exterior Rehabilitation	Operation Facelift	DPCD	\$19,000
Transform Brownfield Sites	San Antonio Brownfield Program	Center City Development Office (CCDO)	\$275,000
Improve and Maintain Critical Infrastructure	2012-2017 Bond Program and Infrastructure Management Program (IMP)	Transportation and Capital Management (TCI)	Improve-\$551,881



REnewSA PROJECT FUNDING MATRIX — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REhabilitate Houses			
Provide Financial Assistance to Homeowners for Major Housing Repairs	Owner-Occupied Rehab Program	Office of Urban Redevelopment San Antonio (OUR SA)	\$250,000
Address Minor Residential Health and Safety Items	Minor Repair Program	Grants and Monitoring Administration (GMA)	Admini- \$500,000 (Citywide)
REstore Historic Properties			
Assist with Minor Exterior Home Repairs on Historic and Potential Historic Properties	Students Together Achieving Revitalization (S.T.A.R. Program)	Office of Historic Preservation (OHP)	\$1,000 - \$5,000 per house, depending on scope of work. (Citywide)
Establish a Pilot Receivership Program	Receivership Program	Office of Historic Preservation (OHP)	\$10,000 (Citywide)
Inventory and Designate Historic Properties	Preservation Day	Office of Historic Preservation (OHP)	\$1,000 - \$5,000 per house, depending on scope of work. (Citywide)



REnewSA PROJECT FUNDING MATRIX — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REmove Blighting Structures and Graffiti			
Increase Number of Code Enforcement Officers in Target Areas	Code Enforcement	Development Services (DSD)	Department \$37,400
Proactively Enforce Property Maintenance Standards	Code Enforcement	Development Services (DSD)	Department \$2,000
Decrease Vandalism	Mini-Wipeout Program	Development Services (DSD)	Department Based on Assessment (Citywide)
REgreen with Sustainable Design			
Create Healthy, Safe, Energy-Efficient, and Sustainable Homes for Families and Children	The City of San Antonio's Green and Healthy Homes Program	Office of Sustainability	\$1.5 million (Citywide)
Promote Green Building Standards	Build San Antonio Green	Office of Sustainability	Based on Assessment (Citywide)
Educate the Public on Solar Energy Options	Bring Solar Home	Office of Sustainability	Based on Assessment (Citywide)
Install Bike Racks Throughout the Community	Bike Rack Program	Office of Sustainability	Based on Assessment (Citywide)
Lead Hazard Reduction	Green and Healthy Homes Program	DPCD	\$3 million (Citywide)





Prepared by the City of San Antonio
Department of Planning & Community Development
www.sanantonio.gov/planning

DIVISION AV



SOUTHCROSS W

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SOUTHCROSS BV E

Harlandale REVITALIZATION PLAN

MILITARY DR SW/LOOP 13

MILITARY DR SW

MILITARY DR SE



Prepared by the City of San Antonio
Department of Planning & Community Development



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OVERVIEW – DRAFT

Document Summary

The Harlandale Area Revitalization Plan is a guidance document that summarizes current housing, infrastructure, and commercial conditions in the Harlandale Target Area and describes how the resources available through the REnewSA Initiative can be applied to support community renewal goals. The Harlandale Revitalization Plan is one of five Target Area Revitalization Plans developed as part of the REnewSA Initiative and is supportive of the priorities established in the 2005 South Central San Antonio Community Plan Update, SA2020, and other approved planning documents.

Background—REnewSA Initiative

The REnewSA Initiative is a partnership between the City of San Antonio Department of Planning and Community Development (DPCD), Office of Historic Preservation (OHP), Center City Development Office (CCDO), Development Services Department (DSD), as well as other outside partners from both the private and public sector. Leadership of REnewSA is provided by a committee representing City departments, partner agencies, non-profit housing providers, and financial institutions. The committee meets once a month to provide on-going policy direction and coordination for REnewSA actions.

The goal of the REnewSA Initiative is to create value from vacant, neglected, and underutilized inner city properties by coordinating and deploying the resources administered by multiple City departments and partner organizations to targeted neighborhoods and corridors. In August 2013, the San Antonio City Council approved five Target Areas

- Collins Gardens
- Edgewood
- Harlandale
- University Park West/Blueridge
- Wheatley

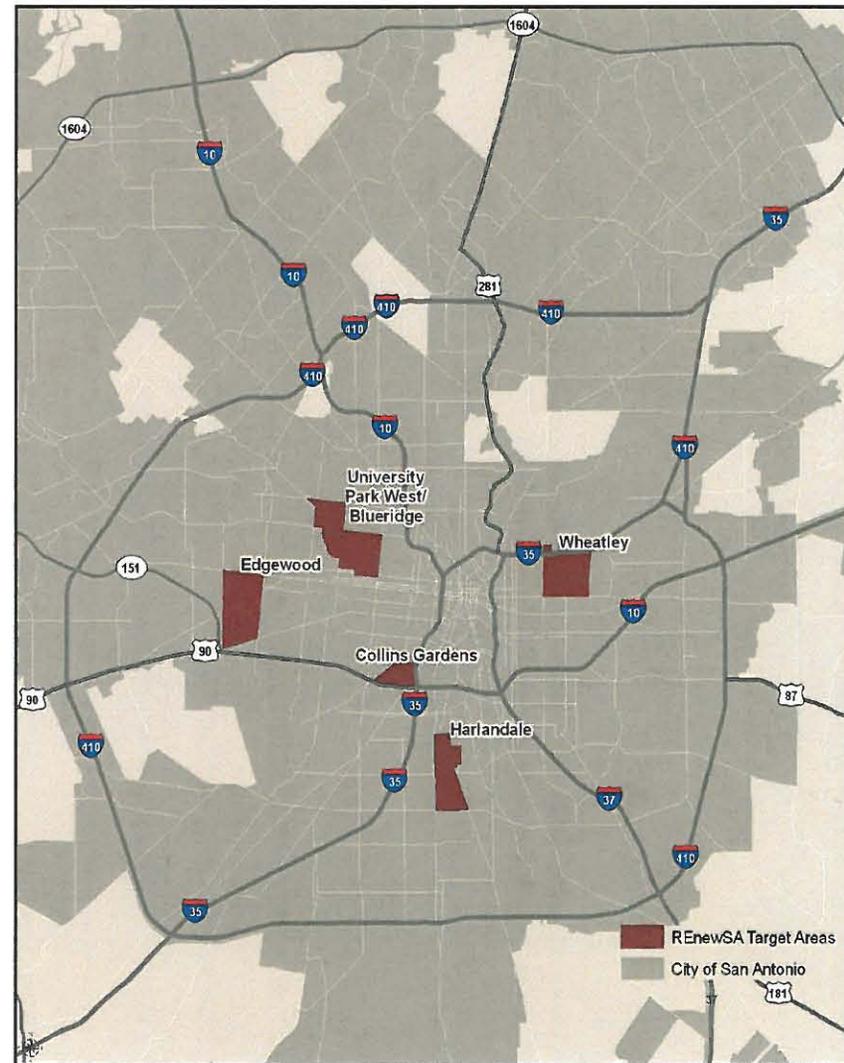


Figure 1: REnewSA Target Areas



OVERVIEW— DRAFT

Background—REnewSA Initiative *(continued)*

Target Areas were selected based on a balance of neighborhood potential and need. The idea was that the resources available through REnewSA will be put to their “highest and best” use by assisting neighborhoods already demonstrating positive momentum achieve the critical mass necessary to create lasting change. The following criteria were used to weigh assets and challenges of potential target areas to determine their suitability for the REnewSA program:

Assets to leverage:

- Proximity to parks, open space, and other public facilities
- Presence of unified stakeholders
- Availability of public programs, incentives, and tools for revitalization
- Presence of support organizations
- Proximity to major employment and activity centers

Challenges to consider:

- Demonstrated community need, both perceived and quantified through Quality of Life Ranking and Census Data. Quality of Life Rankings take into account crime statistics, code violations, building permit activity, and trends in the housing and real estate markets (e.g. foreclosure and vacancy rates).

Designation of the five REnewSA Target Areas was approved by the San Antonio City Council on August 1, 2013 as part of the City’s Annual Action Plan. After approval, a **Revitalization Plan** was developed for each Target Area. Revitalization Plans provide a framework for achieving change in the community through focused goals and coordinated support for key improvement projects. The Harlandale Revitalization Plan that follows details the revitalization goals for the neighborhood and aligns them with specific strategies, support programs, funding sources, and indicators of success.

All REnewSA Revitalization Plans meet the criteria of a Community Revitalization Plan under the Texas Department of Housing and Community Affairs (TDHCA) 2013 Qualified Allocation Plan. The San Antonio City Council approved the Annual Action



Improvements completed with Owner Occupied Rehabilitation Reconstruction



Improvements completed with Operation Facelift Matching Grant

TARGET AREA DESCRIPTION— DRAFT

Geography

The Harlandale Target Area (indicated with red in Figure 2) is located just south of downtown San Antonio. It is bounded on the north by Tommins Avenue and Octavia Place; on the east by Greenwood Street, Sierra Street, and S Flores Street; on the south by SW Military Drive; and on the west by Pleasanton Road.

Within the Target Area, a multi-block “cluster area” and four “high visibility nodes” have also been identified. Clustering is a way to concentrate limited resources to residences and businesses within a small designated zone to achieve demonstrable change. Clusters have the greatest potential for improvement with needs that can be addressed through existing programs. The cluster area (indicated with orange in Figure 2) is bounded by Beatrice Avenue on the north, S Flores Street on the east, Grapeland Avenue on the south, and Pleasanton Road on the west.

High visibility nodes serve as “gateways” into the Target Area and are potential locations for gateway improvement projects such as signage and landscaping. The four high visibility nodes (indicated with yellow in Figure 2) are:

- 1) Division Avenue and S Flores Street
- 2) E Southcross Boulevard and S Flores Street
- 3) SW Military Drive and S Flores Street
- 4) SW Military Drive and Pleasanton Road

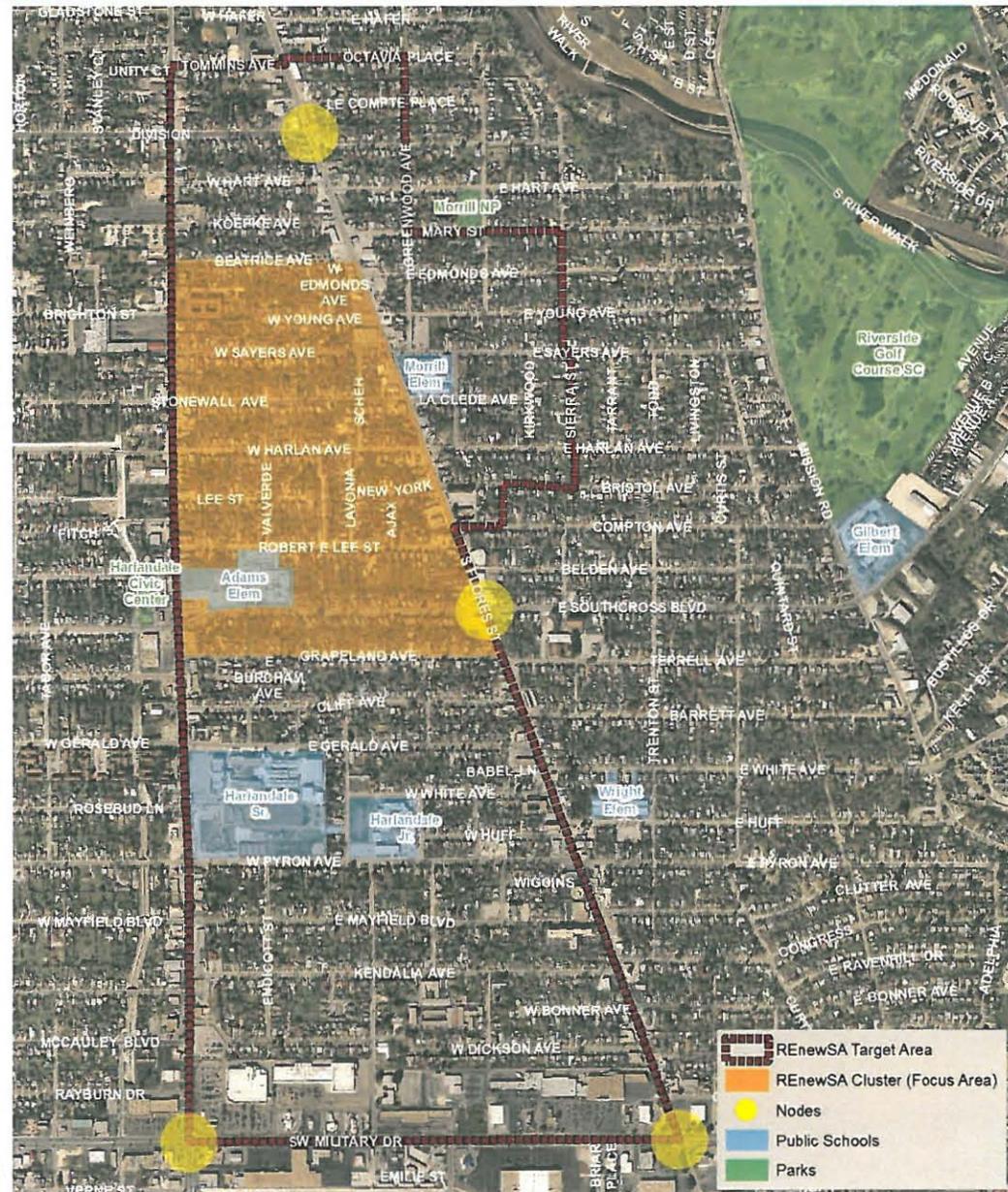


Figure 2: Harlandale Target Area Aerial Map

TARGET AREA DESCRIPTION—DRAFT

Demographics Snapshot

The Harlandale Target Area includes approximately 12,648 residents with a median age of 34.9 years. This compares with a median age of 33.0 years for the City of San Antonio. The majority of the residents in Harlandale classify themselves as Hispanic. The average household size in the Target Area (3.03 persons) is slightly larger than the City average (2.71). The percentage of owner-occupied housing units is greater for Harlandale (54.9%) than for the City (50.8%), however, the median household income (\$23,683.00) is significantly below the median household income for the City (\$41,307.00).

Harlandale Target Area 2012 Demographic Data

Population

Total Population	12,648
Male	6,261
Female	6,387
Median Age	34.9

Race and Ethnicity

White Alone	71.0%
Black Alone	0.8%
American Indian Alone	1.0%
Asian Alone	0.2%
Pacific Islander Alone	0.0%
Other Race	24.1%
Two or More Races	2.8%
Hispanic Origin (of any race)	91.4%

Households

Total Households	4,169
Average Household Size	3.03
Median Household Income	\$23,683.00

Housing

Total Housing Units	4,654
Owner-Occupied Housing Units	2,555
Renter-Occupied Housing Units	1,614
Vacant Housing Units	485

Source: ESRI forecasts for 2012 based on U.S. Census Bureau data at: www.businessdecision.info



TARGET AREA ASSESSMENT — DRAFT

Infrastructure Assessment

There are approximately seventy-one streets in the Harlandale Target Area, including five major thoroughfares: South Flores Street, Division Avenue, E Southcross Boulevard, SW Military Drive, and Pleasanton Road.

The Target Area includes projects from the City of San Antonio's 2012-2017 Bond Program, Infrastructure Management Program (IMP), and the San Antonio Capital Improvement Program (CIP). Scheduled projects include:

Pavement Preservation (application of protective sealant)

- Cliff Avenue
- E Gerald Avenue
- E Mayfield Avenue
- Pleasanton Road (portions)
- Bristol Avenue



Infrastructure improvements

TARGET AREA ASSESSMENT — DRAFT

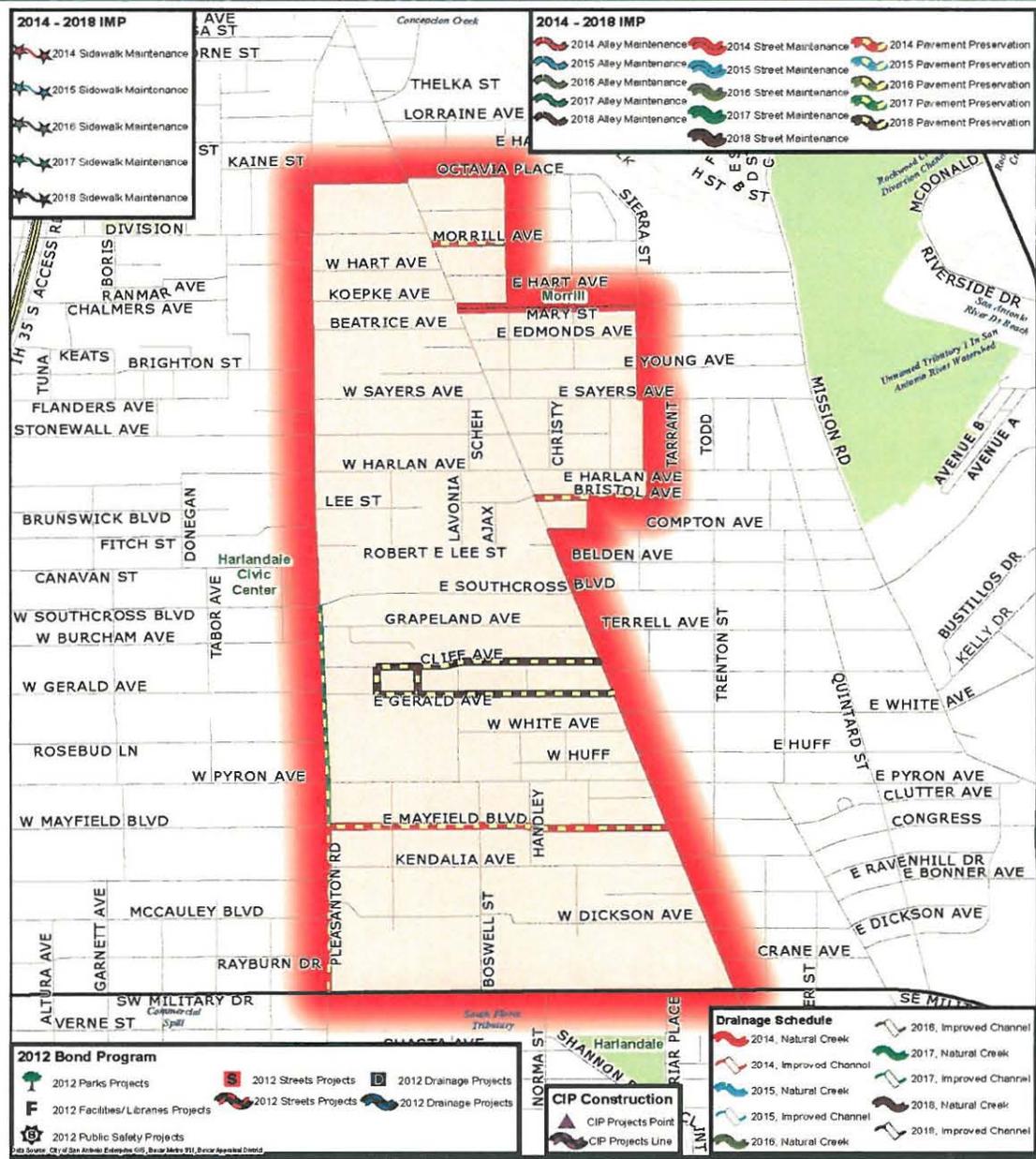


Figure 3: Infrastructure Map showing 2012 Bond Program, Infrastructure Management Program (IMP), and Capital Improvement Program (CIP) projects in the Harlandale Target Area



Area Assessment—DRAFT

Housing Assessment

Between January and February 2014, San Antonio Department of Planning and Community Development (DPCD) staff conducted a windshield condition assessment of housing in the Target Area and rated each property on a one to five scale. Properties were rated based on the condition of their foundations, roofing, doors, windows, chimneys, gutters, paint, siding, and other exterior elements. A rating of one indicates the property is “well maintained” with no immediate maintenance requirements, while a five rating indicates the property is “not salvageable” due to substandard structural conditions.

Condition Rating	Number of Units	Percentage
1—Well Maintained	176	10.9%
2—Minor Repairs	695	43.1%
3—Moderate Repairs	528	32.7%
4—Major Repairs	210	13.0%
5—Not Salvageable	4	0.3%
Totals	1613	100.0%

The results of the DPCD condition assessment indicate that while the majority of the housing units in the Harlandale Target Area are in serviceable condition, there is still a significant number showing signs of age and deferred maintenance that could be targeted for assistance. The services needed range from minor repair to moderate rehabilitation.

There are fifty-two vacant structures in the Target Area (this number is not reflected in the condition assessment chart). Most of the vacant structures are in a state of disrepair. Although some are secured, others are open to the elements, accelerating their rate of deterioration and creating a hazard for surrounding residents. Several of the vacant lots surveyed previously contained a structure and should still have utilities in place that could serve infill housing. The vacant lots for sale in the Target Area are mostly investor-owned.



Existing Housing Stock



Existing Housing Stock

TARGET AREA ASSESSMENT — DRAFT

Commercial Assessment

South Flores Street, SW Military Drive, and Pleasanton Road are the primary commercial thoroughfares in the Harlandale Target Area. These corridors primarily include small local businesses with most tenants occupying office and retail spaces. Vacant parcels are limited along the commercial thoroughfares. A few anchor businesses, such as pharmacies, large retail stores, and fast food restaurants, generate pedestrian and bicycle traffic within the Target Area.

Overall, the commercial corridors are suffering from age and cluttered signage and could benefit from enhanced curb appeal. The recommended focus for the commercial sections of the Target Area are: façade improvements, storefront appearance, attracting quality goods and services, and a cleaner appearance within the high visibility nodes.



Businesses along S Flores Street



Medical Facility

COMMUNITY ENGAGEMENT — DRAFT

Partners

This Revitalization Plan was developed through a collaboration of various departments within the City of San Antonio and outside partners in both the public and private sector. City partners include the Department of Planning and Community Development (DPCD), Transportation and Capital Improvement (TCI), Metro Health (MH), Center City Development Office (CCDO), Office of Sustainability (OS), Office of Historic Preservation (OHP), and the Development Services Department (DSD). Economic development partners external to the City include Frost Bank and Non-profit Housing Partners.

REnewSA Committee

The REnewSA Committee is composed of members representing City departments, partner agencies, non-profit housing providers, and financial institutions. The committee meets once a month to provide on-going policy direction and coordination for REnewSA actions. Committee members have an opportunity to actively participate in policy and program development as well as report out on the activities of their organizations during each meeting.

Public Meetings

The Department of Planning and Community Development (DPCD) hosted a stakeholders' meeting on April 2, 2014 for residents, civic and neighborhood leaders, business owners, and public sector entities to inform them about the REnewSA Initiative and gather input for the Revitalization Plan. Participants had an opportunity to discuss with the City the strategies discussed in this Plan. City staff will build upon the relationships formed with neighborhood leaders to facilitate delivery of community development programs.

Two "Home Improvement Mini-Expos" were held in the REnewSA Target Areas. The purpose of these expos is to educate residents on "Do it Yourself (DIY)" home repairs, home-improvement loan options, and choosing a reputable contractor. The first Mini Expo was held Saturday, May 10, 2014 and the second was held Saturday, June 21, 2014.



Community stakeholders and DPCD staff talk during a REnewSA public meeting

HARLANDALE REVITALIZATION GOALS—DRAFT

REVITALIZATION GOALS

Six goals have been identified for the revitalization of the Harlandale Target Area. These goals and a brief description of each are found below. The strategies and indicators of success associated with each goal are detailed in the “Strategic Action Plan” that follows.

GOAL 1: REinvest – Reinvest in Neighborhoods

Neighborhood reinvestment strengthens property values and promotes neighborhood vitality.

GOAL 2: REvitalize – Revitalize Commercial Corridors

Commercial corridor revitalization attracts businesses that provide high-quality goods and services to residents.

GOAL 3: REhabiliate – Rehabilitate Houses

Rehabilitated housing promotes resident health and wellness.

GOAL 4: REstore – Restore Historic Properties

Cultural and historic resources provide a link to each neighborhood’s unique past. They are a source of community identity and pride.

GOAL 5: REMove – Remove Blighted Structures and Graffiti

Blighted buildings and graffiti are eyesores and contribute to criminal activity. Removing them enhances community pride and safety.

GOAL 6: REgreen – Regreen Through Sustainable Design

Sustainable (“green”) design helps to increase energy efficiency, reduce resource consumption, and enhance community aesthetics.



Sidewalk and street improvements



Facade improvements completed with Operation Facelift

STRATEGIC ACTION PLAN — GOAL 1: REinvest in Neighborhoods

GOAL 1: Reinvest in Neighborhoods

ACTION STRATEGIES:

1) Acquire vacant properties for title and land clearance

Use the resources available through Office of Urban Redevelopment San Antonio (OUR SA) for property acquisitions, title clearance, and land clearance.

2) Complete catalytic projects

Catalytic projects include pedestrian connections, sidewalks, landscaping, enhanced signage, improvements to parks and streets, and art installations. These types of improvements make the target area more attractive to investors and accelerate development.

3) Waive development fees

Leverage the Inner City Reinvestment Infill Policy (ICRIP) to waive or offset development costs to make infill development an attractive option to private investors and property owners.

4) Facilitate new home construction

Use the resources available through the Office of Urban Development (OUR SA) to help developers build new homes.

5) Develop RNewSA Website

Develop a website for RNewSA outreach and marketing efforts. The website should be a tool for residents, businesses, and investors.

6) Provide Down Payment Assistance

Use the resources available through the Homeowner Incentive Program (HIP) to assist eligible residents who are buying a new or existing home in the Collins Gardens Target Area with up to \$12,000 in down payment or closing costs.

REinvest Indicators of Success

1) Housing starts and renovations

Target: Increase new housing starts and renovations by 25% over baseline

- **Data:** DSD building permit data for new residential building and renovation permits

2) New private investment

Target: \$1 private investment for every \$1 public investment

- **Data:** DSD building permit data for residential and commercial building permits

STRATEGIC ACTION PLAN — GOAL 2: REvitalize Commercial Corridors

GOAL 2: Revitalize Commercial Corridors

ACTION STRATEGIES:

1) Assist property owners with exterior rehabilitation

Use Operation Facelift to reverse the deterioration of commercial structures, promote consistency in design, and create aesthetically pleasing environments. Funds assist property owners with appropriate exterior rehabilitation and bringing their buildings up to City Code.

2) Transform Brownfield sites

Brownfields are abandoned or underutilized properties with real or perceived environmental contamination that complicates redevelopment. Provide resources to owners and developers of these properties to address these issues, so the properties can be returned to productive use.

3) Improve and maintain critical infrastructure

Use the 2012-2017 bond program to address larger projects such as new streets, drainage, parks, libraries, and community facilities. Use the five-year Infrastructure Management Program (IMP) to maintain infrastructure. There are five pavement preservation projects scheduled for the Target Area between 2014 and 2018. See Figure 3 “Infrastructure Map” on page 8 for full summary of projects.

REvitalize Indicators of Success

1) New businesses

Target: Increase the number of new businesses over baseline

- **Data:** DSD certificate of occupancy data

2) Renovation permits for commercial structures

Target: Increase the number of renovation permits for commercial structures

- **Data:** DSD building permit data for new commercial renovation projects

3) Brownfields

Target: Create inventory of potential brownfield sites using the Brownfields Inventory Evaluation System. Increase Phase I environmental site assessments by 50% over baseline.

- **Data:** Brownfield program data

STRATEGIC ACTION PLAN — GOAL 3: REhabilitate Houses

GOAL 3: Rehabilitate Houses

ACTION STRATEGIES:

- 1) Provide financial assistance to homeowners for major housing repairs**
Help low-to-moderate income homeowners rehabilitate their substandard and non code-compliant properties with low interest or deferred payment loans available through the Owner-Occupied Rehabilitation Program.
- 2) Address minor residential health and safety items**
Assist qualified homeowners with minor home repairs through the Minor Repair Program. Minor repairs include plumbing, electrical, and broken or damaged exterior features.

Rehabilitate Indicators of Success

1) Minor and Owner-Occupied Rehab Home Repairs

Target: Increase by 25% over base-line the number of rehabilitated Homes

-Data: Minor and Owner Occupied Rehab Home Repair program data



Before



After

STRATEGIC ACTION PLAN — GOAL 4: REstore Historic Properties

GOAL 4: Restore Historic Properties

ACTION STRATEGIES:

- 1) Assist with minor exterior home repairs on historic and potentially historic properties**
Use financial and other resources available through the Students Together Achieving Revitalization (STAR) and Preservation Day programs to perform minor repairs and yard maintenance on qualifying properties.
- 2) Establish a pilot receivership program**
Establish a pilot receivership program to assume control of and rehabilitate dangerously neglected designated historic properties.
- 3) Inventory and designate historic properties**
Inventory all properties in Target Area and evaluate for historic significance.



Window repair



Façade improvement



Porch improvement

REstore Indicators of Success

1) Restore neglected historic properties

Target: Establish pilot receivership program to assume control of and rehabilitate dangerously neglected historic properties

- Data: Adoption of pilot receivership program

2) Identify and protect historic assets

Target: Inventory all properties to determine historic significance. Designate 75% of identified historic assets.

- Data: City Council approval of historic designations

STRATEGIC ACTION PLAN — GOAL 5: REmove Blighting Structures & Graffiti

GOAL 5: Remove Blighting Structures and Graffiti

ACTION STRATEGIES:

1) Increase number of code enforcement officers in Target Areas

Provide more code enforcement officers through Neighborhood Enhancement Teams (NET) to proactively coordinate code investigations and special projects with emphasis on highly traveled areas and inner city revitalization corridors.

2) Proactively enforce property maintenance standards

Provide resources for forty additional code abatements in Target Areas.

3) Decrease vandalism

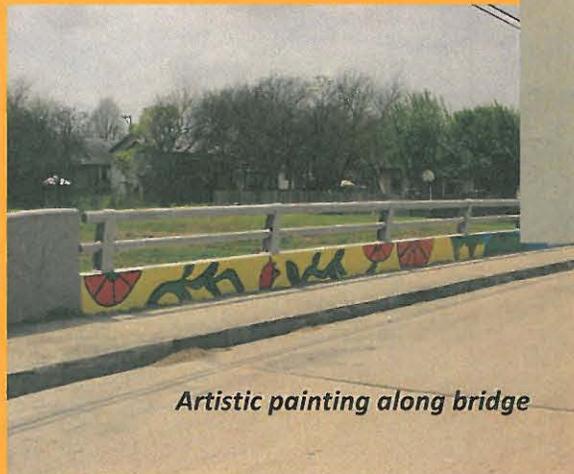
Use programs such as Mini-Wipeout to clean up vandalism that occurs on public property.

REmove Indicators of Success

1) Code Violations

Target: Decrease the number of code violations by 25% over baseline assessment.

– Data: Code Enforcement program data



Artistic painting along bridge



Artistic enhancements



Graffiti Wipeout volunteers

STRATEGIC ACTION PLAN — GOAL 6: REgreen with Sustainable Design

GOAL 6: Regreen with Sustainable Design

ACTION STRATEGIES:

1) Create healthy, safe, energy-efficient, and sustainable homes for families and children

Prevent and correct housing-related health and safety hazards, such as lead-based paint, mold, household asthma triggers, and fire hazards through the Green and Healthy Homes Initiative.

2) Promote green building standards

Provide residential and multifamily developers with a variety of options to incorporate green building standards into new or retrofit construction through Build San Antonio Green.

3) Educate the public on solar energy options

Provide education and consultations for residents on solar energy and solar hot water technologies through the Bring Solar Home Program. Consultations include referrals to qualified solar installers and guidance on financing, rebate, and tax credit options.

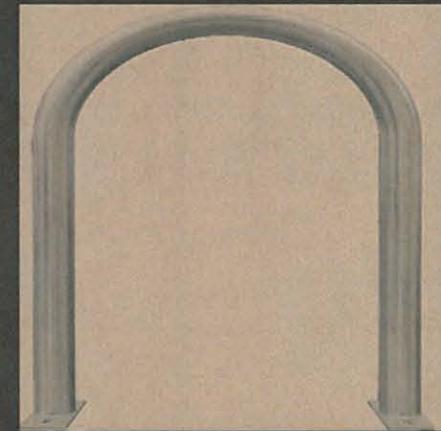
4) Install bike racks throughout the community

Promote the use of alternative transportation and increase bike-friendliness through the Office of Sustainability's bike rack program. Interested businesses can submit an application for the installation of "inverted-U" bike racks.

REgreen Indicators of Success

1) Increase participation in sustainable design programs.

Target: 25% increase over baseline



"Inverted-U" bike rack offered by the SA Office of Sustainability

REnewSA PROJECT FUNDING MATRIX — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REinvest in Neighborhoods			
Acquire vacant properties for title and land clearance	Land Bank Our SA	Office of Urban Redevelopment San Antonio (OUR SA)	\$20,640
Complete Catalytic Projects	Catalytic and Gateway projects	Pro- Grants and Monitoring station (GMA)	Admini- \$275,000
Waive Development Fees	City Reinvestment Infill City (ICRIP)	Pol- Department of Planning and Community Development (DPCD)	\$1,000,000 Within all of the ICRIP Boundary
Facilitate New Home Construction	OUR SA Revolving Loan Fund	OUR SA	\$6,160
Develop REnewSA Website	Portal Development and Outreach	DPCD	\$2,000
Provide Down Payment Assistance	Homeownership Incentive Program (HIP)	DPCD	\$73,582
REvitalize Commercial Corridors			
Assist Property Owners with Exterior Rehabilitation	Operation Facelift	DPCD	\$19,000
Transform Brownfield Sites	San Antonio Brownfield Program	Center City Development Office (CCDO)	\$275,000
Improve and Maintain Critical Infrastructure	2012-2017 Bond Program and Infrastructure Management Program (IMP)	Transportation and Capital Improvement (TCI)	Im- \$341,285



REnewSA PROJECT FUNDING MATRIX — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REhabilitate Houses			
Provide Financial Assistance to Homeowners for Major Housing Repairs	Owner-Occupied Rehab Program	Office of Urban Redevelopment San Antonio (OUR SA)	\$250,000
Address Minor Residential Health and Safety Items	Minor Repair Program	Grants and Monitoring station (GMA)	Admini- \$500,000 (Citywide)
REstore Historic Properties			
Assist with Minor Exterior Home Repairs on Historic and Potential Historic Properties	Students Together Achieving Revitalization (S.T.A.R. Program)	Office of Historic Preservation (OHP)	\$1,000 - \$5,000 per house, depending on scope of work. (Citywide)
Establish a Pilot Receivership Program	Receivership Program	Office of Historic Preservation (OHP)	\$10,000 (Citywide)
Inventory and Designate Historic Properties	Preservation Day	Office of Historic Preservation (OHP)	\$1,000 - \$5,000 per house, depending on scope of work. (Citywide)



REnewSA PROJECT FUNDING MATRIX — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REmove Blighting Structures and Graffiti			
Increase Number of Code Enforcement Officers in Target Areas	Code Enforcement	Development Services (DSD)	Department \$37,400
Proactively Enforce Property Maintenance Standards	Code Enforcement	Development Services (DSD)	Department \$2,000
Decrease Vandalism	Mini-Wipeout Program	Development Services (DSD)	Department Based on Assessment (Citywide)
REgreen with Sustainable Design			
Create Healthy, Safe, Energy-Efficient, and Sustainable Homes for Families and Children	The City of San Antonio's Green and Healthy Homes Program	Office of Sustainability	\$1.5 million (Citywide)
Promote Green Building Standards	Build San Antonio Green	Office of Sustainability	Based on Assessment (Citywide)
Educate the Public on Solar Energy Options	Bring Solar Home	Office of Sustainability	Based on Assessment (Citywide)
Install Bike Racks Throughout the Community	Bike Rack Program	Office of Sustainability	Based on Assessment (Citywide)
Lead Hazard Reduction	Green and Healthy Homes Program	DPCD	\$3 million (Citywide)





Prepared by the City of San Antonio
Department of Planning & Community Development
www.sanantonio.gov/planning



University Park West/Blueridge REVITALIZATION PLAN

GENERAL MC MULLEN W

CULEBRA RD

24TH S

CULEBRA RD

ZARZAMORA ST N

MARTIN ST W

TRAVIS ST W

HOUSTON ST W

COMMERCE ST W

MARTIN

TRAVIS

HOUSTON



Prepared by the City of San Antonio
Department of Planning & Community Development



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OVERVIEW – DRAFT

Document Summary

The University Park West/Blueridge Area Revitalization Plan is a guidance document that summarizes current housing, infrastructure, and commercial conditions in the University Park West/Blueridge Target Area and describes how the resources available through the REnewSA Initiative can be applied to support community renewal goals. The University Park West/Blueridge Revitalization Plan is one of five Target Area Revitalization Plans developed as part of the REnewSA Initiative and is supportive of the priorities established in the Westside Reinvestment Plan, SA2020, and other approved planning documents.

Background—REnewSA Initiative

The **REnewSA Initiative** is a partnership between the City of San Antonio Department of Planning and Community Development (DPCD), Office of Historic Preservation (OHP), Center City Development Office (CCDO), Development Services Department (DSD), as well as other outside partners from both the private and public sector. Leadership of REnewSA is provided by a committee representing City departments, partner agencies, non-profit housing providers, and financial institutions. The committee meets once a month to provide on-going policy direction and coordination for REnewSA actions.

The goal of the REnewSA Initiative is to create value from vacant, neglected, and underutilized inner city properties by coordinating and deploying the resources administered by multiple City departments and partner organizations to targeted neighborhoods and corridors. In August 2013, the San Antonio City Council approved five **Target Areas** for the initial focus of REnewSA's efforts:

- Collins Gardens
- Edgewood
- Harlandale
- University Park West/Blueridge
- Wheatley

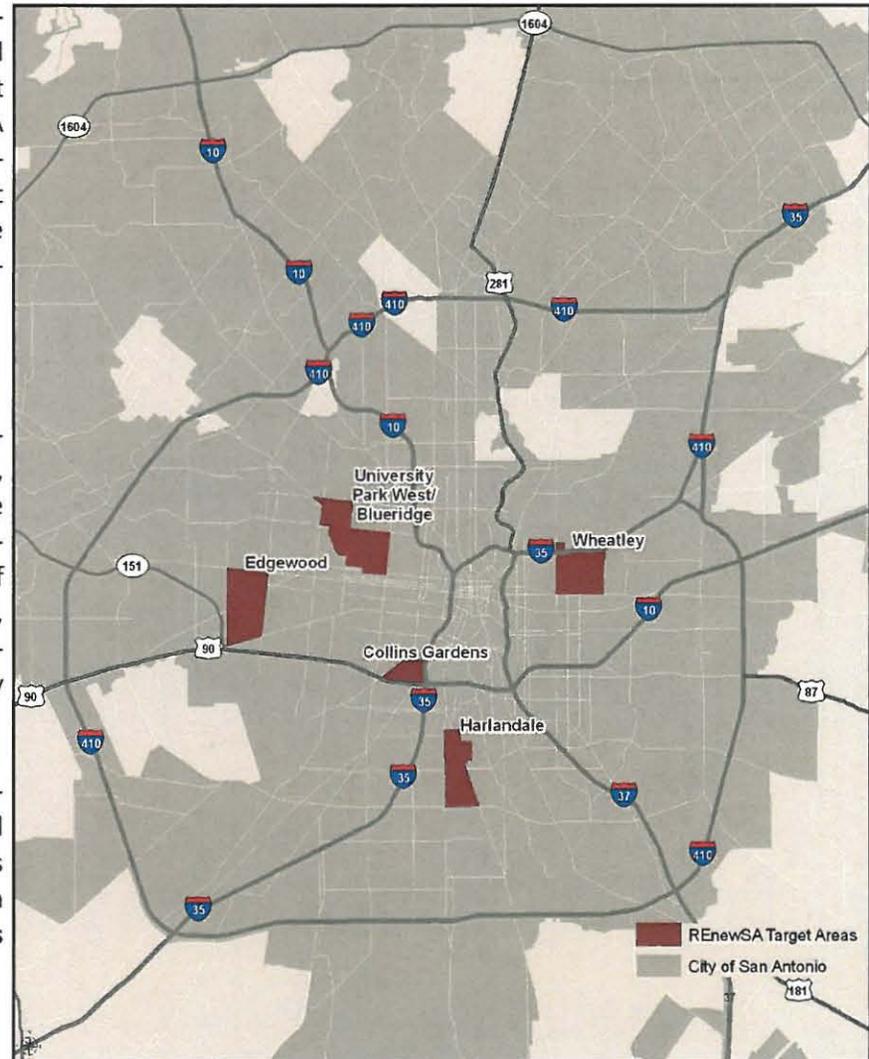


Figure 1: REnewSA Target Areas

OVERVIEW – DRAFT

Background—REnewSA Initiative *(continued)*

Target Areas were selected based on a balance of neighborhood potential and need. The idea was that the resources available through REnewSA will be put to their “highest and best” use by assisting neighborhoods already demonstrating positive momentum achieve the critical mass necessary to create lasting change. The following criteria were used to weigh assets and challenges of potential target areas to determine their suitability for the REnewSA program:

Assets to leverage:

- Proximity to parks, open space, and other public facilities
- Presence of unified stakeholders
- Availability of public programs, incentives, and tools for revitalization
- Presence of support organizations
- Proximity to major employment and activity centers

Challenges to consider:

- Demonstrated community need, both perceived and quantified through Quality of Life Ranking and Census Data. Quality of Life Rankings take into account crime statistics, code violations, building permit activity, and trends in the housing and real estate markets (e.g. foreclosure and vacancy rates).

Designation of the five REnewSA Target Areas was approved by the San Antonio City Council on August 1, 2013 as part of the City’s Annual Action Plan. After approval, a **Revitalization Plan** was developed for each Target Area. Revitalization Plans provide a framework for achieving change in the community through focused goals and coordinated support for key improvement projects. The University Park West/Blueridge Revitalization Plan that follows details the revitalization goals for the neighborhood and aligns them with specific strategies, support programs, funding sources, and indicators of success.

All REnewSA Revitalization Plans meet the criteria of a Community Revitalization Plan under the Texas Department of Housing and Community Affairs (TDHCA) 2013 Qualified Allocation Plan. The San Antonio City Council approved the Annual Action



Rebuilding of 39 SAHA Homes in Blueridge



New Sidewalks & Approaches

TARGET AREA DESCRIPTION — DRAFT

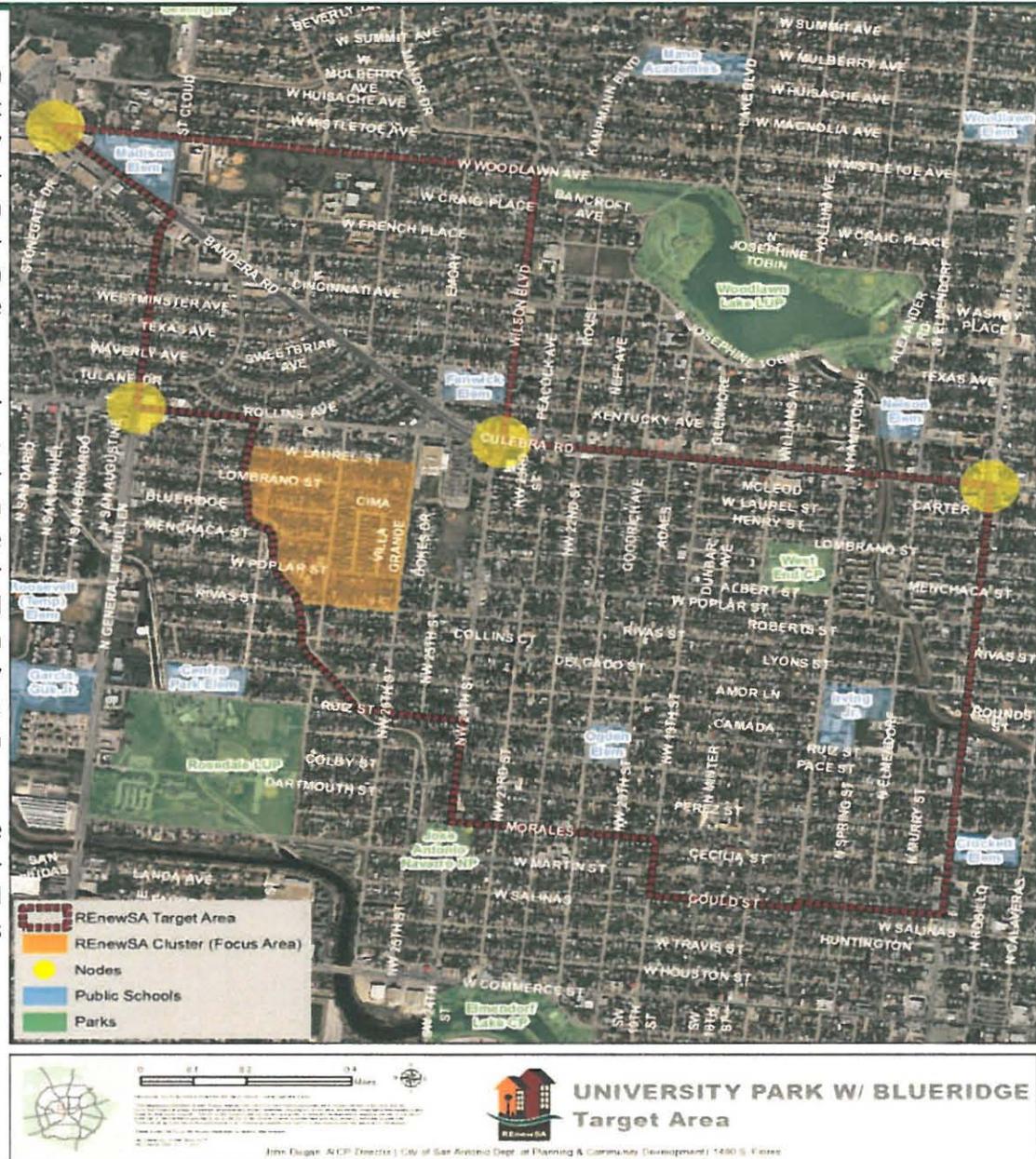
Geography

The **University Park West/Blueridge Target Area** (indicated with red in Figure 2) is located just West of Downtown. It is bounded on the north by W. Woodlawn Avenue, on the east by N. Zaramora Street, on the west by N. Gen. McMullen Road, and on the south by Martin Street, commercial corridors, Culebra Road and Bandera Road bisects the University Park West/Blueridge target area.

Within the Target Area, a **“cluster area”** and four **“high visibility nodes”** have also been identified. Clustering is a way to concentrate limited resources to residences and businesses within a small designated zone to achieve demonstrable change. Clusters have the greatest potential for improvement with needs that can be addressed through existing programs. The **cluster area** (indicated with yellow in Figure 2) is bounded by W. Laurel Street on the north, NW 26th Street on the east, Rivas Street on the south, and NW 28th Street on the west.

High visibility nodes serve as “gateways” into the Target Area and are potential locations for gateway improvement projects such as signage and landscaping. The four high visibility nodes (indicated with purple in Figure 2) are:

- 1) Bandera Rd. & Woodlawn
- 2) Culebra Rd. & Gen. McMullen
- 3) Culebra & 24th Street
- 4) Culebra Rd. & Zaramora



TARGET AREA DESCRIPTION — DRAFT

Demographics Snapshot

The University Park West/Blueridge Target Area includes approximately 19,576 residents with a median age of 31.7 years. The compares with a median age of 33.0 years for the City of San Antonio. The majority of the residents in University Park West/Blueridge classify themselves as Hispanic. The average household size in the Target Area (3.25 persons) is larger than the City of San Antonio average (2.71). The percentage of owner-occupied housing units is greater for University Park West/Blueridge (53.3%) than for the City (50.8%), however the median household income (\$31,100) is below the median household income for the City (\$41,307.00).

University Park West/Blueridge Target Area 2012 Demographic Data

Population

Total Population	19,576
Male	9,585 (49.6%)
Female	9,744 (50.4%)
Median Age	31.7

Race and Ethnicity

White Alone	69.9%
Black Alone	2.4%
American Indian Alone	1.6%
Asian Alone	0.3%
Pacific Islander Alone	0.0%
Other Race	23.0%
Two or more races	2.8%
Hispanic Origin (of any race)	94.1%

Households

Total Households	5,984
Average Household Size	3.25
Median Household Income	\$31,100

Housing

Total Housing Units	6,578
Owner-Occupied Housing Units	3,511
Renter-Occupied Housing Units	2,473
Vacant Housing Units	594

Source: ESRI forecasts for 2012 based on U.S. Census Bureau data at: www.businessdecision.info



TARGET AREA ASSESSMENT – DRAFT

Infrastructure Assessment

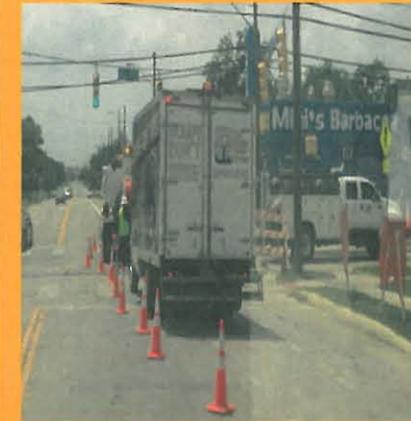
There are approximately seventy-one streets in the University Park West/Blueridge Target Area, including three major thoroughfares: Culebra Road, Bandera Road, and NW24th Street.

The Target Area includes projects from the City of San Antonio's 2012-2017 Bond Program, Infrastructure Management Program (IMP), and Capital Improvement Program (CIP). Scheduled projects include improvements to Acme Park, street maintenance, and pavement preservation. See Figure 3 on page eight for a map of specific projects and locations.

- **2012 Bond Program**

 - Westend Park

- **Street Maintenance** - Provide a structured mechanism for maintaining the City's roadways in drivable condition.
- **Pavement Preservation** - Non-structural street preservation, is used to preserve eroding streets through application of sealants that weather proof the roadway surface.
- **Alley Maintenance** - Various alleys are improved Citywide on an annual basis.
- **Sidewalk Maintenance** - Enhance the connectivity of the sidewalk network through the construction of sidewalks where gaps exist.



Infrastructure Improvements

TARGET AREA ASSESSMENT DRAFT

Housing Assessment

Residential development of the University Park West/Blueridge neighborhood began in the early 1940's. These early single-family homes comprise much of the housing stock today.

Between January and February 2014, San Antonio Department of Planning and Community Development (DPCD) staff conducted a windshield condition assessment of housing in the Target Area and rated each property on a one to five scale. Properties were rated based on the condition of their foundations, roofing, doors, windows, chimneys, gutters, paint, siding, and other exterior elements. A rating of one indicates the property is "well maintained" with no immediate maintenance requirements, while a five rating indicates the property is "not salvageable" due to substandard structural conditions.

The results of the DPCD condition assessment indicate that while the majority of homes in the Target Area are in serviceable condition, there is still a high number that are showing signs of age and deferred maintenance that could be targeted for assistance. The services needed range from minor repair to moderate rehabilitation.

There are 401 vacant structures and lots scattered throughout the Target Area. Most of the vacant structures are in a state of disrepair. Although some are secured, others are open to the elements, accelerating their rate of deterioration and creating a hazard for surrounding residents. Several of the vacant lots surveyed previously contained a structure and should still have utilities in place that could serve infill housing. The vacant lots for sale in the Target Area could be acquired by either the City, a for-profit, or a not-for-profit housing provider for new home construction.

University Park West/Blueridge Housing Assessment		
Condition Rating	Number of Units	Percentage
1—Well Maintained	219	5.6%
2—Minor Repairs	1154	30%
3—Moderate Repairs	1479	38%
4—Major Repairs	322	8%
5—Not Salvageable	14	.36%
Totals	3852	100%



Existing housing stock in Target Area



TARGET AREA ASSESSMENT — DRAFT

Commercial Assessment

Bandera Road and Culebra Road are the primary commercial corridors in the University Park West/Blueridge Target Area. These corridors primarily include small local businesses with most tenants occupying office and retail spaces. Vacant parcels are limited along the commercial thoroughfares. Stores along the primary commercial corridors generate pedestrian foot traffic. Overall, the commercial corridors are suffering from age and cluttered signage and could benefit from enhanced curb appeal. The recommended focus for the commercial sections of the Target Area are: façade improvements, storefront appearance, attracting quality goods and services, and a cleaner appearance within the high visibility nodes.



Commercial Strip along Bandera Road and Woodlawn



Commercial Strip along Cincinnati Avenue

COMMUNITY ENGAGEMENT—DRAFT

Partners

This Revitalization Plan was developed through a collaboration of various departments within the City of San Antonio and outside partners in the both the public and private sector. City partners include the Department of Planning and Community Development (DPCD), Transportation and Capital Improvement (TCI), Metro Health (MH), Center City Development Office (CCDO), Office of Sustainability (OS), Office of Historic Preservation (OHP), and the Development Services Department (DSD). Economic development partners external to the City include Frost Bank and Nonprofit Housing Partners.

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Public Meetings

The Department of Planning and Community Development (DPCD) hosted a stakeholders' meeting on March 19, 2014 for residents, civic and neighborhood leaders, business owners, and public sector entities to inform them about the REnewSA Initiative and gather input for the Revitalization Plan. Participants had an opportunity to discuss with the City the strategies discussed in this Plan. City staff will build upon the relationships formed with neighborhood leaders to facilitate delivery of community development programs.

Two "Home Improvement Mini-Expos" were held in the REnewSA Target Areas. The purpose of these expose is to educate residents on "Do it Yourself (DIY)" home repairs, home-improvement loan options, and choosing a reputable contractor. The first Mini Expo was held Saturday, May 10, 2014 and the second was held Saturday, June 21, 2014.



Community stakeholders and DPCD staff talk during a REnewSA public meeting



UNIVERSITY PARK WEST/BLUERIDGE REVITALIZATION GOALS

REVITALIZATION GOALS

Six goals have been identified for the revitalization of the University Park West/Blueridge Target Area. These goals and a brief description of each are found below. The strategies and indicators of success associated with each goal are detailed in the “Strategic Action Plan” that follows.

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Neighborhood reinvestment strengthens property values and promotes neighborhood vitality.

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Rehabilitated housing promotes resident health and wellness.

GOAL 4: REstore – Restore Historic Properties

Cultural and historic resources provide a link to each neighborhood’s unique past. They are a source of community identity and pride.

GOAL 5: REmove – Remove Blighted Structures and Graffiti

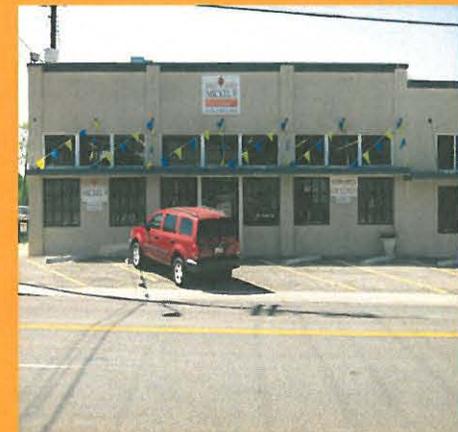
Blighted buildings and graffiti are eyesores and contribute to criminal activity. Removing them enhances community pride and safety.

GOAL 6: REgreen – Regreen Through Sustainable Design

Sustainable (“green”) design helps to increase energy efficiency, reduce resource consumption, and enhance community aesthetics.



Window Repair



Facade Improvements



STRATEGIC ACTION PLAN—GOAL 1: REinvest in Neighborhoods

GOAL 1: Reinvest in Neighborhoods

ACTION STRATEGIES:

1) Acquire vacant properties for title and land clearance

Use the resources available through Office of Urban Redevelopment San Antonio (OUR SA) for property acquisitions, title clearance, and land clearance.

2) Complete catalytic projects

Catalytic projects include pedestrian connections, sidewalks, landscaping, enhanced signage, improvements to parks and streets, and art installations. These types of improvements make the target area more attractive to investors and accelerate development.

3) Waive development fees

Leverage the Inner City Reinvestment Infill Policy (ICRIP) to waive or offset development costs to make infill development an attractive option to private investors and property owners.

4) Facilitate new home construction

Use the resources available through the Office of Urban Development (OUR SA) to help developers build new homes.

5) Develop REnewSA Website

Develop a website for REnewSA outreach and marketing efforts. The website should be a tool for residents, businesses, and investors.

6) Provide Down Payment Assistance

Use the resources available through the Homeowner Incentive Program (HIP) to assist eligible residents who are buying a new or existing home in the Edgewood Target Area with up to \$12,000 in down payment or closing costs.

REinvest Indicators of Success

1) Housing starts and renovations

Target: Increase new housing starts and renovations by 25% over baseline

- **Data:** DSD building permit data for new residential building and renovation permits

2) New private investment

Target: \$1 private investment for every \$1 public investment

- **Data:** DSD building permit data for residential and commercial building permits

STRATEGIC ACTION PLAN—GOAL 2: Revitalize Commercial Corridors

GOAL 2: Revitalize Commercial Corridors

ACTION STRATEGIES:

1) Assist property owners with exterior rehabilitation

Use Operation Facelift to reverse the deterioration of commercial structures, promote consistency in design, and create aesthetically pleasing environments. Funds assist property owners with appropriate exterior rehabilitation and bringing their buildings up to City Code.

2) Transform Brownfield sites

Brownfield's are abandoned or underutilized properties with real or perceived environmental contamination that complicates redevelopment. Provide resources to owners and developers of these properties to address these issues, so the properties can be returned to productive use.

3) Improve and maintain critical infrastructure

Use the 2012-2017 bond program to address larger projects such as new streets, drain age, parks, libraries, and community facilities. Use the five-year Infrastructure Management Program (IMP) to maintain infrastructure.

There are three pavement preservation projects and four pavement preservation projects scheduled for Collins Gardens between 2012 and 2108. A Bond Program project is also scheduled for Collins Gardens Park. See Figure 3, "Infrastructure Map", on page 8.

REvitalize Indicators of Success

1) New businesses

Target: Increase the number of new businesses over baseline

- Data: DSD certificate of occupancy data

2) Renovation permits for commercial structures

Target: Increase the number of renovation permits for commercial structures

- Data: DSD building permit data for new commercial renovation projects

3) Brownfield's

Target: Create inventory of potential brownfield sites using the Brownfield's Inventory Evaluation System. Increase Phase I environmental site assessments by 50% over baseline.

- Data: Brownfield program data

STRATEGIC ACTION PLAN—GOAL 3: REhabilitate Houses

GOAL 3: Rehabilitate Houses

ACTION STRATEGIES

- 1) Provide financial assistance to homeowners for major housing repairs**
Help low-to-moderate income homeowners rehabilitate their substandard and non code-compliant properties with low interest or deferred payment loans available through the Owner-Occupied Rehabilitation Program.
- 2) Address minor residential health and safety items**
Assist qualified homeowners with minor home repairs through the Minor Repair Program. Minor repairs include plumbing, electrical, and broken or damaged exterior features.

Rehabilitate Indicators of Success

1) Minor and Owner-Occupied Rehab Home Repairs

Target: Increase by 25% over baseline the number of rehabilitated Homes

-Data: Minor and Owner Occupied Rehab Home Repair program data



Before



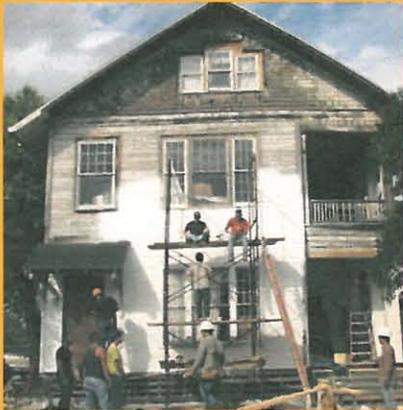
After

STRATEGIC ACTION PLAN - GOAL 4: REstore Historic Properties

GOAL 4: Restore Historic Properties

ACTION STRATEGIES

- 1) Assist with minor exterior home repairs on historic and potentially historic properties**
Use financial and other resources available through the Students Together Achieving Revitalization (STAR) and Preservation Day programs to perform minor repairs and yard maintenance on qualifying properties.
- 2) Establish a pilot receivership program**
Establish a pilot receivership program to assume control of and rehabilitate dangerously neglected designated historic properties.
- 3) Inventory and designate historic properties**
Inventory all properties in Target Area and evaluate for historic significance.



Exterior Home Repair



Porch Improvement

REstore

Indicators of Success

1) Restore neglected historic properties

Target: Establish pilot receivership program to assume control of and rehabilitate dangerously neglected historic properties

- Data: Adoption of pilot receivership program

2) Identify and protect historic assets

Target: Inventory all properties to determine historic significance. Designate 75% of identified historic assets.

- Data: City Council approval of historic designations

STRATEGIC ACTION PLAN — GOAL 5: REMOVE BLIGHTING STRUCTURES AND GRAFFITI

GOAL 5: Remove Blighting Structures and Graffiti

ACTION STRATEGIES:

- 1) Increase number of code enforcement officers in Target Areas**
Provide more code enforcement officers through Neighborhood Enhancement Teams (NET) to proactively coordinate code investigations and special projects with emphasis on highly traveled areas and inner city revitalization corridors.
- 2) Proactively enforce property maintenance standards**
Provide resources for forty additional code abatements in Target Areas.
- 3) Decrease vandalism**
Use programs such as Mini-Wipeout to clean up vandalism that occurs on public property.



Artistic Enhancements



Mini Wipeout



Graffiti Wipeout Volunteers

Remove Indicators of Success

1) Code Violations

Target: Decrease the number of code violations by 25% over baseline assessment.

– Data: Code Enforcement program data

STRATEGIC ACTION PLAN—GOAL 6: REgreen with Sustainable Design

GOAL 6: Regreen with Sustainable Design

ACTION STRATEGIES

1) Create healthy, safe, energy-efficient, and sustainable homes for families and children

Prevent and correct housing-related health and safety hazards, such as lead-based paint, mold, household asthma triggers, and fire hazards through the Green and Healthy Homes Initiative.

2) Promote green building standards

Provide residential and multifamily developers with a variety of options to incorporate green building standards into new or retrofit construction through Build San Antonio Green.

3) Educate the public on solar energy options

Provide education and consultations for residents on solar energy and solar hot water technologies through the Bring Solar Home Program. Consultations include referrals to qualified solar installers and guidance on financing, rebate, and tax credit options.

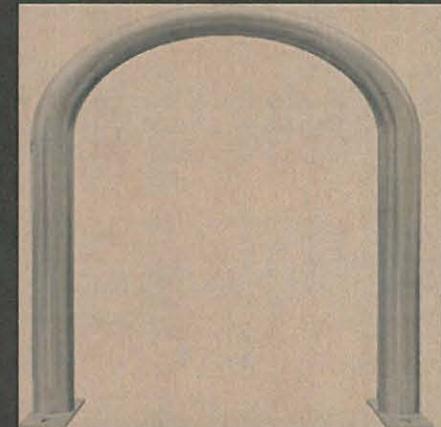
4) Install bike racks throughout the community

Promote the use of alternative transportation and increase bike-friendliness through the Office of Sustainability's bike rack program. Interested businesses can submit an application for the installation of "inverted-U" bike racks.

REgreen Indicators of Success

1) Increase participation in sustainable design programs.

Target: 25% increase over baseline



"Inverted-U" bike rack offered by the SA Office of Sustainability

REnewSA Funding — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REinvest in Neighborhood			
Acquire vacant properties for title and land clearance	Land Bank Our SA	Office of Urban Redevelopment San Antonio (OUR SA)	\$20,640
Complete Catalytic Projects	Catalytic and Gateway Projects	Grants and Monitoring Administration (GMA)	\$275,000
Waive Development Fees	City Reinvestment Infill Policy (ICRIP)	Department of Planning and Community Development (DPCD)	\$1,000,000 Within all of the ICRIP Boundary
Facilitate New Home Construction	OUR SA Revolving Loan Fund	OUR SA	\$6,160
Develop REnewSA Website	Portal Development and Outreach	DPCD	\$2,000
Provide Down Payment Assistance	Homeownership Incentive Program (HIP)	DPCD	\$73,582
Demolition and rebuilding of thirty-nine (39) single-family residential homes in Blueridge to meet new design standards, greet standards, and local building codes.	San Antonio Housing Authority (SAHA)	San Antonio Housing Authority (SAHA)	\$4 Million
REvitalize Commercial Corridors			
Assist Property Owners with Exterior Rehabilitation	Operation Facelift	DPCD	\$19,000
Transform Brownfield Sites	San Antonio Brownfield Program	Center City Development Office (CCDO)	\$275,000
Improve and Maintain Critical Infrastructure	2012-2017 Bond Program and Infrastructure Management Program (IMP)	Transportation and Capital Improvement (TCI)	\$1,030,222



REnewSA Funding, Cont. — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REhabilitate Houses			
Provide Financial Assistance to Homeowners for Major Housing Repairs	Owner-Occupied Rehab Program	Office of Urban Redevelopment San Antonio (OUR SA)	\$250,000
Address Minor Residential Health and Safety Items	Minor Repair Program	Grants and Monitoring Administration (GMA)	\$500,000 (Citywide)
REstore Historic Properties			
Assist with Minor Exterior Home Repairs on Historic and Potential Historic Properties	Students Together Achieving Revitalization (S.T.A.R. Program)	Office of Historic Preservation (OHP)	\$1,000 - \$5,000 per house, depending on scope of work. (Citywide)
Establish a Pilot Receivership Program	Receivership Program	Office of Historic Preservation (OHP)	\$10,000 (Citywide)
Inventory and Designate Historic Properties	Preservation Day	Office of Historic Preservation (OHP)	\$1,000 - \$5,000 per house, depending on scope of work. (Citywide)



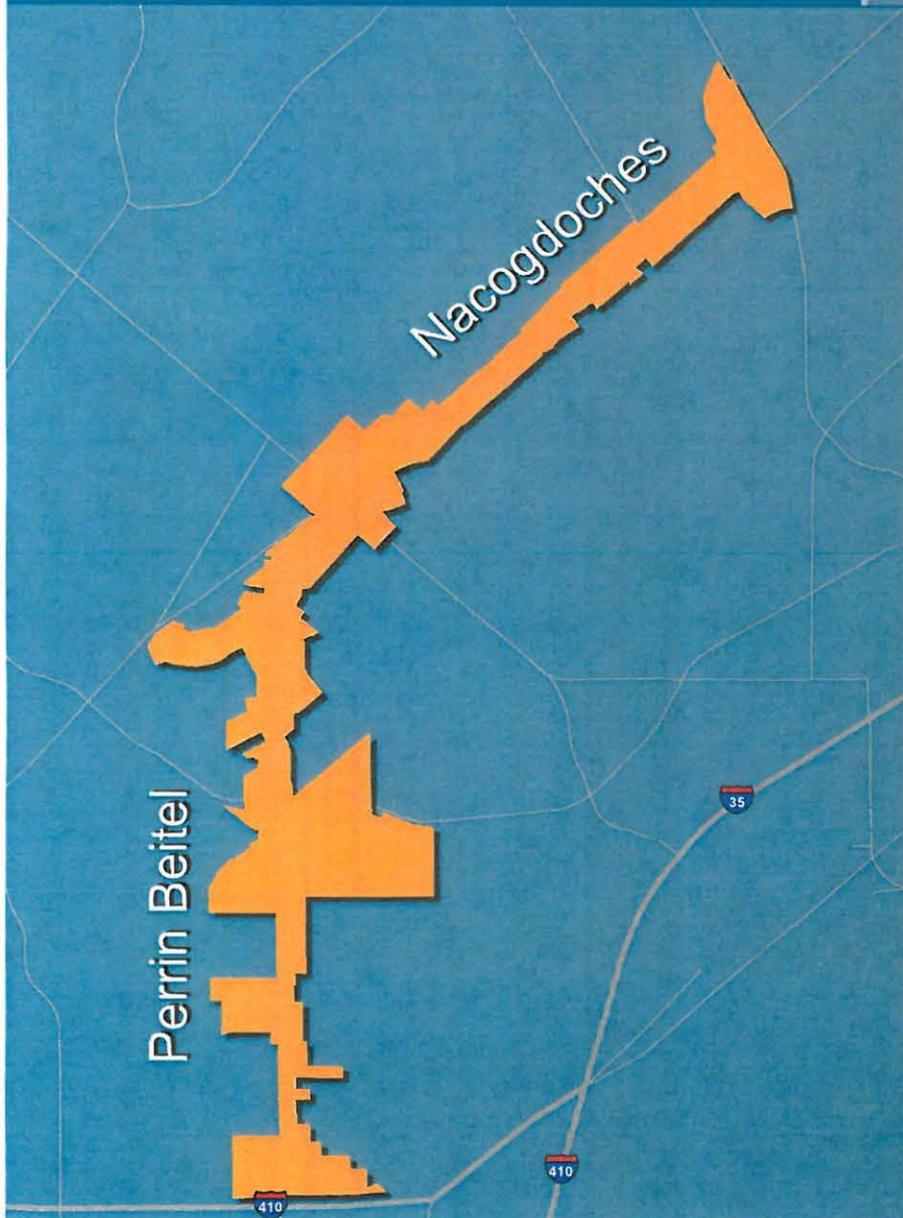
REnewSA Funding, Cont. — DRAFT

STRATEGY	PROGRAM	PARTNER	BUDGET
REmove Blighting Structures and Graffiti			
Increase Number of Code Enforcement Officers in Target Areas	Code Enforcement	Development Services Department (DSD)	\$37,400
Proactively Enforce Property Maintenance Standards	Code Enforcement	Development Services Department (DSD)	\$2,000
Decrease Vandalism	Mini-Wipeout Program	Development Services Department (DSD)	Based on Assessment (Citywide)
REgreen with Sustainable Design			
Create Healthy, Safe, Energy-Efficient, and Sustainable Homes for Families and Children	The City of San Antonio's Green and Healthy Homes Program	Office of Sustainability	\$1.5 million (Citywide)
Promote Green Building Standards	Build San Antonio Green	Office of Sustainability	Based on Assessment (Citywide)
Educate the Public on Solar Energy Options	Bring Solar Home	Office of Sustainability	Based on Assessment (Citywide)
Install Bike Racks Throughout the Community	Bike Rack Program	Office of Sustainability	Based on Assessment (Citywide)
Lead Hazard Reduction	Green and Healthy HomesDPCD Program		\$3 million (Citywide)





Prepared by the City of San Antonio
Department of Planning & Community Development
www.sanantonio.gov/planning



Northeast Corridor

Revitalization Plan

DRAFT 4.10.2014



Prepared by the City of San Antonio
Department of Planning & Community Development

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Northeast Corridor Steering Committee

The NEC Steering Committee is responsible for the planning and implementation of the Northeast Corridor Revitalization Initiative. The dedicated members of the Steering Committee represent various stakeholder groups in the community with an interest in bringing new vitality to the Perrin Beitel and Nacogdoches corridors.

Mike Gallagher	District 10 City Council Member
John Clamp	President, Northeast Neighborhood Alliance & Former District 10 City Council Member
Billy Hill	Founder & Owner, Hill Electric
Mario Hune	Chief of Staff, District 10 City Council
Jack Judson	Austin Highway Revitalization Initiative
Bud Little	President, Hills of Park North Neighborhood Association
Carlos Pena	Senior Vice President, Jefferson Bank
Carlton Soules	Former District 10 City Council Member

Staff

Staff support provided by the City of San Antonio Department of Planning & Community Development.

Michael Taylor	NEC Revitalization Manager
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Overview

Introduction

Over the coming years, the Northeast Corridor Revitalization Initiative (NEC) will work to bring new vitality to the Perrin Beitel and Nacogdoches corridors. The Initiative will capitalize on opportunities to activate vacant and underutilized properties, re-establish community-serving retail and service businesses, and improve the appearance of buildings, signs, and parking lots. The NEC Revitalization Plan is a guiding document that articulates the new directions for the Nacogdoches and Perrin Beitel Corridors. The Plan outlines a place-based program of service delivery enhancements, tactical partnerships, and targeted investments. The Plan details the strategic investment of both public and private funds that will be essential to the revitalization of the NEC.

NEC Steering Committee

The NEC Steering Committee played a critical role in the planning of the NEC Revitalization Initiative and will facilitate the implementation of the strategies detailed in this Plan over the next 5 years. The Steering Committee was formed from the outset to lead planning and implementation efforts. The Steering Committee members represent various stakeholder groups in the community with an interest in improving the NEC.

Planning Process

The planning process used to create this document included a detailed assessment of existing conditions. A market study was completed by Wendell Davis & Associates (WDA). The market study identifies future industry and business development opportunities in the NEC based on existing and expected market conditions. The market study also includes recommendations on steps that should be taken to improve the competitive position of the NEC and its marketability to selected retail and service businesses and industries. The major findings and recommendations from the market study are summarized in this Plan.

The Plan incorporates public input and also builds on previously adopted plans and policies. WDA completed over 100 interviews with neighborhood leaders, business owners, tenants, commercial real estate brokers and other relevant persons in the

New Directions for the NEC



Reinvest in schools, apartments, and single-family neighborhoods to maintain a stable customer base.



Activate vacant and underutilized properties with large-scale, catalytic development projects.



Reintroduce native trees, shrubs, and permeable surfaces.



Improve the appearance of buildings, signs, and parking lots through incentives tied to uniform design guidelines.



Establish a unifying brand that positions the corridor for investment and communicates positive change.



Build a coalition of influential business and property owners that will advocate for funds, services, and other resources.



Recruit community-serving retail and service businesses based on a thorough knowledge of market conditions.



trade area as well as those familiar with the area and the real estate market. The purpose of these interviews was to gain information about the area and the real estate market including opinions of knowledgeable people on what will and won't work in the area.

The market study, overall assessment, and public input were used as the basis for developing strategies to improve conditions in the NEC. Each strategy includes a time frame for completion and planned sources and uses of funds. The Plan meets the criteria of a Community Revitalization Plan under the Texas Department of Housing and Community Affairs (TDHCA) 2013 Qualified Allocation Plan.

Goals

The NEC Revitalization Plan includes 7 major goals that are organized into 4 basic categories: Organization, Design, Marketing, and Business Development. Collectively these goals articulate a New Direction for the NEC that remakes the corridor into a more sustainable place.

ORGANIZATION

- Build a coalition of influential business and property owners that will advocate for funds, services, and other resources.

DESIGN

- Activate vacant and underutilized properties with large-scale, catalytic development projects.
- Reintroduce native trees, shrubs, and permeable surfaces.
- Improve the appearance of buildings, signs, and parking lots through incentives tied to uniform design guidelines.

MARKETING

- Establish a unifying brand that positions the corridor for investment and communicates positive change.

BUSINESS DEVELOPMENT

- Reinvest in schools, apartments, and single-family neighborhoods to maintain a stable customer base.
- Recruit community-serving retail and service businesses based on a thorough knowledge of market conditions.

Organization

Strong organization is critical to creating a revitalization effort that is sustainable over the course of many years. The organizational structure must be action focused, scalable, and adaptable to change. At the core of the organizational structure of the NEC Revitalization Initiative is the NEC Steering Committee. The Steering Committee includes representatives from the various stakeholder groups and includes business owners, residents, current and former council members, and a representative from the financial sector. The Steering Committee was integral in the development of the Revitalization Plan and will be an even



▲ Hill Electric repurposed a former restaurant into a state of the art headquarters (top). First Choice Emergency Room repurposed a former video store into a new emergency clinic (middle). Revitalization efforts focus on the commercial corridor and the residential trade area (bottom).

more important part of facilitating the implementation of the Plan.

The NEC Steering Committee is closely aligned with the Northeast Neighborhood Alliance (NNA). The NNA includes 85 northeast side neighborhood and homeowners associations as members. The NNA provides these neighborhood and homeowners associations with a forum for the exchange of information and a united voice that influences important program and policy decisions. The NEC Steering Committee and NNA must continue to work together to achieve outcomes that benefit the entire community.

It is anticipated that the Steering Committee will form subcommittees to deal with specific issues and needs and that these subcommittees could be spun-off into new groups and organizations. These groups could include one or more merchants associations to represent the collective interests of business owners within the corridor and a Tax Increment Reinvestment Zone (TIRZ) Board that would make decisions on how tax increment collected will be utilized to catalyze investment in the NEC. The Steering Committee will remain at the core to the Revitalization effort and provide overall direction to these supporting groups.

The following organization strategies should be employed:

1. GROW NEC NETWORK. Encourage strong pro-active leadership from within the Corridor business community to develop and expand a network of property owners, brokers, and agents with an interest in redeveloping the NEC.
2. MEASURE PERFORMANCE. Monitor, define and measure success in an annual report.

Design

Design includes a broad range of strategies that have a direct impact on the appearance and function of corridor properties and public infrastructure. The focus of the NEC Revitalization Initiative is on completing high-impact interventions to the built environment. There are strategies for shorter-term, lower-cost interventions that will signal to the community that positive change is happening in the NEC. Other strategies are for longer-term, higher-cost interventions that will catalyze the significant private investment that is needed to create a new direction for the NEC.

The following design strategies should be employed:

1. TIRZ DESIGNATION. Evaluate and pursue designation of a Tax Increment Reinvestment Zone (TIRZ) as a source of funding to support catalytic projects.
2. PROPERTY REDEVELOPMENT. Facilitate the redevelopment of key properties and prepare for reuse through acquisition and/ or public-private partnerships.
3. LANDSCAPING. Enhance streetscape with landscaping and public art in the public rights-of-way.



▲ Remnants of right-of-way can be transformed from an eyesore (top) to an asset (middle and bottom) with attractive, drought tolerant landscaping.



▲ Modest facade improvements at the Nacogdoches Village Shopping Center brought new regional and national tenants (before photo top, after photo middle). The rolling list of top 10 improvement opportunities includes highly visible properties such as this former Bank of America bank building (bottom).

4. **SUPPORTIVE ZONING.** Support zoning changes that are consistent with NEC revitalization goals.
5. **DESIGN GUIDELINES.** Adopt uniform site and building design guidelines for the RETAIL and MIXED USE Segments of the Corridor.
6. **DESIGN ASSISTANCE.** Provide proactive and on-demand design assistance to property owners in the Corridor.
7. **ADOPT-A-SPOT LITTER CONTROL PROGRAM.** Encourage local individuals, organizations, and businesses to adopt remaining portions of the NEC through the Keep San Antonio Beautiful Adopt-A-Spot Litter Control Program and provide support to sustain ongoing clean-up events.
8. **TOP 10 IMPROVEMENT OPPORTUNITIES.** Create and maintain rolling list of top 10 improvement opportunities.
9. **BEAUTIFICATION AWARD.** Recognize those that model pride of place with a beautification award.
10. **FACADE GRANT.** Provide matching grant for facade improvements that comply with design guidelines.
11. **NEIGHBORHOOD SIGNAGE GRANT.** Provide competitive grant for entryway signage and low maintenance landscape enhancements that is consistent with the NEC Master Landscape Plan for neighborhoods.
12. **MULTI-FAMILY REHAB PROGRAM.** Establish program to encourage owners of apartments to rehab properties and move them up-market.

Marketing

Marketing is a critical part of a revitalization initiative. The marketing campaign for the NEC will focus initially on promoting the corridor by creating a recognizable brand, improving perception of the NEC, and highlighting opportunities for relocating businesses. It is anticipated that as the organization grows over the next decade the focus of the marketing function will shift and expand to include customer-focused promotions for the NEC and individual businesses. This expanded marketing program would best be handled by a merchants association organized and led by business owners.

The following marketing strategies should be employed:

1. **PUNCH-UP MARKETING MATERIAL.** Incorporate effective marketing that will give property owners, business owners and investors the confidence the proposed redevelopment will happen.
2. **OUTREACH TO REALTORS.** Provide information on NEC to realtors via the San Antonio Board of Realtors (SABOR).
3. **NEWS ARTICLE SUBMISSIONS.** Submit web articles to San Antonio Business Journal and San Antonio Express News.

4. **COMMUNITY MEETINGS/ PRESS CONFERENCES.** Host regular public meetings/ press conferences to provide status update to stakeholders.
5. **CHAMBER OUTREACH.** Establish relationships with the area Chambers of Commerce including the Greater, North, and Hispanic to market NEC properties.

Business Development

Commercial revitalization initiatives usually include business development as a key component of the work program. The NEC Revitalization Initiative adds trade area development to the typical business development activities. This is in recognition of the fact that the businesses in a commercial corridor are dependent on the viability of the abutting residential areas where customers live (i.e. the trade area) just like the viability of the residential areas is dependent on the condition of abutting commercial areas and the availability of goods and services. A partnership with the NNA will allow for coordination and cooperation between initiatives for the commercial and residential areas.

Due to the size of the NEC and the prevalence of vacant space, the initial focus of business development efforts will be on attracting new businesses to the corridor. Business attraction efforts will focus specifically on business and industry types that have a competitive advantage in the NEC based on market conditions. It is anticipated that as the organization grows over the next decade business development efforts will expand to provide existing businesses with the technical assistance and access to capital needed to help them succeed and expand. This expanded business development program would best be handled by partnering with one of the existing chambers of commerce or the Small Business Development Center housed at the University of Texas at San Antonio.

It is important for business attraction efforts that the spending power and demand for goods and services in the abutting residential neighborhoods remain strong. However getting heavily involved with Trade Area development would generally require more resources than the NEC Revitalization Initiative could bring to bear. Fortunately, the Northeast Neighborhood Alliance (NNA) is an existing organization that is already focusing on trade area development through its work with the area neighborhood and homeowners associations. The NEC Steering Committee will support and partner with the NNA and generally work closely with this organization to ensure business development and trade area development work is aligned.

The following marketing strategies should be employed:

1. **SUPPORT NORTHEAST NEIGHBORHOOD ALLIANCE.** Support NENA to address neighborhood issues within the trade area.
2. **PROVIDE REAL ESTATE LISTINGS.** Maintain an inventory of active listings of for sale or lease properties.
3. **BUSINESS ATTRACTION.** Recruit retail, non-retail, and specialty business types from the Industry Groups recommended by market study.



▲ New businesses in the NEC include Walmart, Dunkin' Donuts, and Whataburger. The NEC Revitalization Initiative will continue to build on the momentum created by these new developments.

Community Engagement

Partners

The NEC Revitalization Initiative was launched by former District 10 Councilman Carlton Soules with staff support provided by the City of San Antonio Department of Planning and Community Development. The Steering Committee was formed soon after the initiative was launched to establish a partnership between the City of San Antonio and representatives from local businesses, financial institutions, and residents. This partnership was expanded through the community input efforts detailed in the Community Input section below. The planning process resulted in a strong partnership between the NEC Steering Committee and the Northeast Neighborhood Alliance. Many of the strategies in this document are aimed at continuing to grow the partnership network to include additional business owners and commercial property owners/ managers.

Community Input

Community members were provided multiple opportunities during the planning process to shape the Revitalization Initiative. Online surveys, 1:1 interviews, small group presentations, and large community meetings were utilized to develop new directions for the NEC and formulate the strategies included in this document. Information exchange was the goal for each of these events. Participation was robust and generally very positive.



▲ Approximately 100 neighborhood leaders, business representatives, and interested citizens attended a community meeting on February 25, 2014 to learn how the NEC Revitalization Initiative will bring new vitality to Perrin Beitel, Nacogdoches and the surrounding areas.

Area Assessment

Corridor Geography

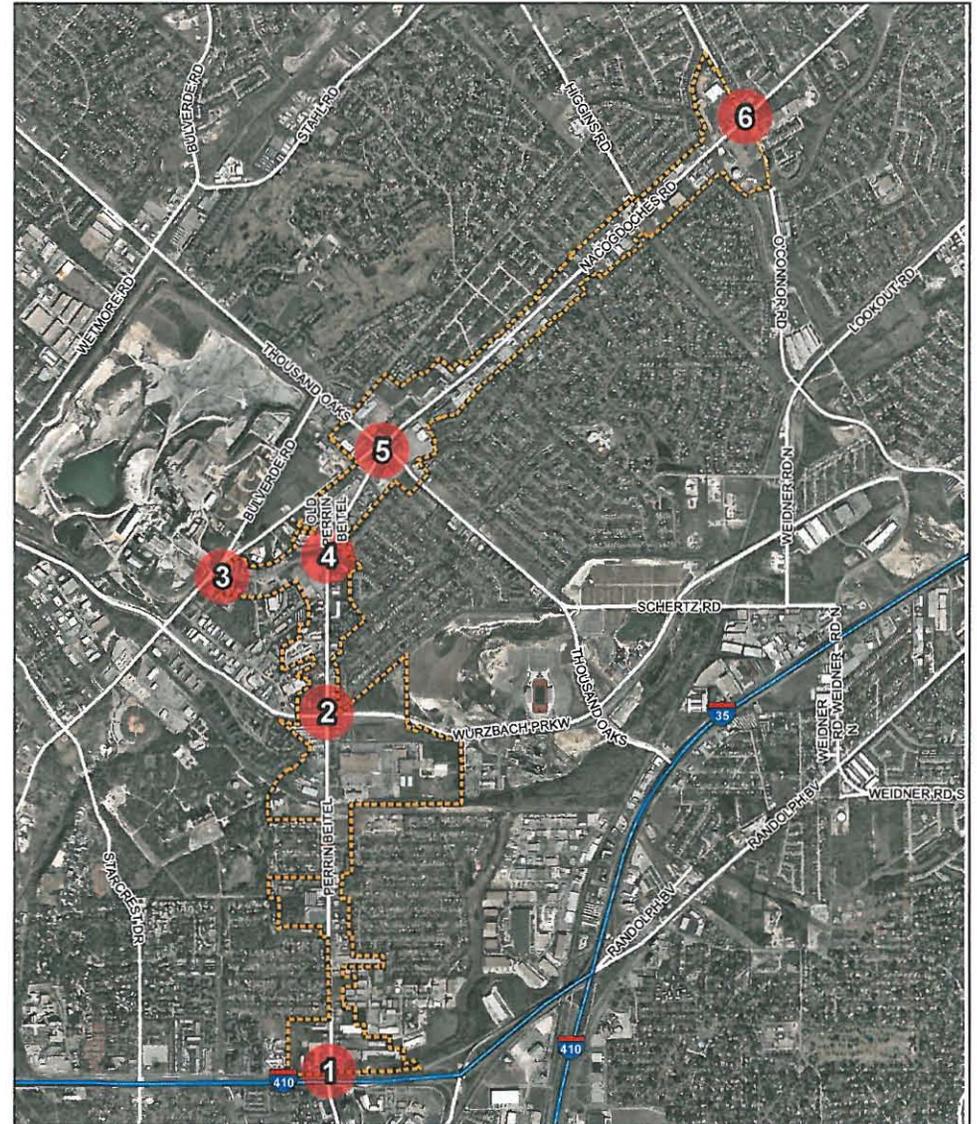
The boundaries for the NEC are shown on the map to the right. The NEC includes commercial properties along FM 2252 which is more commonly known as Perrin Beitel south of Thousand Oaks and Nacogdoches north of Thousand Oaks. The NEC also includes properties along Naco-Perrin Boulevard. There are 6 major nodes also shown on the map to the right and listed below.

NEC Corridors

- Perrin Beitel Road from Northeast Loop 410 to Thousand Oaks
- Nacogdoches Road from Thousand Oaks to O'Connor
- Naco-Perrin Boulevard

NEC Major Nodes

1. Perrin Beitel and Loop 410
2. Perrin Beitel and Wurzbach Parkway
3. Naco-Perrin and Nacogdoches
4. Perrin Beitel and Naco-Perrin
5. Perrin Beitel and Thousand Oaks and Nacogdoches
6. Nacogdoches and O'Connor



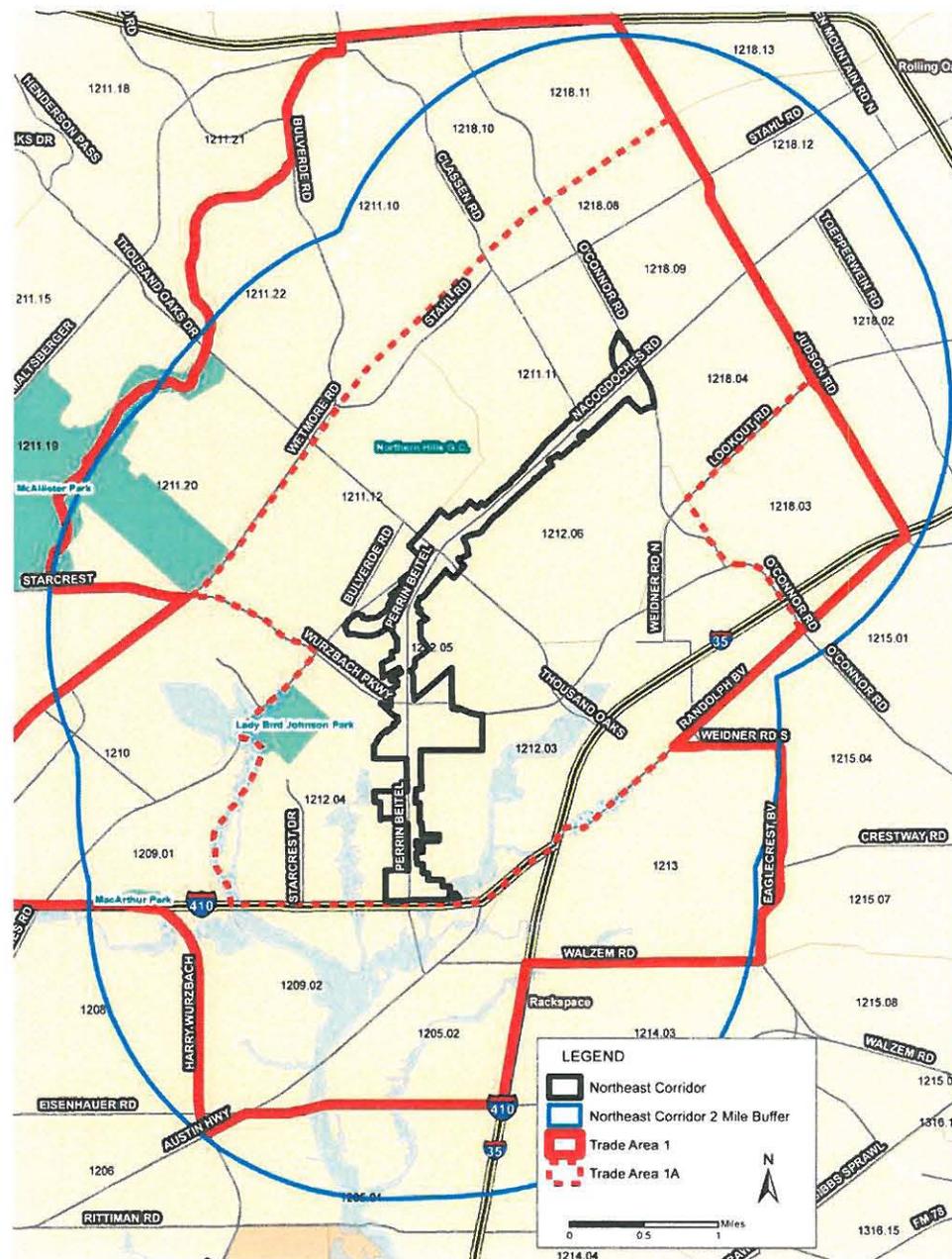
Trade Area Demographics

The NEC Market Study completed by Wendell Davis & Associates (WDA) defines a trade area for the NEC. The trade area is the contiguous geographic area within which most existing and proposed businesses in the NEC draw the majority of their customers. Based on the amount of retail space in the NEC, the locations of competing retail locations, the traffic network, and other factors it was determined that a 2-mile buffer, which does not go beyond Loop 1604 on the north, is the best representation of the NEC Trade Area. To assist with data collection and analysis, a set of 18 Census Tracts were substituted for a strict 2-mile buffer. A map of the trade area is shown on the right and selected demographic characteristics are included in the table below. The demographic characteristics of the trade area population are very important to perspective businesses. These businesses are generally looking to locate in areas in close proximity to their customers and a skilled workforce.

Population	94,392
Average Annual Population Increase (2000-2013)	745
Median Age	35.9
Average Household Size	2.52
Population with Bachelor's Degree or Higher (2013)	26%
Median Household Income	\$51,289
Average Housing Value	\$178,948
Owner Occupied Housing Units	53.4%
Renter Occupied Housing Units	38.4%
Vacant Housing Units	8.2%

▲ All data are 2013 estimates unless otherwise indicated. Source U. S. Bureau of the Census 2000, 2010; Environmental Systems Research Institute Business Analyst Online (ESRI BAO); Wendell Davis & Associates.

▶ The trade area is outlined in red on the map. The trade area includes 18 census tracts and extends roughly 2 miles from the NEC Corridor.



Transit

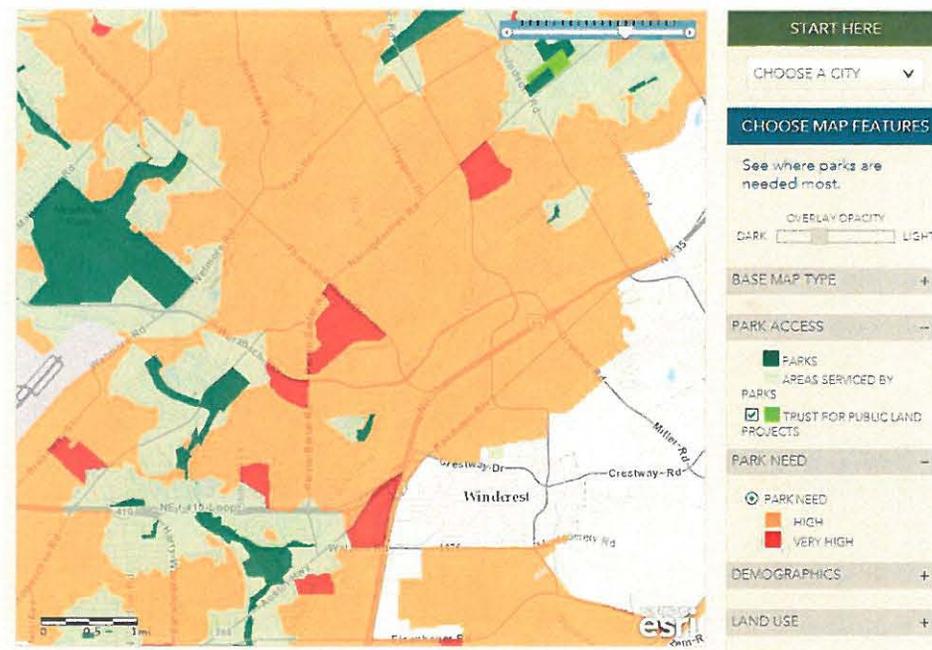
There are two main VIA bus routes that service the NEC. Route 14 provides frequent level service from the NEC to Downtown with stops in Alamo Heights and at Incarnate Word University. Route 642 provides metro level service from the NEC to Rolling Oaks Mall. These routes come together at the Naco Pass transfer area which today is a collection of stops and shelters located along the perimeter of a cul-de-sac surrounded by industrial uses. VIA is investigating the feasibility of replacing this informal transfer area with a permanent transit center that includes an enclosed waiting area with rest rooms, vending machines, staff to assist riders, and limited parking¹.

VIA's Long Range Comprehensive Transportation Plan calls for adding Bus Rapid Transit (BRT) service on Perrin Beitel. The Northeast/ Southeast BRT route would start at a new Naco Pass Transit Center, travel down Perrin Beitel and Austin Highway, through Downtown, down Roosevelt Avenue and terminate on Military Drive. BRT provides fixed rail type service by using larger, articulated buses, stations with level boarding heights, dedicated travel lanes and traffic signal prioritization². BRT can act as a catalyst for denser, transit-oriented, mixed-use development along the route and especially near transit centers. Transit oriented development would provide a way to add the additional residential units needed to support commercial establishments in the NEC while minimizing the impact on adjacent single-family neighborhoods.

Public Space

The NEC lacks publicly accessible park space. According to ParkScore, a comprehensive assessment of park space in the 50 largest US cities created by the Trust for Public Land, there is a high to very high park need for most parts of the NEC³. In addition to providing recreational opportunities for residents, parks have a positive impact on adjacent property values and can help revitalize a community.

1 viainfo.net
 2 smartwaysa.com
 3 <http://parkscore.tpl.org/>



▲ ParkScore by the Trust for Public Land identifies gaps in park availability (>10 minute walk), then determines which gaps represent the most urgent need for parkland based on population density, age, and income. The NEC includes areas with a high park need (shown in orange) and areas with a very high park need (shown in red).

A park or green in a commercial corridor can serve as a focal point and gathering spot for festivals and other events that will draw customers from other parts of the City. Strategy D2 identifies a potential site within the NEC for a new park. Other sites would also be considered.

Housing

The trade area includes mostly owner-occupied, single-family housing units that are in average condition or above with values that are affordable for middle class families. The housing section includes a description of housing value, ownership status, and housing condition.

Housing Value

Average housing value in the trade area is \$178,948. The average housing value for the trade area is slightly below that of the City (\$183,506) and the County (\$199,793). The majority of the housing units in the trade area are valued between \$150,000 and \$299,999.

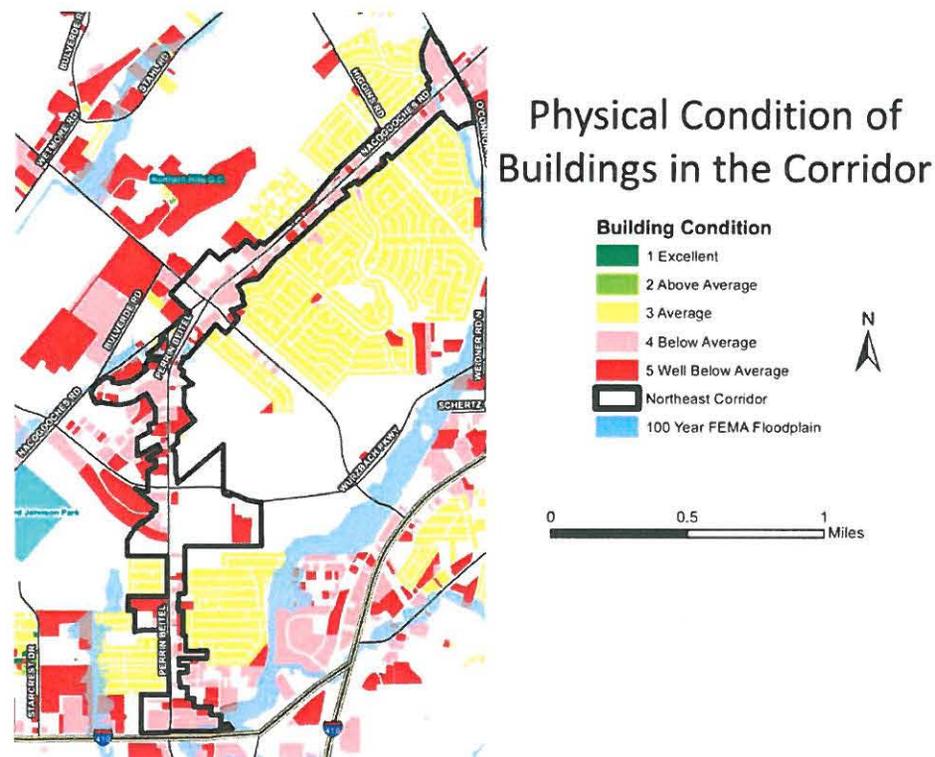
Ownership Status

Over 53% of housing units in the trade area are owner occupied. This is slightly higher than the City's percentage (51.1%). The percentage of owner occupied units within the trade area is expected to increase slightly by 2018. This slight increase in the rate of home ownership is expected in the greater City as well.

Approximately 16% of the housing units in the trade area are owner-occupied and owned free and clear.

Housing Condition

A very high 99.7% of single family homes are average condition or above. Of these, almost 17% are in above average or excellent condition. This is in stark contrast to the commercial buildings in the trade area, of which 98.3% are in below average condition.



▲ A very high 99.7% of single family homes are average condition or above. This is in stark contrast to the commercial buildings in the trade area, of which 98.3% are in below average condition.

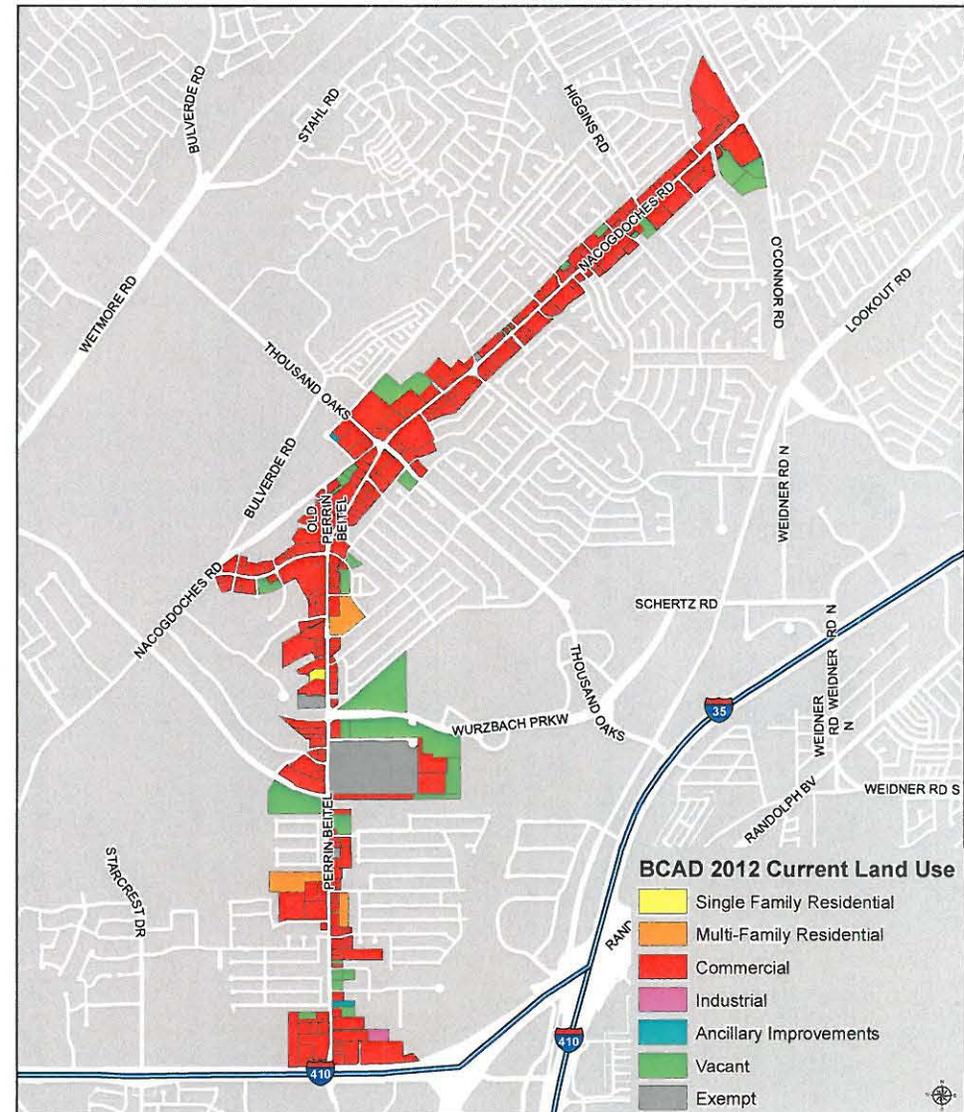
Commercial

There are 557 acres of land (nearly 1 square mile) within the NEC subdivided into 304 parcels. The total appraised property value in the Corridor was \$207 Million in 2012. The following section provides background information on the commercial areas that constitute the majority of the area within the NEC. This section includes descriptions of land use, commercial building condition, and vacant space. The results of a leakage/ surplus analysis are also included. Recent investments are also highlighted.

Existing Land Use & Zoning

Over the years, land in the NEC has been developed almost exclusively for commercial use. Over 93% of the developed acreage is utilized for commercial uses. Less than 6% of the developed acreage is utilized for multi-family housing. Commercial uses are situated in hundreds of small strip centers spread over miles (i.e. the classic strip commercial corridor). This type of development pattern that was constructed across the country in the 1970s and 1980s has fared poorly as retailers and customers have increasingly shown a preference for large power centers and denser mixed-use developments that are located in nodes at major intersections. Strategies D4 and D5 provide the initial steps for establishing a better balance of commercial and residential uses and concentrating commercial uses at major nodes.

Zoning in the Northeast Corridor is mostly consistent with the existing land use. Over 70% of the land area is zoned for commercial uses. Industrial and Light Industrial zoning covers 25% of land in the Corridor, and multi-family residential zoning is 3.1% of the land. Based on the comparison of zoning and land use within the Corridor, it appears the Corridor includes too much Industrial zoning and not enough multi-family zoning. Additionally, the amount of heavy commercial zoning should be decreased and concentrated at the major nodes. Mixed-use and multi-family zoning should be added to portions of the corridor that are not at major nodes.



▲ Current land use in the NEC is dominated by commercial and vacant categories. There are a few multi-family complexes within the Corridor. Single-family neighborhoods are located adjacent to the Corridor.

Commercial Building Condition

A very high 98.3% of commercial buildings in the NEC Trade Area are in below average or well below average condition. High value tenants are rarely willing to lease spaces in buildings that are in poor condition even with promises of upgrades. The condition of some of these buildings could be improved with a modest investment. The recent investment at Nacogdoches Village is an example of a shopping center that attracted new regional and national tenants after improvements were made to the facades of the buildings. Other buildings are obsolete and should be demolished to make way for new buildings that better meet the space and amenity demands of today's tenants.

Vacant Buildings and Lots

There are over 100 acres of vacant land in the NEC. Much of this total is included in a handful of large, bypassed parcels shown on the map on page 14. This vacant land provides opportunities for large, transformative developments. Incentives will likely be necessary to overcome access, drainage, legal or other issues that are responsible for these parcels remaining vacant while surrounding parcels were developed.

In addition to vacant land, there is over 400,000 square feet of vacant building space within the NEC. The overall vacancy rate is 13.5%. The vacancy rate is not excessively high, however, much of the vacant space is found in a handful of highly visible derelict properties. These eyesores make the vacancy rate seem like a bigger problem than it actually is. Of the vacant space, over half is configured for retail use. The remaining space is configured for industrial, office, or assembly use. These vacant spaces may need to be adapted to a different type of use in order for them to be re-occupied. Incentives will likely be necessary to help property owners fund reconfiguring these spaces.

Retail Market Gap Analysis (Leakage/ Surplus Analysis)

The Trade Area retail market in 2012 had more than \$970 million in retail trade, food & drink sales through 804 establishments. A Retail Market Gap Analysis, or Leakage/ Surplus Analysis compares the spending of households within a trade area to the sales of retail establishments within the same trade area to determine

Inventory Summary of Land and Building Space for Separate Nacogdoches and Perrin Beitel Segments

Parcel Use	Nbr	Land Area	Available Space	Building Area	Occ Rate	Vac Rate
Nacogdoches Retail Segment						
Retail Total	298	163.55	186,669	1,259,165	85.2%	14.8%
Residential Total	4	8.28	n/a	n/a	n/a	n/a
Non-Retail Total	130	93.55	96,084	771,986	87.6%	12.4%
Any Use	24	22.60	4,978	4,978	0.0%	100.0%
Retail Corridor Total	456	287.98	287,731	2,036,129	85.9%	14.1%
Perrin Beitel Mixed Use Segment						
Retail Total	97	44.42	23,603	371,922	93.7%	6.3%
Residential Total	6	27.83	n/a	n/a	n/a	n/a
Non-Retail Total	70	119.22	18,506	539,749	96.6%	3.4%
Any Use	26	84.25	78,791	78,791	0.0%	100.0%
Mixed Use Corridor Total	199	275.72	120,900	990,462	87.8%	12.2%
NORTHEAST CORRIDOR						
Retail Total	395	207.97	210,272	1,631,087	87.1%	12.9%
Residential Total	10	36.11	n/a	n/a	n/a	n/a
Non-Retail Total	200	212.77	114,590	1,311,735	91.3%	8.7%
Any Use	50	106.85	83,769	83,769	0.0%	100.0%
Northeast Corridor Total	655	563.70	408,631	3,026,591	86.5%	13.6%

Note: Available space and building area totals do not include residential floor space. Land area is included.

Industry Summary	Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Leakage Retail Gap	Leakage Factor	Nbr of Estabs
Other Gen Mdse Stores	4529	\$97,811,648	\$2,752,901	\$95,058,747	94.5	6
Department Stores	4521	\$55,972,667	\$2,508,340	\$53,464,327	91.4	3
Ltd-Service Eating Places	7222	\$49,395,513	\$39,931,762	\$9,463,752	10.6	36
Clothing Stores	4481	\$38,760,054	\$7,722,191	\$31,037,863	66.8	35
Jewelry/Luggage/Leather	4483	\$7,893,038	\$5,186,997	\$2,706,041	20.7	27
Shoe Stores	4482	\$6,536,451	\$955,766	\$5,580,685	74.5	4
Book, Periodicals & Music	4512	\$5,501,054	\$889,724	\$4,611,330	72.2	14
Lawn & Garden	4442	\$3,042,879	\$1,284,050	\$1,758,829	40.6	3
Total Leakage		\$264,913,304	\$61,231,731	\$203,681,573		128

▲ There are over 100 acres of vacant land and 400,000 square feet of vacant building space in the NEC (top). There is over \$200 million in leakage in 8 major industry groups in the NEC trade area (bottom).

if there is a disparity between spending and sales.

A Leakage/ Surplus Analysis measures the relationship of a retail area with a defined trade area in terms of a gap. The gap can be either negative or positive. A negative gap (surplus) represents a surplus of sales from retailers over the demand from consumers in the trade area. A positive gap (leakage) represents a leakage of sales to other locations outside of the trade area. Leakage indicates that households in the trade area are shopping elsewhere to satisfy their demand for goods. This represents an opportunity for new retailers to establish themselves within the trade area and capture this demand that is currently being met by retailers from outside of the trade area.

There is over \$200 million in leakage in 8 major industry groups in the NEC trade area. In other words, households within the trade area are spending \$200 million more than what is being sold by area retailers in these industry groups. Over \$95 million of this leakage occurred in the Other General Merchandise Stores industry group. A new Wal-Mart in the Trade Area is expected to capture at least \$50 million of these sales, but that still leaves demand for additional retailers in this industry group and others. The table on page 16 shows leakage for each of the 8 industry groups.

Recommended Retail Mix

The table to the right represents the retail industry groups and retailers that were recommended by WDA as part of the Market Study. These recommendations were based on the leakage/surplus analysis as well as a detailed comparison of retailer requirements to conditions in the NEC. The requirements of the recommended retailers including size of store, size of site, loading access, location type, population, household income,

Example Retailers	Industry Group Description	Industry Code	Industry Group	Typ Size Sq Ft (sqm)	Assumed Median Sq Ft	Typ Size Sq Ft (reg)	Sales/Sq Ft (lo)	Assumed Taxable Sales	Total Leakage by Industry Group
99 Cents Only	Other Gen. Merchandise	452910	4529	16000	16000	30000	159	\$2,900,160	
Family Dollar Stores	Other Gen. Merchandise	452910	4529	11000	11000	9600	139	\$1,743,060	
Wal-Mart Stores	Other Gen. Merchandise	452910	4529	102000	129000	187000	375	\$55,147,500	
Discount Stores Subtotal								\$59,790,720	\$97,811,648
Belk Inc	Department Stores	452110	4521	50000	50000	80000	159	\$9,063,000	
Stein Mart	Department Stores	452110	4521	37000	37000	37000	178	\$7,508,040	
Department Stores Subtotal								\$16,571,040	\$55,972,667
Burlington Coat Factory or Dress Barn	Apparel Stores, General	448000	4480	18000	18000	207000	159	\$3,262,680	
Old Navy	Apparel Stores, General	448000	4480	2750	2750	8585	458	\$1,467,180	
Ross, Marshalls or TJ Maxx	Apparel Stores, General	448000	4480	20000	20000	35000	418	\$9,530,400	
Gymboree	Apparel Stores, Children's	448130	4481	1500	1500	3000	529	\$904,590	
Casual Male - Big & Tall	Apparel Stores, Men's	448110	4481	3300	3300	3300	279	\$1,049,598	
Men's Wearhouse	Apparel Stores, Men's	448110	4481	5000	5000	6000	279	\$1,590,300	
Bebe	Apparel Stores, Women's	448120	4481	2200	2200	3800	255	\$639,540	
Mothers Work	Apparel Stores, Women's	448120	4481	1400	1400	1600	255	\$405,980	
Talbots	Apparel Stores, Women's	448120	4481	3500	3500	6600	255	\$1,017,450	
Apparel Stores Subtotal								\$19,868,718	\$31,037,663
Famous Footwear and/or Naturalizer	Shoes & Accessories Stores	448210	4482	1200	1200	7000	265	\$362,520	
Foot Locker, Champs Sports or Footaction	Shoes & Accessories Stores	448210	4482	1500	1500	4000	176	\$300,960	
Rack Room	Shoes & Accessories Stores	448210	4482	4250	4250		185	\$895,325	
Shoe Stores Subtotal								\$1,558,805	\$5,580,585
Books A Million	Book Stores	451211	4512	3000	3000	20000	205	\$701,100	
CD Warehouse	Music Stores	451220	4512	1200	1200	2500	252	\$344,736	
Book Stores Subtotal								\$1,045,836	\$4,611,330
Reeds Jewelers	Jewelry Stores	448310	4483	500	500	2100	313	\$178,410	
Samuels Jewelers	Jewelry Stores	448310	4483	577	577	3690	313	\$205,885	
Gordons	Jewelry Stores	448310	4483	1444	1444	1666	432	\$711,141	
Jewelry Stores Subtotal								\$1,095,436	\$2,706,041
TOTAL SALES OF CORRIDOR-RECOMMENDED STORES WITH WALMART INCLUDED								\$99,931,555	\$197,720,234

▲ The NEC could support an additional 180,000 square feet of retail space in 6 key industry groups. Taxable sales for these retailers could approach \$100,000,000 annually.

retail synergy, and growth plans are aligned with conditions in the NEC.

The total leakage of the top five recommended industry groups: Discount Stores, Department Stores, Apparel Stores, Shoes & Accessories Stores and Book, Periodical and Music Stores is \$195,014,193. The estimated sales of the recommended retailers totals \$99,836,119, including an estimate for Walmart of \$55,147,500. This represents about 1/2 of the total leakage, assuming the Corridor will not capture all the leakage due to strong competition from the Forum and other centers not far away, as well as leakage to internet sales.

Recent Investment

Investment in the NEC has increased over the past few years since Walmart announced plans to build a new store at the northwest corner of Perrin Beitel/ Nacogdoches and Thousand Oaks. There were nearly \$12 million in permitted construction projects from Jan 2012 to Apr 2013. \$9.7 million (82%) of these projects are located at the intersection of Perrin Beitel, Nacogdoches and Thousand Oaks. The map on the following page shows the individual investments in the corridor.



Strategic Action Plan

The market study, overall assessment, and public input were used as the basis for developing 22 strategies to improve conditions in the NEC. The strategies are organized into 4 basic categories: Organization, Design, Marketing, and Business Development. Details on all strategies are provided on subsequent pages.

Strategy	Category	Page	2014	2015	2016	2017	2018	Dependent on TIRZ*
O1	Grow NEC Network	Organization	20	■	■	■	■	■
O2	Measure Performance	Organization	21	■	■	■	■	■
D1	TIRZ Designation	Design	21	■			■	
D2	Property Redevelopment	Design	21				■	■
D3	Landscaping	Design	21	■	■		■	■
D4	Support Zoning Changes	Design	22	■	■	■	■	■
D5	Design Guidelines	Design	22		■			
D6	Design Assistance	Design	22		■	■	■	■
D7	NEC Adopt-A-Spot Litter Control Program	Design	22	■	■	■	■	■
D8	Top 10 Improvement Opportunities	Design	23	■	■	■	■	■
D9	Beautification Award	Design	23	■	■	■	■	■
D10	Facade Grant	Design	23			■	■	■
D11	Neighborhood Signage Grant	Design	23				■	■
D12	Multi-Family Rehab Program	Design	23	■	■			■
M1	Enhance Marketing Material	Marketing	24	■				
M2	Outreach to Realtors	Marketing	24	■	■	■	■	■
M3	News Article Submissions	Marketing	24	■	■	■	■	■
M4	Community Meetings/ Press Conferences	Marketing	24	■	■	■	■	■
M5	Chamber Outreach	Marketing	24	■	■	■	■	■
B1	Support Northeast Neighborhood Alliance	Business Development	25	■	■	■	■	■
B2	Provide Real Estate Listings	Business Development	25	■	■	■	■	■
B3	Business Attraction	Business Development	25	■	■	■	■	■

*These strategies are dependent on TIRZ or other source of dedicated revenue.

Organization

O1. GROW NEC NETWORK

Encourage strong pro-active leadership from within the NEC business community to develop and expand a network of property owners, brokers, and agents with an interest in redeveloping the NEC.

- Initiate and maintain contact with NEC stakeholders through mail-outs, website, e-blasts, and other communication tools.
- Support the organization of a merchant's association to address the specific needs of business owners.
- Form working groups to deal with specific issues and needs.

O2. MEASURE PERFORMANCE

Monitor, define and measure success in an annual report.

Design

D1. TIRZ DESIGNATION

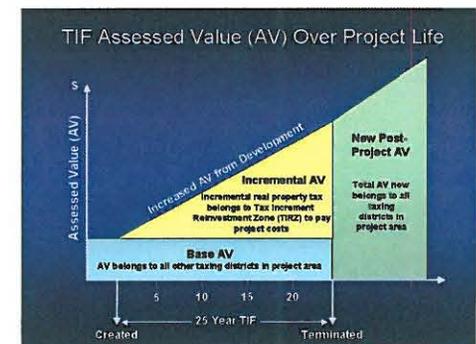
Evaluate the feasibility of using Tax Increment Financing (TIF) as a source of funding to incentivize catalytic projects. Pursue designation of a Tax Increment Reinvestment Zone (TIRZ) if deemed feasible. Consider providing TIRZ with borrowing powers to take advantage of revenue from major known projects. Add the following properties to the Corridor if creating TIRZ:

- Sky Mine on old Bulverde Rd
- Vacant land between Bulverde Rd and Old Nacogdoches Rd



▲ Students from the UTSA School of Architecture redesigned the facades of existing buildings in the NEC. The students were given a maximum budget of \$50,000. Facade improvements like the one shown could be partially funded through a matching grant program funded by a TIRZ.

► TIF is a special funding tool that can promote public and private investment in areas where little to no investment is currently taking place. TIF is a way to fund improvements without increasing taxes or levying an assessment.



D2. PROPERTY REDEVELOPMENT

Facilitate the redevelopment the following properties and prepare for reuse through acquisition and/ or public-private partnerships as recommended by market study.

1. Perrin Oaks Plaza shopping center.
2. Bank structure that is for lease only but restricted from use as a financial institution.
3. Fire-gutted building (formerly Playmates) on the northwest of Wye Dr and Perrin-Beitel.
4. Properties at 9834 Perrin Beitel for use as a public park. This site is centrally located, has Perrin Beitel frontage, and abuts Clear Springs Elementary.
5. Commerce Business Park. Relocate existing businesses to other locations and redevelop to achieve a higher aesthetic quality at the Wurzbach Parkway gateway to the NEC.

D3. LANDSCAPING

Enhance streetscape with landscaping and public art in the public rights-of-way.

- Commission NEC Master Landscape Plan that features corridor-wide design that is attractive, drought tolerant, and low maintenance.
- Amend TxDOT master landscape ordinance to include additional areas in the NEC.
- Execute agreement for initial watering and ongoing maintenance.
- Install landscaping at high impact areas including A) Thousand Oaks/ Perrin Beitel/ Nacogdoches Triangle and B) Perrin Beitel/ Wurzbach Parkway.
- Commission public art installation in landscape areas or under overpasses.
- Encourage private property owners to improve landscaping in accordance with corridor-wide design.



D4. SUPPORT ZONING CHANGES

Support zoning changes that are consistent with NEC revitalization goals including decreasing the amount of heavy commercial zoning and concentrating it at the major nodes and adding low density mixed-use and multi-family zoning to portions of the corridor that are not at major nodes.

D5. DESIGN GUIDELINES

Adopt uniform site and building design guidelines for the NEC that include recommendations regarding:

- Landscaping on private property that is consistent with right-of-way plantings
- New pad sites in front of existing shopping centers
- Signs
- Cross-access easements to eliminate curb cuts
- Gathering spaces
- Pedestrian enhancements & access to neighborhoods
- Other improvements that could be implemented with TIRZ funds
- A walkable urban village around the intersection of Thousand Oaks/ Perrin Beitel/ Nacogdoches

D6. DESIGN ASSISTANCE

Provide proactive and on-demand design assistance to property owners in the NEC. Provide renderings to illustrate what facades could look like when applying the design guidelines.

D7. NEC ADOPT-A-SPOT LITTER CONTROL PROGRAM

Encourage local individuals, organizations, and businesses to adopt remaining portions of the NEC through the Keep San Antonio Beautiful Adopt-A-Spot Litter Control Program. Provide support to sustain ongoing clean-up events.



▲ Guidelines for site and building design typically address commercial center retrofits, landscaping, signs, building materials. Guidelines would be mandatory for projects receiving incentives through an NEC incentive program.

D8. TOP 10 IMPROVEMENT OPPORTUNITIES

Create and maintain rolling list of top 10 'improvement opportunities.' Develop and pursue intervention strategy for each site.



D9. BEAUTIFICATION AWARD

Recognize those that model pride of place with a beautification award.

- Design and print custom signs with NEC logo.
- Administer under the existing Northeast Neighborhood Alliance beautification award program.
- Place yard sign on property and post article on website.

D10. FACADE GRANT

Provide matching grant for commercial facade improvements that comply with NEC design guidelines.



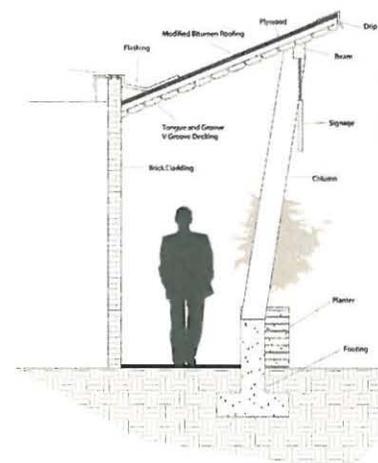
D11. NEIGHBORHOOD SIGNAGE GRANT

Provide competitive grant for neighborhood entryway signage and low maintenance landscape enhancements that are consistent with the NEC Design Guidelines and Master Landscape Plan.

D12. MULTI-FAMILY REHAB PROGRAM

Establish program to encourage owners of apartments to rehab properties and move them up-market. Consider incentives using future TIRZ funds.

► Students from the UTSA School of Architecture redesigned the facades of existing buildings in the NEC. The students were given a maximum budget of \$50,000. Facade improvements like the one shown could be partially funded through a matching grant program funded by a TIRZ.



Marketing

M1. ENHANCE MARKETING MATERIAL

Incorporate effective marketing that will give property owners, business owners and investors the confidence the proposed redevelopment will happen.

M2. OUTREACH TO REALTORS

Provide information on NEC to realtors via the San Antonio Board of Realtors (SABOR).

M3. NEWS ARTICLE SUBMISSIONS

Post articles to highlight positive changes in the NEC including new businesses, significant investments, and upcoming events. Submit the best articles to the San Antonio Business Journal and San Antonio Express News.

M4. COMMUNITY MEETINGS/ PRESS CONFERENCES

Host regular public meetings to provide status updates to community members. Highlight ground breaking and grand opening celebrations with press conferences.

M5. CHAMBER OUTREACH

Establish relationships with the area Chambers of Commerce including the Greater, North, and Hispanic to help market the NEC to new and relocating businesses.

► Marketing for the NEC will focus initially on promoting the corridor by creating a recognizable brand, improving perception, and highlighting opportunities for relocating businesses. As the organization grows over the next decade the focus of the marketing function will shift and expand to include customer-focused promotions for the NEC and individual businesses.

Northeast Corridor Revitalization Initiative perrin beitel | nacogdoches



News

New Dunkin' Donuts debuts in Northeast San Antonio

San Antonio Business Journal, Tricia Lynn Silva



Dunkin' Donuts is rolling out a new store on Tuesday, July 23 in San Antonio.

The store is located at 12311 Nacogdoches Road on the Northeast Side. The grand-opening festivities will take place at noon.

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Restore vitality to the **Perrin Beitel** and **Nacogdoches** corridors.

Capitalize on opportunities to **activate** vacant and underutilized properties, **re-establish** community-serving retail and service businesses, and **improve** the appearance of buildings, signs, and parking lots.

A place-based program of **service** delivery enhancements, tactical **partnerships** and targeted **investments**

Incentives are available to help you improve your commercial property. Visit northeastcorridorsa.com for more information.

Northeast Corridor Revitalization Initiative

Business Development

B1. SUPPORT NORTHEAST NEIGHBORHOOD ALLIANCE

Support NENA on the following issues and others that arise.

- Facilitate turn over of vacant houses in single-family neighborhoods
- Strengthen neighborhood associations
- Minimize negative impact of vacant lots in residential areas
- Code enforcement

B2. PROVIDE REAL ESTATE LISTINGS

Maintain an inventory of active listings of properties that are for sale or lease. Provide a map of locations and lease rates and/ or asking prices as available. Post to website.

B3. BUSINESS ATTRACTION

Recruit businesses from the following Industry Groups as recommended by market study:

RETAIL

- General Merchandise Stores, including Discount Stores
- Department Stores
- Apparel Stores
- Shoe Stores
- Book, Periodical & Music Stores

NON-RETAIL

- Multi-Family - First priority is to assist and facilitate the rehabilitation and/ or replacement of existing multi-family units. Second priority is to support new multi-family units near proposed Bus Rapid Transit (BRT) stations or as part of redevelopment projects that eliminate blight. See market study for potential sites.
- Call centers
- Alamo Colleges/ Technical School/ Trade School



▲ There is nearly 240,000 square feet of vacant building space and over 72 acres of vacant land in the NEC. The overall vacancy rate for building space is 13.5%. The Revitalization Initiative can help owners lease or sell vacant properties by recruiting businesses from competitive industries and providing a list of available properties to prospective buyers and lessees.

SPECIALTY

- Personal and business service (child care, laundromat, small medical clinics) and casual dining restaurants in the mixed-use segment
- Unique themed destination restaurant in an appropriate location in the Retail Segment
- Incubator for start-up businesses
- CPS Energy Service Center
- VA Clinic

Project Funding Matrix

Strategies	Time Frame/ Frequency	Lead(s)	Estimated Cost	Funding Source
ORGANIZATION				
O1	GROW NEC NETWORK Encourage strong pro-active leadership from within the Corridor Business Community to develop and expand a network of property owners, brokers, and agents with an interest in redeveloping the NEC.	2014 & Ongoing/ Biannual	Steering Committee	Staff Time COSA
O2	MEASURE PERFORMANCE Monitor, define and measure success in an annual report.	2014 & Ongoing/ Annual	Steering Committee	Staff Time COSA
DESIGN				
D1	TIRZ DESIGNATION Evaluate and pursue designation of a Tax Increment Reinvestment Zone (TIRZ) as source of funding to support catalytic projects.	2014 - Evaluate & pursue designation (Reevaluate in 2017 if not previously designated)	Steering Committee, D10, DPCD TIF Unit	Set-up cost charged to TIRZ COSA, TIRZ
D2	PROPERTY REDEVELOPMENT Acquire blighted properties and prepare for reuse as recommended by market study.	2018 or when TIRZ funds become available	TIRZ Board	\$45,000 - \$1.2M per property TIRZ
D3	LANDSCAPING Enhance streetscape with landscaping and public art in the public rights-of-way Phase I Design, Funding & Agreements Phase II Installation (high impact areas) Phase III proposal including intersection improvements & public art for 2018 bond	2014 - Phase I 2015 - Phase II 2017 - Phase II	Steering Committee, D10	Phase I Design Installation Maintenance Phase II TBD Phase I CCPF, TIRZ Phase II 2018 Bond
D4	SUPPORT ZONING CHANGES Support zoning changes that are consistent with NEC revitalization goals including decreasing the amount of heavy commercial zoning and concentrating it at the major nodes and adding low density mixed-use and multi-family zoning to portions of the corridor that are not at major nodes.	2014 & Ongoing Evaluate feasibility of pursuing comprehensive rezoning	Steering Committee, D10	Staff Time COSA

Strategies	Time Frame/ Frequency	Lead(s)	Estimated Cost	Funding Source
D5 DESIGN GUIDELINES Adopt uniform site and building design guidelines for the NEC.	2015 2019+ Pursue designation of urban design zoning overlay district	Steering Committee, D10 UTSA School of Architecture	\$5,000 (exhibits, outreach)	COSA
D6 DESIGN ASSISTANCE Provide proactive and on-demand design assistance to property owners in the Corridor.	2015 & Ongoing	City Design Center UTSA School of Architecture	Staff Time	COSA
D7 NEC ADOPT-A-SPOT LITTER CONTROL PROGRAM Encourage local individuals, organizations, and businesses to adopt remaining portions of the NEC through the Keep San Antonio Beautiful Adopt-A-Spot Litter Control Program and provide support to sustain ongoing clean-up events.	2014 & Ongoing/ Annual	Steering Committee, D10, NENA Keep SA Beautiful	Check w/KSAB	CCPF
D8 TOP 10 IMPROVEMENT OPPORTUNITIES Create and maintain rolling list of top 10 'improvement opportunities.'	2014 & Ongoing/ Update Biannually	Steering Committee	Staff Time	COSA
D9 BEAUTIFICATION AWARD Recognize those that model pride of place with a beautification award	2014 & Ongoing/ Bi-annual (as warranted)	Steering Committee, NENA	\$1,000	CCPF
D10 FACADE GRANT Provide matching grant for facade improvements that comply with design guidelines.	2016 - design program 2016 & Ongoing - Implement Program	TIRZ Board	Minimum \$25,000 per project but scalable depending on TIRZ revenue	TIRZ
D11 NEIGHBORHOOD SIGNAGE GRANT Provide competitive grant for entryway signage and low maintenance landscape enhancements that is consistent with the NEC Master Landscape Plan for neighborhoods.	2018 & Ongoing	TIRZ Board	Minimum \$10,000 per grant but scalable depending on TIRZ revenue	TIRZ
D12 MULTI-FAMILY REHAB PROGRAM Establish program to encourage owners of apartments to rehab properties and move them up-market.	2014, 2015 - Work with apartment association to develop incentive program	Steering Committee, NENA	TBD	COSA

Strategies	Time Frame/ Frequency	Lead(s)	Estimated Cost	Funding Source	
MARKETING					
M1	ENHANCE MARKETING MATERIAL Incorporate effective marketing that will give property owners, business owners and investors the confidence the proposed redevelopment will happen.	2014	Steering Committee	\$5,000	CCPF
M2	OUTREACH TO REALTORS Provide information on NEC to realtors via the San Antonio Board of Realtors (SABOR).	2014 & Ongoing	Steering Committee	Staff Time	COSA
M3	NEWS ARTICLE SUBMISSIONS Submit web articles to San Antonio Business Journal and San Antonio Express News.	2014 & Ongoing/ As warranted, at least 1 per year	Steering Committee	Staff Time	COSA
M4	COMMUNITY MEETINGS/ PRESS CONFERENCES Host regular public meetings/ press conferences to provide status update to stakeholders.	2014 & Ongoing/ Biannual presentations to NENA; press conferences as warranted	Steering Committee	Staff Time	COSA
M5	CHAMBER OUTREACH Establish relationships with the area Chambers of Commerce including the Greater, North, and Hispanic to market NEC properties.	2014 & Ongoing	Steering Committee	Staff Time	COSA
BUSINESS DEVELOPMENT					
B1	SUPPORT NORTHEAST NEIGHBORHOOD ALLIANCE Support NENA to address neighborhood issues within the trade area	2014 & Ongoing	Steering Committee	Staff Time	COSA
B2	PROVIDE REAL ESTATE LISTINGS Maintain an inventory of active listings of for sale or lease properties.	2014 & Ongoing	Steering Committee	Staff Time	COSA
B3	BUSINESS ATTRACTION Recruit retailer, non-retail, and specialty business types from the Industry Groups recommended by market study.	2014 & Ongoing	Steering Committee	Staff Time	COSA



Prepared by the City of San Antonio
Department of Planning & Community Development



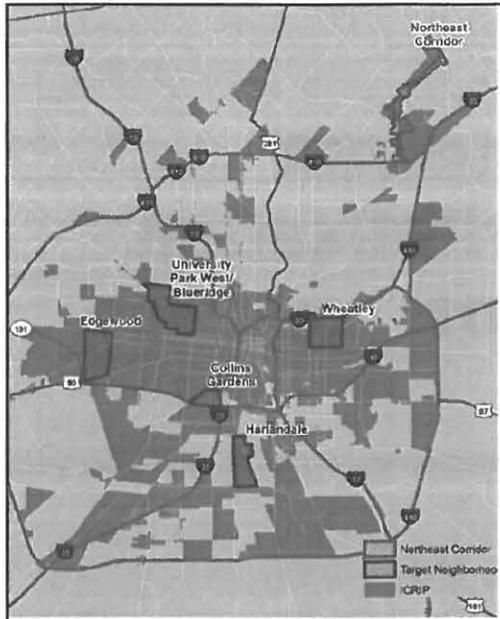
REnewSA Revitalization Plans

**Agenda Item #16
June 26, 2014**

REnewSA Background

- Collaborative initiative for coordinating and targeting delivery of community development resources
- Partnership between multiple City departments and outside partner agencies
- Focuses resources on smaller geographies within the City that exhibit a balance of need and market potential.
- Commits resources to target areas for a sustained period to increase the likelihood of tipping these areas from marginal to marketable.





Target Areas

- Revitalization Plans were developed for the REnewSA Target Neighborhoods & Corridor:
 - Collins Gardens
 - Edgewood
 - Harlandale
 - University Park West/ Blueridge
 - Northeast Corridor
- Plan for the Wheatley Target Neighborhood was adopted by City Council on June 20, 2013



Revitalization Plans

- 20-30 page action-oriented revitalization plans incorporate public input and build on previously adopted plans and policies
 - Define goals, strategies, responsibilities, funding sources and metrics
 - Outline resource commitments by REnewSA partners
 - Demonstrate commitment to lending institutions and grant providers
 - Validate the expenditure of public funds for land acquisition and disposition
 - Qualify as a TDHCA revitalization plan for the allocation of Housing Tax Credits



Implementation Progress

- 5 owner occupied rehabilitation projects are underway in the target neighborhoods with an additional 20 pre-qualified
- SPARK park completed in Harlandale; SPARK park planned for Collins Gardens
- Park improvements for University Park West/ Blueridge target area proposed as part of the Parks as a Centerpiece to Neighborhood Revitalization initiative.
- 12,000 feet of new CDBG-funded sidewalks and ramps planned for the target neighborhoods
- 4 façade improvement projects selected from the target neighborhoods
- New Tax Increment Reinvestment Zone (TIRZ) proposed for NEC to provide dedicated source of funding for infrastructure improvements
- REnewSA.com live on March 27



Recommendation

DPCD recommends that the Revitalization Plans for the REnewSA Collins Gardens, Edgewood, Harlandale, and University Park West/ Blueridge Target Neighborhoods and the Northeast Corridor be adopted as components of the 2009 Strategic Plan for Community Development.

