

**CITY OF SAN ANTONIO
DISTRICT 2
EASTSIDE REINVESTMENT SUMMIT**

JANUARY–FEBRUARY 2010

PREPARED BY

HUNTLEY

PARTNERS

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EXECUTIVE SUMMARY

PROJECT OVERVIEW

The City of San Antonio recently hosted a three meeting Summit of residents, civic and neighborhood leaders, stakeholders, developers, property and business owners, and public sector entities to discuss how to launch the redevelopment of the Eastside. The overall goal of the Summit was creation of a community foundation for moving forward collaboratively with the economic redevelopment of the Eastside. This report represents the summary of the January-February 2010 Eastside Reinvestment Summit.

The city engaged Huntley Partners, a management consulting company with expertise in managing large economic development initiatives and creating public private partnerships, to design and facilitate the three meetings which comprised the East Side Reinvestment Summit. As a part of the Huntley Partners team, Clarification & Mediation, Inc. provided the facilitation services.

Pre-Summit Preparation

To help inform the design of the Summit, the City of San Antonio provided Huntley Partners with a small sample of diverse stakeholders to interview for the purpose of defining issues that should be considered at the Summit.

Huntley Partners also reviewed COSA approved plans for San Antonio's Eastside, and determined that the plans formed a good foundation for COSA to understand the common desires of the various Eastside neighborhoods.

SUMMIT MEETINGS

Mayor Julian Castro and District 2 Council Member Ivy Taylor hosted and participated in all three Summit meetings. City Manager Sheryl Sculley and the Mayor's Senior Leadership Team were also engaged and in attendance. Bexar County was represented at the three Summit meetings by Judge Nelson Wolfe and Commissioner Tom Adkisson.

The Community/Related Stakeholders Meeting

More than three hundred fifty participants attended the Community/Related Stakeholders Meeting on January 8, 2010.

Objectives for the Community/Related Stakeholders Meeting were to:

- Briefly review the history of planning efforts for East San Antonio
- Examine a comparison of goals articulated in the various neighborhood concept plans and appreciate common economic development interests

- Hear feedback with respect to obstacles and issues impacting the ability of the city to facilitate implementation of the plans engage ideas on how these might be addressed
- Reflect on what the community likes about East San Antonio and what is important to preserve in a revitalization effort
- Receive input on projects or development concepts that might be immediately initiated to support sustained development of East San Antonio, and
- Reflect on what factors participants consider important when deciding where to start with implementation.

COSA immediately used input from the meeting to begin planning short term solutions to identified barriers. Of critical importance, meeting participants identified 15 “doable and catalytic” projects (see Appendix, Exhibit M) that the city should explore to begin Eastside revitalization efforts.

The Developer/Investor Meeting

Approximately 60 participants attended the Developer/Investor Meeting on January 22, 2010.

Objectives for the Developer/Investor Meeting were to:

- Communicate the COSA commitment to reinvestment in East San Antonio
- Provide an overview of the demographic and basic asset profile of East San Antonio, including the current and projected investments of COSA in East San Antonio, and preferences of the Eastside community for beginning doable and catalytic projects that will sustain redevelopment of the Eastside
- Present a basic overview of COSA development incentives available to support public/private investment in San Antonio
- Solicit input on what supports COSA and public partners might offer to incentivize involvement and investment from private developers and property owners, and
- Invite suggestions on what efforts might be undertaken now to send a signal that East San Antonio is a priority area for reinvestment.

Developers and investors were enthusiastic about the focus on the revitalization of East San Antonio. They offered suggestions on how to improve current development incentives and suggested projects that COSA might consider for completion over the next 6-12 months as a strategy for jump starting a more comprehensive revitalization plan.

The Report Back Meeting

Approximately 250 participants attended the Report Back Meeting on February 6, 2010.

Objectives of the Report Back Meeting were to:

- Demonstrate COSA commitment to reinvestment in East San Antonio
- Review Community/Related Stakeholders Meeting highlights
- Share Developer/Investor Meeting highlights
- Share leadership insights
- Present current and future COSA development activities, and
- Solicit feedback on whether COSA was on the right track and how, organizationally, it should start the implementation process.

Facilitators outlined a significant number of items that were already in motion as a result of the Summit.

COSA announced significant actions that are to be implemented partially in response to suggestions made by the community. The initiatives include increased code enforcement and animal management efforts as well as additional police officers and public safety efforts on the Eastside. COSA also announced a point of contact for the Eastside reinvestment effort.

Over 98% of all participants at the Report Back Meeting thought COSA's efforts were headed in the right direction. The two most common organizational efforts desired by meeting participants involved developing an entity to oversee the revitalization effort as well as determining a methodology to ensure communication and continued public engagement and participation.

RECOMMENDATIONS

In order to maintain the tremendous momentum and goodwill garnered as a result of hosting the Summit, Huntley Partners recommended that the city of San Antonio execute the following critical tasks:

- Assign responsibility for managing the redevelopment of East San Antonio to a current or newly created development entity with a specific point of contact.
- Create a communication strategy that honors the commitment for open and transparent communication and establishes a framework for on-going public engagement.
- Immediately execute projects that signal the launch of the revitalization and contribute to improvements that will support its long term development.

- Continue the work of City Manager Sheryl Sculley and the Senior Leadership Team to resolve barriers, obstacles and disincentives for investing in the Eastside and promoting quality of life for Eastside residents.
- Initiate planning for short term projects that demonstrate external market interest in investing in the Eastside.
- Explore and refine incentive supports suggested at the Developer/Investor Meeting.
- Host a work session which engages public partners in coordinating their respective plans for program and service improvements that impact the Eastside and explore the opportunity to coordinate program implementation and leverage resources.

SAN ANTONIO DISTRICT 2 EASTSIDE REINVESTMENT SUMMIT JANUARY–FEBRUARY 2010

PROJECT OVERVIEW

For many years, San Antonio residents of Eastside neighborhoods and city officials have engaged in creating concept plans designed to guide the growth and development of East San Antonio. Indeed, the city of San Antonio has catalogued nearly a dozen neighborhood plans and an Arena District/Eastside Community Plan, all of which identify issues and articulate needs, concerns and desires of East San Antonio residents for the healthy growth and development of their communities. The plans reflect the vision and best thinking of nearly 25 neighborhood associations, and a host of interested stakeholders.

The City of San Antonio (COSA), desirous of developing an implementation strategy to honor the tremendous effort that these plans represent, and to collaboratively move the city to achieve a vision for reinvestment in the Eastside, recently hosted a three meeting Summit of residents, civic and neighborhood leaders, stakeholders, developers, property and business owners, and public sector entities to discuss how to launch the redevelopment of the Eastside. The Summit was designed to create a consensus for moving forward. The first meeting focused on the Eastside community and interested stakeholders. The second focused on interested developers and investors. The third was a report back session on ideas presented and strategies developed in the first two meetings.

This report represents the summary of the January-February 2010 Eastside Reinvestment Summit.

The city engaged Huntley Partners to design and facilitate the three meetings which comprised the East Side Reinvestment Summit. Huntley Partners is an Atlanta based management consulting company with expertise in managing large economic development initiatives, creating public private partnerships, and assisting cities in creating the delivery infrastructure required to make development a reality.

Principal Walter R. Huntley Jr. is a native of San Antonio and grew up on the Eastside where his mother still resides. As former head of the Atlanta Economic Development Corporation he served both Mayor Maynard Jackson and Mayor Andrew Young.

As a part of the Huntley Partners team, Clarification & Mediation, Inc. (C&M) provided the facilitation services. C&M is a management consulting firm that specializes in community engagement, public involvement and communications support in a variety of environments.

President Clara Axam led the team of experienced facilitators for the Summit, which also included William McFarland and Janice Williams. As former head of the Corporation for Olympic Development in Atlanta, Ms. Axam had responsibility for working with 15 of Atlanta's inner city neighborhoods to create and implement redevelopment plans. Mr. McFarland also has significant experience in community development, as an architect/planner who headed up a community development corporation.

PRE-SUMMIT PREPARATION

Pre-Summit Interviews

To help inform the design of the Summit, Huntley Partners requested contact information for a small sample of diverse stakeholders to interview for the purpose of defining issues that should be discussed or considered at the Summit.

Twenty names were provided by the COSA; fourteen interviews were completed. The sample included residents, neighborhood association leaders, pastors, business owners, developers, representatives from the Water Board and the Alamo Black Chamber of Commerce, and non-resident property owners. A list of those invited to be interviewed is included in the Appendix as Exhibit A.

Interviewees were questioned about their familiarity with the various neighborhood plans and community involvement in the development of completed plans. The survey also solicited interviewee opinion about consensus, vision, priorities and attainability of plan goals, barriers to plan implementation, and which partners would be critical in any implementation effort. Interviewees were also asked what they thought the Summit would need to achieve to be considered successful.

A summary of interview results can be found in Appendix, Exhibit B.

Comparison of Current Neighborhood Plans

Huntley Partners reviewed COSA approved plans for the Eastern Triangle, Dignowity Hills, Alamodome, Martin Luther King/Wheatley Heights and Government Hills neighborhoods. The Arena District/Eastside Community and St. Paul Square ULI Plan were also reviewed. Although a number of the plans require updating, they form a good foundation for COSA to understand the common desires of the various Eastside neighborhoods.

A summary of the comparison of reviewed plans is in the Appendix as Exhibit C. A comprehensive plan comparison table is attached as Appendix, Exhibit D.

THE COMMUNITY/RELATED STAKEHOLDERS MEETING JANUARY 8, 2010

Registrants

Approximately 350 participants attended the Community/Related Stakeholders Meeting. A copy of the sign in sheets is included in the Appendix as Exhibit E.

Welcome and Introductions

Mayor Julian Castro and District 2 Council Member Ivy Taylor welcomed the participants to the Saturday Meeting. Both emphasized this session as the beginning of a series of discussions focused on launching the implementation of strategies to attract reinvestment to District 2's Eastside neighborhoods.

Participants were informed of the overall goal of the Summit: Creation of a community foundation for moving forward collaboratively with the economic redevelopment of the Eastside.

Participants were told that, ultimately, the city of San Antonio will build on the insights offered from the Summit to assist in:

- exploring priorities for an action agenda to revitalize East San Antonio,
- approaching possible development partners/investors and
- creating development scenarios for consideration and prioritization, including the potential market and financial feasibility of a development initiative.

Mayor Castro indicated his commitment to redevelopment of the Eastside and noted that his Senior Leadership Team was attending the Meeting. A host of representatives from other public agencies, and numerous elected officials were introduced.

Bexar County Judge Nelson Wolfe and Commissioner Tom Adkisson also welcomed participants and embraced the commitment to reinvestment in East San Antonio.

Council Member Taylor emphasized that the Summit is the opportunity for the City of San Antonio and its public agency partners to hear from participants about what challenges must be addressed for successful implementation and what projects participants would see as priorities for initiating implementation and assuring sustainable redevelopment. She introduced the facilitators, Walter R. Huntley Jr. of Huntley Partners and Clara Axam, William McFarland and Janis Williams of Clarification & Mediation, Inc.

Council Member Taylor stated that Walter R. Huntley Jr. was a native of San Antonio who grew up on the Eastside and that his career has been dedicated to economic development initiatives. It was noted that the team from Clarification and Mediation, Inc. were experienced facilitators and that Ms. Axam and Mr. McFarland had significant experience in community development.

Good Morning and Participant Introductions

Given the large number of attendees, participants were asked to introduce themselves at their tables. The audience included largely older Eastside residents, property owners, developers, business owners, representatives from neighborhood organizations and institutions and other public agencies.

Overall Goal of the Summit

Participants were informed of the overall goal of the Summit: Creation of a community foundation for moving forward collaboratively with the economic redevelopment of the Eastside.

They were informed that ultimately, the city of San Antonio will build on the insights offered from the Summit to assist in:

- exploring priorities for an action agenda to revitalize East San Antonio,
- approaching possible development partners/investors and
- creating development scenarios for consideration and prioritization, including the potential market and financial feasibility of a development initiative

Objectives and Ground Rules

C & M presented objectives for the meeting:

- Review briefly the history of planning efforts for East San Antonio.
- Examine a comparison of goals articulated in the various neighborhood concept plans and appreciate common economic development interests.
- Hear feedback with respect to obstacles and issues impacting the ability of the city to facilitate implementation of the plans, and engage ideas on how these might be addressed.
- Reflect on what the community likes about East San Antonio and what is important to preserve in a revitalization effort.
- Receive input on projects or development concepts that might be immediately initiated to support sustained development of East San Antonio.
- Reflect on what factors participants consider important when deciding where to start with implementation.

Ground Rules for the Meeting were accepted by participants:

- Listen actively
- Listen to understand
- Release the need to be right
- Respect each other and different perspectives
- Honor the time we have together – be succinct in your remarks and keep us on task

The participants added a sixth rule:

- Willingly suspend disbelief

Setting the Context

COSA Presentation

To help establish a focus for discussions throughout the day, COSA offered a “Context Presentation.” Sheryl Sculley, City Manager, introduced the Senior Leadership Team and invited participants to engage them during the day with questions. She referenced maps in the foyer that helped to identify various improvements, projects, and planned initiatives. The COSA presentation was offered as an overview of activities on the Eastside, not a comprehensive report. The presentation is attached in the Appendix as Exhibit F.

Participants were asked to listen to the presentation with a critical ear and to jot down any important points or ideas that were not articulated on cards available at their tables. Participants were asked to put their names on the cards in case there was a need to contact them for further discussion. Participants were asked to note anything that was missing, facts/ideas that needed to be checked for accuracy, or ideas they might have about implementation. These cards were posted during the Meeting to allow for participant review. Input from this session is included, as recorded, in the Appendix as Exhibit G.

Huntley Partners: The Development Challenge

Walter Huntley spoke to participants about the development challenge. He emphasized, as a native of San Antonio and a former resident of the Eastside, his commitment to seeing the area revitalized. He indicated that already completed neighborhood plans offered an excellent foundation from which to begin talking about implementation, noting however that the plans need updating. He stated that there are no cookie cutter solutions and that development takes time. Mr. Huntley reminded the participants that to ensure the likelihood of viable/sustainable development San Antonio must:

- Develop consensus on goals, objectives, and strategies.
- Engage reality checks on development concepts: market and financial feasibility.

- Structure carefully, the procurement of private investment.
- Be willing to consider creative financing strategies.
- Commit to appropriate development incentives.
- Create a coordination/implementation entity to oversee the work.

A summary of Mr. Huntley's presentation is included in the Appendix as Exhibit H.

Barriers and Ideas for Eliminating

Participants were asked to work in teams at their tables to identify the barriers/obstacles that historically have impeded implementation. Participants were asked to identify a possible solution to eliminate each barrier listed.

Participants focused on the following questions:

- What have been the greatest barriers/obstacles to the preservation of assets, and the revitalization of the Eastside?
- What ideas do you have for addressing and mitigating these barriers?

Responses were boarded on newsprint and each table was asked to report out on at least one barrier and solution to give the entire group a flavor of the ideas offered. The newsprint from each table was posted for review by participants. A complete list of barriers and solutions, as recorded, is included in the Appendix as Exhibit I.

Some of the more common barriers identified by participants included:

- Negative perception of the Eastside
- Education/Poor quality of schools
- Lack of funding
- Limited job base
- Quality of Life
- Crime
- Code Enforcement
- Loose Animals
- Few youth development programs
- Scarcity of health and wellness facilities
- Lack of leadership/common vision
- Community-based
- Political/Lack of support
- Aged and poor infrastructure
- Deteriorating housing stock
- Limited commercial/business infrastructure

Some of the more common solutions included:

- Developing a marketing campaign to re-brand the community

- Working with the San Antonio Independent School District to focus on creating high achieving schools
- Mentorship/job creation and programs focused on youth development
- Partnerships to expand health care facilities
- Recapture, clean-up/rehabilitation of deteriorating properties
- Better use of federal money, more city investment, application of development incentives
- Accountability for city services
- Improved public and private working relationships
- Intentional building of consensus and collaborative partnerships

Participant responses suggested they want to believe there will be significant re-investments in East San Antonio. Participants were willing to abide by their own ground rule of suspending disbelief in the possibilities and were enthusiastic in sharing ideas for how to move forward.

It was clear from their responses that the community is ready to do the work necessary to focus on the revitalization of the Eastside

After lunch, the newsprint recording of barriers and solutions was moved to a room where Mayor Castro, City Manager Sculley and the Senior Leadership Team engaged in a review of the ideas offered by participants and began a discussion of what they might do to eliminate the barriers to implementation. Participants were advised that a report from the Mayor and City Manager Sculley would be presented at the Report-Out Meeting on February 6th.

Ideas for Where to Begin Implementation

Participants were randomly assigned to one of three break-out rooms to begin further discussions on their ideas about where to begin implementation. After introducing themselves to new table mates, participants began to work on brainstorming answers to the following query:

- If you were the Eastside Redevelopment Czar, where would you start?
- What are the 2-3 projects that you believe are doable and catalytic, and that would support the revitalization of East San Antonio?

Participants were advised that once their ideas were captured, they would be asked to engage in a voting process to identify the energy of the group for specific project ideas. It was emphasized that the voting would not be a final prioritization, but a place to start considering where, when, and how to begin the implementation focus. Facilitators emphasized that all ideas would be captured and included in this report.

Quality of Life Issues

Participants were advised that COSA is aware of the many quality of life issues in East San Antonio (e.g., code enforcement, trash pickup, stray animals, prostitution, and potholes) that residents want addressed. Although participants were asked to focus on the physical development of the Eastside, quality of life issues raised were captured and are included, as recorded, in the Appendix as Exhibit J.

The Preservation Focus

Participants were asked to meet someone new at lunch and to discuss what they like most about East San Antonio and what they would like to preserve. Participants were asked to record their favorite or best idea on an index card for collection. Their responses, as recorded, are included in the Appendix as Exhibit K.

Participants hold up the East San Antonio's rich history, culture, and the pride and diversity of the people as unique assets that should be preserved. They are particularly proud of St. Phillips College, the indigenous cultural assets and venues, historic homes and unique architecture.

Energy for Project Ideas to Explore

When participants returned from lunch to their assigned break out room, each table voted to identify their top two project ideas. Facilitators emphasized the basis for the vote: What are the projects that you believe are doable and can be catalytic and that you would like to begin working on immediately? Facilitators re-emphasized that the vote is intended to give COSA an idea of where the community has energy to begin implementation. Based on the vote outcome, each table presented their top two ideas to the participants in their break out group. Facilitators then compiled a list of the top two ideas from each table. The entire break out group then voted on the top five ideas from the compiled list. The complete list of projects offered, and the top 5 project ideas, for each of the break out groups is included, as recorded, in the Appendix as Exhibit L.

The plenary re-convened. The top five ideas from each break out group were presented to the plenary group. The list of the top 15 project ideas (top 5 from each break out group) is included, as recorded, in the Appendix as Exhibit M. They are:

- Improve image and media coverage
- Friedrich Building
- Mega Warehouse conversion (employment training/job incubator/meeting facility)
- Willow Springs Retail Development (Mixed Use)
- Build hospital in district
- Encourage new construction of homes and secure abandoned property

- Capitalize on youth (Eastside pride) – assessment too
- Create Fort Sam Houston development district (with tax incentive, Business Park)
- Development of corridors on Eastside in stages (New Braunfels, Walters, Binz Engleman, Houston)
- Create positive marketing campaign (Weed & Re-Seed)
- Reassess tax value by City/State of all vacant properties; make properties in default available for development; mandate green development; encourage development of both affordable and market rate housing
- Create mixed use development that maintains character of Eastside, such as Friedrich Building and residential over retail structures
- Improve schools (unify district, improve facilities, include community services)
- Complete development of large, existing parks
- Develop Streetcar line along Commerce/Houston corridors into downtown and northern neighborhoods.

Participants were asked to very briefly identify some of the factors (criteria) they considered when suggesting development priorities. Participants identified the following criteria:

- Feasibility
- Likelihood to attract investment
- Opportunity to build from existing assets
- Utilizing existing resources
- Putting “feet” to the plan (implementable quickly)
- Catalytic, synergistic impact
- Ability to attract people to the area
- Addresses an often overlooked need
- Greatest need

Wrap Up and Next Steps

Participants were thanked for their good work. The facilitators acknowledged it had been a long day with a lot of good ideas flowing, and that much work is ahead for the Eastside community.

Mayor Castro and Council Member Taylor closed the meeting, re-emphasizing the Summit as the beginning of a series of discussions that will serve as the launch of the redevelopment of East San Antonio.

Participants were advised of COSA's intent to host a meeting of developers and investors to generate interest in a public/private partnership and "test their appetite" for participation by sharing some of the tenor and ideas from today's meeting. Mayor Castro and Council Member Taylor indicated that input gained from the Developer/Investor Meeting would be shared at the Report Back Meeting on February 6, 2010.

THE DEVELOPER/INVESTOR MEETING JANUARY 22, 2009

Registrants

Approximately 60 participants attended the Developer/Investor Meeting. A copy of the sign in sheets is included in the Appendix as Exhibit N.

Welcome and Introductions

Mayor Julian Castro and District 2 Council Member Ivy Taylor welcomed participants to the Friday meeting. Both stressed their commitment to reinvestment in East San Antonio and acknowledged the Meeting as an opportunity to hear from developers and investors about the support they would need to become active development partners.

Mayor Castro reported to Meeting participants that there is tremendous interest in development opportunities in East San Antonio. He expressed COSA's interest in identifying catalytic projects and the city's readiness to "make a deal."

Like the Mayor, Council Member Taylor emphasized a shift from planning to implementation. She expressed her hope that COSA would be able to develop public private partnerships to move the reinvestment of East San Antonio forward in unprecedented ways. Council Member Taylor then introduced the facilitators – Huntley Partners and Clarification & Mediation, Inc.

Good Morning and Participant Introductions

Participants were asked to introduce themselves at their tables, given the number of attendees. The audience included developers, investors, business owners, a few residents as well as a number of public sector partners, e.g., the San Antonio Independent School District (SAISD).

Overall Goal of the Summit

Participants were informed of the overall goal of the Summit: Creation of a community foundation for moving forward collaboratively with the economic redevelopment of the Eastside.

They were informed that ultimately, the city of San Antonio will build on the insights offered from the Summit to assist in:

- exploring priorities for an action agenda to revitalize East San Antonio,
- approaching possible development partners/investors and
- creating development scenarios for consideration and prioritization, including the potential market and financial feasibility of a development initiative

Objectives and Ground Rules

C & M presented objectives for the meeting:

- To communicate the COSA commitment to reinvestment in East San Antonio.
- To provide an overview of the demographic and basic asset profile of East San Antonio, including the current and projected investments of COSA in East San Antonio, and preferences of the Eastside community for beginning doable and catalytic projects that will sustain redevelopment of the Eastside.
- To present a basic overview of COSA development incentives available to support public/private investment in San Antonio.
- To solicit input on what supports COSA and public partners might offer to incentivize involvement and investment from private developers and property owners.
- To invite suggestions on what efforts might be undertaken now to send a signal that East San Antonio is a priority area for reinvestment.

Ground Rules for the Meeting were accepted by participants:

- Actively listen
- Speak with candor
- Willingly suspend disbelief
- Honor our time together

Setting the Context

To help establish a focus for the group and to provide information that would be useful to developers, COSA offered “Context Presentations” about the development area and available development incentives.

COSA Presentation: The Development Area

COSA’s first presentation profiled the development area. Sheryl Sculley, City Manager, and Patrick Howard, Assistant Director, Planning and Development Services shared the podium. A copy of the COSA presentation is included in the Appendix as Exhibit O.

Ms. Sculley emphasized actions already in process by COSA. She advised the group that as a result of the Community/Related Stakeholders Meeting, the Senior Leadership Team would be focusing on immediately deploying resources that would improve the effectiveness of police and public safety, code enforcement and the management of stray animals on the Eastside. She also advised the group of three initiatives that COSA has been working on for the past year:

- Formalization of the Central City Strategy which focuses on development for downtown and adjacent neighborhoods

- Creation of the Fort Sam Development Office to maximize the BRAC opportunity and development in the area around Fort Sam.
- The Inner City Infill Policy which will define development incentives.

Mr. Howard's presentation focused largely on a geographic and demographic profile of East San Antonio.

Participants were given the opportunity to ask questions regarding the presentation. Several participants asked for a fuller demographic profile, particularly as it relates to the ethnicity, age and marital status of the population.

COSA Presentation: Development Incentives

Pat DiGiovanni, Deputy City Manager, offered a presentation on current COSA incentives for development as well as an overview of current and projected opportunities for development in East San Antonio. A copy of the presentation is included in the Appendix as Exhibit P.

Mr. DiGiovanni briefly touched on the following development opportunities:

- Commerce Corridor, including streetcar possibility
- Friedrich Building
- Mega Warehouse
- Fort Sam and surrounding area
- Eastside Corridors, Streetcar, Mixed Use Development

He advised participants that the on-line incentive score card would be refined to assure it is a useful tool for determining project eligibility for various development incentives.

Participants were given the opportunity to ask questions. Participants were asked to submit any unanswered questions related to both presentations in writing for later consideration by COSA. Questions received are included, as recorded, in the Appendix as Exhibit Q.

One participant suggested that the Quiet Zone is a major accomplishment for the city and should be included in future presentations.

Due to the energy and interest in the room after COSA's presentations, the facilitators engaged participants in a brief discussion about challenges associated with development on the Eastside. One concern that emerged focused on the need for a program that supports the ability of small and minority developers and business owners to participate in the revitalization of the Eastside, and perhaps incentivizes the creation of partnerships with larger developers and/or investors. The impact of current SAWS impact fees on development engendered significant dialogue. COSA officials acknowledged the need for more discussion and work on this issue.

Additional input received from the participants' dialogue is included, as recorded, in the Appendix as Exhibit R.

Support Developers/Investors Need

Participants were asked to engage table discussion on the following questions, and to record their thinking on newsprint:

- As developers and investors, what support is needed from COSA for you to become involved in reinvesting in East San Antonio?
- What other public partners must be involved to increase the likelihood of success for sustainable development?

Ideas for support needed by COSA that emerged for consideration are included, as recorded, in the Appendix as Exhibit S.

Highlights of the ideas for support included:

- Infrastructure improvements, e.g. streetscapes, lights, and utility improvements
- Resolution of the impact fee issue (SAWS)
- Creation of a Landbank which would help facilitate the ability to control currently vacant property for future development
- Work with CPS on policies that impact development, encouraging collaborative land use and transit planning
- Ability to use surplus school property for development
- Research of best practice incentives, including a comparison of how well COSA incentives compare
- Consideration of a city investment, perhaps in the development of office space for city services
- Improvement in public safety
- Advancement of youth programs

There was significant consensus that the quality of the schools would have to be addressed to contribute to sustainable reinvestment on the Eastside.

Participants' ideas about the public partners who must be involved to increase the likelihood of success for sustainable development are included, as recorded, in the Appendix as Exhibit T.

Ideas to Signal a Beginning

As a plenary, the group was asked to offer ideas for actions that could be explored for implementation within the next 6 -12 months that would concretely signal the reality of Eastside revitalization efforts. Participants focused on the following question:

- What ideas do you have for immediate efforts that might be undertaken to signal the community that implementation will be a reality?

The following ideas were offered (See Appendix, Exhibit U):

- Campaign to pass school district bond deal
- Promote use of SAGE loan program
- Develop “green” incentives for housing development
- Continue and expand NCR program
- Research alternatives to securitization market
- Release RFP for priority initiative(s) and provide 20% direct grant to winning project
- Focus an initiative in Wheatley Heights
- Rehab the façade of the Friedrich Building
- Develop office project on Eastside with minority partner
- Build / redevelop homes with focus on people moving into area for activity at Ft. Sam Houston
- Waive fees for mixed use development around Ft. Sam Houston
- Instill more pride and resident ownership of development agenda
- Offer from financier to provide below market rate loans to businesses for façade improvements
- Work on compliance
- Increase public safety efforts
- Develop program with businesses and Chamber to mentor/train/employ youth

Wrap up and Next Steps

Facilitators thanked participants and reminded them that the input offered in both the Community/Related Stakeholders and the Developer/Investor Meetings is a “beginning.” They were told that ideas will require further due diligence to assure that they are doable, catalytic and likely to contribute to sustained development.

Mayor Castro, Commissioner Tom Adkisson and Council Member Taylor closed the meeting. Each thanked the participants, committed again to continue the focus on revitalizing the Eastside, and announced the Report Back Meeting on February 6, 2010.

THE REPORT BACK MEETING FEBRUARY 6, 2010

Registrants

Approximately 250 participants attended the Report Back Meeting. A copy of the sign in sheets is included in the Appendix as Exhibit V.

Welcome and Introductions

Mayor Castro indicated this meeting was the third in a series of meetings that started in January with a Community/Related Stakeholders Meeting followed by a Developer/Investor Meeting. He stated that the purpose of the Report Back Meeting was to hear feedback from those earlier meetings.

After conveying the enthusiasm of developers/investors to get involved in the redevelopment of the Eastside, the Mayor re-emphasized the COSA commitment to reinvestment in East San Antonio.

Council Member Taylor expressed her excitement about the meetings of the last month. She indicated they confirmed her belief that the community and a host of partners are ready to make the revitalization of East San Antonio a reality.

She cautioned, however, that a lot of work remains to assure creation of an appropriate strategy for promoting and managing the required public/private partnerships, defining creative financing/funding strategies, and completing other major tasks needed to successfully move forward in unprecedented and sustainable ways.

Bexar County Judge Nelson Wolfe spoke to his commitment to encourage Bexar County to join COSA in focusing on the redevelopment of the Eastside.

Council Member Taylor then introduced the facilitators – Huntley Partners and Clarification & Mediation, Inc.

Good Morning and Participant Introductions

Participants were asked to introduce themselves at their tables, given the large number of attendees.

Overall Goal of the Summit

Participants were informed of the overall goal of the Summit: Creation of a community foundation for moving forward collaboratively with the economic redevelopment of the Eastside.

They were informed that ultimately, the city of San Antonio will build on the insights offered from the Summit to assist in:

- exploring priorities for an action agenda to revitalize East San Antonio,

- approaching possible development partners/investors and
- creating development scenarios for consideration and prioritization, including the potential market and financial feasibility of a development initiative

Objectives and Ground Rules:

C & M presented objectives for the meeting:

- Demonstrate COSA commitment to reinvestment in East San Antonio
- Review Community/Related Stakeholders Meeting highlights
- Share Developer/Investor Meeting highlights
- Share leadership insights
- Present current and future COSA development activities
- Solicit feedback: On the right track? How to get started?

Ground Rules for the Meeting were accepted by participants:

- Listen actively
- Listen to understand
- Release the need to be right
- Respect each other and different perspectives
- Willingly suspend disbelief
- Honor our time together

Community/Related Stakeholders Meeting Highlights

Facilitators presented a review of the Community/Related Stakeholders Meeting (see page 3).

Developer/Investor Meeting Highlights

Facilitators presented a review of the Developer/Investor Meeting (see page 10).

Leadership Insights

Facilitators asked Mayor Castro the following questions:

- What does it all mean? Given the input that you have heard during the Summit, what are your insights?

Mayor Castro responded that, as a result of the Summit, COSA is committed to the following:

- Institutionalizing the redevelopment of Eastside as a priority using current resources
- Dedicating more code compliance to the Eastside
- Making the progress of the Eastside an integral part of the story of San Antonio

- Helping others understand that the focus on the Eastside is needed because of historical investment gaps and what is accomplished on the Eastside will benefit all of San Antonio; it will benefit the urban core
- Working with the school system because of the critical link between quality schools and quality neighborhoods
- Giving voice to the many success stories that define the Eastside
- Acknowledging the offer of Trinity University to provide academic and student resources to assist the City
- Creating an entity so keenly focused on the Eastside development effort that it cannot be ignored
- Keeping the momentum going

Happening Now and On the Drawing Board

COSA Presentation: Current and Future Actions to Resolve Barriers to Implementation

Sheryl Sculley, City Manager, presented actions in three areas COSA has initiated as a result of the Summit:

1. COSA has appointed new leadership in Code Enforcement which will focus on Eastside corridors (e.g., Houston, Hackberry, White, Curry, Florida, and Carolina). COSA has inventoried 940 vacant buildings and expects to secure 150 within the next 45 days.

Ms. Sculley raised the issue of sustainability of COSA's code enforcement efforts and advised participants that it is critical to create a strategy to work with Eastside property owners in maintaining progress made.

2. COSA will increase the number of animal care workers assigned to the Eastside by 50%. The expanded effort will require COSA to open a temporary animal care facility where animals can be spayed and neutered.

Ms. Sculley again raised the issue of sustainability, asking participants' support in educating the community on the need to spay and neuter their animals.

3. COSA will graduate 24 additional police officers in March and Chief of Police William P. McManus will assign the new officers to the Eastside. The new officers will employ a community policing approach to address prostitution and drug dealing.

City Manager Sculley announced that Captain Mark Witherall will chair an internal task force to coordinate these three efforts so that they are integrated and not siloed. She indicated that the initiatives will be accomplished over the next 6 months, and that she will create performance metrics for accountability.

City Manger Sculley also announced the appointment of Brian James as the point of contact for the economic development of the Eastside. Mr. James is the Assistant Director at the Center City Development Office. Ms. Sculley stated that having recently been recruited to San Antonio to work on Fort Sam Houston, Mr. James has the requisite experience and expertise to oversee the implementation of the redevelopment of the Eastside. Mr. James phone number was given as 207-4685.

Ms. Sculley informed participants of a recent agreement on the part of SAWS to waive fees with regard to infill revitalization. Finally, Ms. Sculley stated that COSA is continuing to discuss the community's ideas for resolving barriers to implementation.

Attendees responded enthusiastically to all of the announcements made by City Manager Sculley.

COSA Presentation: Current and Future Economic Development Activities

Deputy City Manager Pat DiGiovanni discussed current and future economic development activities. He reminded participants of the 15 project efforts they suggested be explored and indicated that COSA is already conducting some due diligence around these ideas.

He advised participants of the passage of the Inner City Revitalization/Infill Policy which seeks to spur investment and redevelopment in San Antonio's core.

Mr. DiGiovanni explained that under the new policy the city will waive certain development fees in the target area, which includes the Eastside, and offer tax abatements and other development incentives.

He also spoke to the traditional development incentives that are available to encourage developers to invest on the Eastside.

He noted that \$13 million in traditional and Inner City Revitalization related incentives will be available annually to encourage investment in San Antonio. Of the \$13 million available to the City, \$9.4 million will be directed to the center city, which includes East San Antonio. Participants, while excited about this opportunity, expressed a desire for a tracking mechanism to account for the incentive dollars applied to Eastside development projects.

Mr. DiGiovanni then described the development potential of several of the 15 projects identified for initial exploration by the community. A copy of his presentation is included in the Appendix as Exhibit W.

VIA Presentation: Street Car Initiative Update

Keith Parker, CEO, VIA, informed participants about current plans, costs, and tentative timetables associated with the development of the Street Car initiative. A copy of his presentation is included in the Appendix as Exhibit X.

Facilitator Observations

The facilitators offered the following observations based on the Summit:

- The energy of all participants was extremely high, suggesting a readiness of all stakeholders to embrace the redevelopment of East San Antonio.
- There is an obvious pride in the East San Antonio community.
- There is significant consensus across the community in a number of areas:
 - The need for increased public safety
 - The critical need to improve the quality of Eastside schools
 - Development of the Friedrich Building as an early priority
 - Development related to and around Ft. Sam Houston presenting an immediate opportunity to take advantage of an already in-motion economic generator
- The need for marketing/public relations
- The desire for green development
- Youth development as a priority
- Facilitators noted that the focus on youth is unique to San Antonio since it is not generally voiced by other cities as a development priority.

Facilitators noted that participants should celebrate significant beginnings, some of which result from Summit discussions:

- Planning for redevelopment of Friedrich Building
- Initiating strategy discussions for Willow Springs development
- Convening the Walter Street charette
- Connecting Ft. Sam Houston and Eastside development opportunities
- Addressing SAWS impact fee issue
- Increased code compliance on Eastside
- Increased Eastside public safety presence and policing
- Increased focus on management of stray animals
- Continuing to advance solutions for implementation barriers
- Improved communication/public engagement
- Beginning to identify additional financial resources to support development efforts
- Commitment to quarterly reporting (improved accountability)
- Engaging potential developers and investors
- Planning Street Car implementation for Eastside
- Passage of Inner City Revitalization/Infill Policy
- Announcement of point of contact for Eastside development

Organizing for Action

Participants were asked:

- Do you think COSA is headed in the right direction?

Each participant was given an index card, and asked to rank COSA's "effort" on the following 4 point scale:

1. Definitely not
2. No
3. Yes
4. Definitely yes

All but six participants ranked the effort at a 3 or above.

Identification of 3 Month Organizational Activities

Participants were asked:

- If you were charged with managing the launch of the revitalization of East San Antonio, what 2-3 organizational activities would be important to accomplish in the next 3 months?

Highlights of participants' responses include:

- Reinvestment team partnering with community constituents
- By ordinance, mandate group to manage land bank
- Create District 2 umbrella organization representing all Eastside communities
- Joint commission to combine all public entities / enforce implementation
- Authentic demand from communities and participatory action
- Planning process for strategies and solutions/Town Hall Meetings to report back
- Continue to focus on consensus
- Engage and get banks to commit
- Film District
- Communicate plan and accomplishments through utility bills
- Market Mega Warehouse for cyber security activities
- Organize crime watch
- How much of \$9 million in incentives will get to Eastside?
- Keep communication going on Willow Springs
- Develop policies with stakeholder input; grants to affected residents
- Ensure atmosphere/energy – Quarterly reports from Taylor office to churches, neighborhood associations
- Include youth on boards

- Create media event with key stakeholders – publicize assets/improve image
- Communicate through community newspapers, websites, and neighborhood associations
- Ensure active participation; have residents to commit to something they own
- Community congress
- One stop for community dialogue, vetting goals and procedures
- List available Eastside properties, especially foreclosures and mention incentives by utilities (SAWS, CPS) for residents
- Community commitment to support community schools within SAISD
- Celebrate each milestone
- Start contributions for schools and students at home – here and ready to learn
- Bring CPS to table
- Engage in quality business development and viable employment opportunities
- Improve quality of housing
- Increase quality of education
- More opportunities for youth employment
- Adopt and mentor 9th grade students at Sam Houston High School and raise \$3,000 scholarships when they graduate

A complete listing of responses, as recorded, is included in the Appendix as Exhibit Y.

Wrap Up and Next Steps

Mayor Castro and Council Member Taylor closed the meeting.

Mayor Castro thanked the participants and re-committed to a continued COSA focus on revitalizing the Eastside.

Council Member Taylor informed participants of a number of specific initiatives in which she intends to be involved:

- Serving as communication central through her field office
- Working diligently with various news stations to change the image of the Eastside
- Exploring a potential role for SAGE and how it might be integrated into the development effort
- Working with Rev. Anthony Cobb to develop/support a Life Skills Academy for youth
- Starting a campaign to help people understand that “Moving Up” does not have to mean “Moving Out”

She also suggested that participants might:

- Provide information of happenings and development activities to the communication center
- Educate neighbors on spaying and neutering animals
- Work with churches to focus on quality of life issues and specifically to help the elderly maintain homes
- Get involved in Eastside schools

RECOMMENDATIONS

To maintain the tremendous momentum and goodwill garnered as a result of hosting The Summit, the city of San Antonio will need to execute several critical tasks:

1. Assign responsibility for managing the redevelopment of East San Antonio to a current or newly created development entity with a specific point of contact.

To be successful, a project of the magnitude of the Eastside revitalization will require a dedicated management resource that will be tasked with providing leadership, coordination, and focus. It is recommended that a Development Entity be structured and funded to provide for the technical and professional support required to oversee reinvestment in the Eastside.

Transformative development takes time to achieve. To realistically achieve a comprehensive transformation of the Eastside, implementation will need to be phased over several years. Implementation planning must be comprehensive and not compromised by cherry picking projects without a larger vision for revitalization. Huntley Partners cautions COSA to resist the potential for selecting development projects in isolation, without appreciating the advantage of strategically leveraging “highly prized” opportunities to support the “less prized” development challenges. No single development project will reverse the disinvestment experienced by the Eastside. A mix of appropriate actions and projects applied concurrently in a focused and intense way will create the critical mass that will have community-wide impact. This strategy must be intentionally planned.

Market and financial feasibility analyses will need to be conducted to assure high quality, sustainable investments. Public/private partnerships will need to be created. Financing will have to be secured. Public partners will need to coordinate plans and efforts, both in terms of timing and funding, to best leverage their collective efforts.

It is recommended that the Development Entity create a comprehensive, strategic, multi-year workplan that details immediate, short term and long term development projects and supporting programs/services; sets implementation priorities and timelines and proposes financing strategies. Once the plan is approved by the appropriate authority, the Development Entity must be accountable for the execution of the implementation workplan.

It is also recommended that the Development Entity be given the responsibility for the design and management of the “procurement strategy” which will support investment in the Eastside. In addition to the more traditional development strategies, the procurement strategy should include a

small /minority/community developer investment program to promote inclusion in investment opportunities.

The Development Entity should be responsible for the creation and management of the public/private partnerships which will be needed to support Eastside revitalization goals. To assure a seamless approach to the revitalization effort, the entity should also be the focal point for coordinating efforts with other public entities that will need to be engaged to achieve a comprehensive and fully integrated transformation of the Eastside.

2. Create a communication strategy that honors the commitment for open and transparent communication and establishes a framework for on-going public engagement.

The Summit created a solid foundation of broad community support and good will for the launch of the redevelopment of the Eastside. During the Summit, participants indicated that, generally, they believe that COSA is headed in the right direction with respect to its commitment to East San Antonio. By all appearances, the community, key stakeholders and critical partners are excited about launching the revitalization of the Eastside. It is important to maintain this level of excitement and build on the foundation of goodwill by creating strategies and vehicles to nurture on-going consensus and buy-in as implementation plans for specific development projects and programs are detailed and executed. A broad and diverse base of community and key stakeholder support will improve the likelihood of early success of development initiatives and the potential for long term sustainability.

It is recommended that COSA create a strategic Communication Plan to be executed as a part of the comprehensive workplan which will guide the work of the development entity. The Communication Plan should define communication policies, strategies for use of tools such as the web and social media, and strategies for creating and distributing collaterals to support Eastside development. In addition to addressing the commitment to transparency and keeping the public informed, the Communication Plan should address a strategy for marketing the Eastside to highlight and lift its assets and its importance to the health and well-being of the city of San Antonio. Once created, the Communication Plan will become an integrated component of the appropriate COSA communication agency for execution.

It is recommended that the Communication Plan include a specific strategy for honoring the commitment to public engagement throughout the development process. It is recommended that an Advisory Council to the Development Entity be created as a part of the public engagement strategy. The Advisory Council should be structured with no more than fifteen to twenty members who are key community stakeholders from across the neighborhoods that comprise the Eastside. The Advisory Council will provide input to the Development Entity and communicate with Eastside residents and key

stakeholders on the progress being made. The role of the Advisory Council would be purely advisory. It is recommended that the Advisory Council meet three times per year with appropriate COSA and Development Entity leadership to be informed about plans and progress and offer input and suggestions. As part of its chartering, the Advisory Council and COSA should agree to the rules of engagement to assure a constructive working relationship. In addition to the Advisory Council, COSA should facilitate periodic public briefings/town hall meetings, similar to the Summit meetings, to update and engage the community.

3. Immediately execute projects that signal the launch of the revitalization and contribute to improvements that will support its long term development.

While the organizational and due diligence work is being accomplished, it is important that COSA protect and build the momentum launched by the Summit. It is recommended that COSA give some quality thought to smaller projects that might be immediately implemented with current resources. Such activities, first and foremost, should be efforts that will contribute to the larger revitalization agenda. To maintain momentum, the projects should be highly visible. It might be possible to engage community volunteers to participate in the project activities. Where this is possible, it will help to build the continued community buy-in that the launch means real and immediate returns to the Eastside community

It is recommended that COSA consider additional projects that will contribute to the long term revitalization of the Eastside, but can be short term wins for the Eastside community, and San Antonio. Such projects might include:

- Tree plantings
- Lighting improvements
- Sidewalk installation and repair
- A vacant lot recycling program (e.g., clean and green, create gardens, host small festivals and markets)
- Paint program – houses, commercial buildings
- “Focused” rehabilitation program (e.g., targeted areas, seniors)

These efforts will go a long way to announcing, in concrete ways, the COSA commitment to the Eastside. If appropriately managed, this strategy can help to change the public image of the Eastside as a vibrant, viable community and attract additional investment to the area.

4. Continue the work of City Manager Sheryl Sculley and the Senior Leadership Team to resolve barriers, obstacles and disincentives for investing in the Eastside and promoting quality of life for Eastside residents.

City Manager Sheryl Sculley has organized the COSA Senior Leadership Team to review the ideas that the community generated for resolving the challenges to revitalization of the Eastside. Ms. Sculley announced the implementation of actions to address increased public safety, code enforcement and management of animal care at the final Summit Meeting, and the intent of the Castro administration to be held accountable for the service delivery. The response of the community was positive.

It is recommended that COSA continue to review the recommended ideas for resolving development obstacles and making quality of life improvements on the Eastside. COSA should set a goal of announcing the implementation of responsive actions over the course of the next twelve months as strategies are developed and resources become available to eliminate the obstacles and barriers identified by the community.

5. Initiate planning for short term projects that demonstrate external market interest in investing in the Eastside.

During the Summit, developers and investors were asked to identify short term projects that might be implemented over the next 6 to 12 months while COSA creates a comprehensive workplan for more complicated and long term development initiatives. Several recommendations were made.

It is recommended that COSA review the list of short term projects identified by the developers and investors and determine if any are feasible and if they can be completed in the 6 to 12 month timeframe. If so, the Development Entity should be charged with creating an action agenda to move the best project ideas forward for implementation. The selected projects should serve as catalysts for attracting new public and private development and should reinforce an image of the Eastside as a good place to invest. Once again, thoughtful implementation is essential to avoid compromising the opportunity for a comprehensive approach to the revitalization effort.

6. Explore and refine incentive supports suggested at the Developer/Investor Meeting.

During the Summit, COSA presented a list of development incentives that could be applied to encourage Eastside development. Additionally, developers and investors who attended the Developer/Investor Meeting made several recommendations with respect to possible incentives.

It is recommended that COSA vet the incentive ideas offered for possible adoption in San Antonio. As a part of the exploration process, it might be helpful to host a small “roundtable” of developers, public sector

representatives, and community development executives who have had responsibility for implementation of similar revitalization efforts in other jurisdictions. The purpose of the roundtable would be to explore the incentives and leverage strategies they were able to apply, and hear first-hand the lessons learned from their development experiences. The roundtable would offer COSA the opportunity to receive feedback and seek advice on possible development approaches for the Eastside.

7. Host a work session which engages public partners in coordinating their respective plans for program and service improvements that impact the Eastside and explore the opportunity to coordinate program implementation and leverage resources.

Representatives from several public agencies that provide services to Eastside residents attended the Summit (e.g., CPS Energy, VIA, SAWS, SAISD, and SAHA). It is recommended that COSA convene a meeting of relevant public agencies for the purpose of working toward a coordinated master plan of projects and programs planned by all public agencies. The goal of the session would be twofold:

- To share work agendas and timetables that impact the Eastside and negotiate common priorities.
- To explore opportunities for coordination that will leverage resources and create critical mass impact for the Eastside.

COSA should lead the group in exploring the institutionalization of this meeting as a Joint Public Agency Commission.

APPENDIX

EXHIBIT A LIST OF STAKEHOLDERS FOR INTERVIEWS

Provided by City of San Antonio

Salutation	First Name	Last Name	Organization
Ms.	Nettie	Hinton	Dignowity Hill
Mr.	Lou	Miller	African American Chamber of Commerce
Mr.	Dan	Martinez	Eastern Triangle
Ms.	Verna	Eskridge	Dellcrest Neighborhood Association
Ms.	Dianne	Green	Dignowity Hill
Ms.	Wray	Hood	Harvard Place/Eastlawn
Ms.	Florence	Alcoser	Government Hill Neighborhood Association
Mr.	T.C.	Calvert Jr.	Calvert International Consulting
Mr.	Charles	Williams	Williams Barber College
Mr.	Willie	Mitchell	
Ms.	Jelynne	Burley	CPS Energy
Mr.	Jeff	Rochelle	Zachary Corporation
Mr.	Sho	Nakopodi	The Mighty Group
Ms.	Katherine	Shields	C-CK'S, Inc., dba McDonald's
Ms.	Gwen	Robinson	Alamo Black Chamber
Ms.	Phyllis	Alves	Community of Churches for Social Action
Pastor		Kemp	Antioch Baptist Church
Mr.	Jim	McNamera	District 2 Congress
Mr.		Shaefer	Shaefer Homes
Ms.	Carol	Sankey	Muelly Hydraulic Services Inc

EXHIBIT B SUMMARY OF STAKEHOLDER INTERVIEW RESULTS

Survey Methodology

To obtain data to support achieving the objectives set for the January 9th Summit, Clarification & Mediation Inc. (C & M) conducted phone interviews of a sample of key stakeholders provided by the City of San Antonio. The survey was fielded for three weeks. It contained fourteen questions of which seven were open-ended.

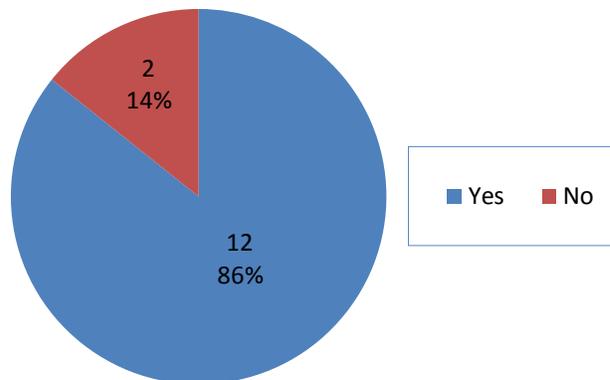
The twenty individuals provided by the city of San Antonio to be interviewed included residents, neighborhood association leaders, Pastors, business owners, developers, non resident property owners and board members and leaders from area institutions, including the Water Board and the Alamo Black Chamber of Commerce.

We were able to conduct interviews with 70% (14 out of 20) of the individuals provided. One person chose not to participate due to the recent change of their Board Chair. One person rescheduled three times. Four individuals were left multiple messages to schedule an interview but did not return the repeated phone calls.

Survey Results

To get a sense of stakeholders' familiarity with Eastside planning efforts, participants were asked about their knowledge of the Arena District/Eastside Community Development Plan. Twelve stakeholders were familiar with the plan. Those not familiar with the plan moved to San Antonio within the last three years.

**Familiarity with the
Arena District/Eastside Community Development Plan**



C & M asked the 12 interviewees with knowledge of the Arena District/Eastside Community Development Plan about their familiarity with each of five distinctive sections of the plan and if they were involved in developing any of those plan parts. None of the twelve participants familiar with the plan had knowledge of all sections of the plan. Fifty percent (6) of those 12 interviewees were familiar with the New Light Village part of the plan. Only three interviewees participated in the development of the plan.

Which sections of the plans are you familiar?

Answer Options	Responses
The Commercial/Residential Core	4
New Light Village	6
The SBC Arena/County Fair Grounds	5
Salado Creek	5
The North East Quadrant	4

Which sections of the plans were you involved in the development?

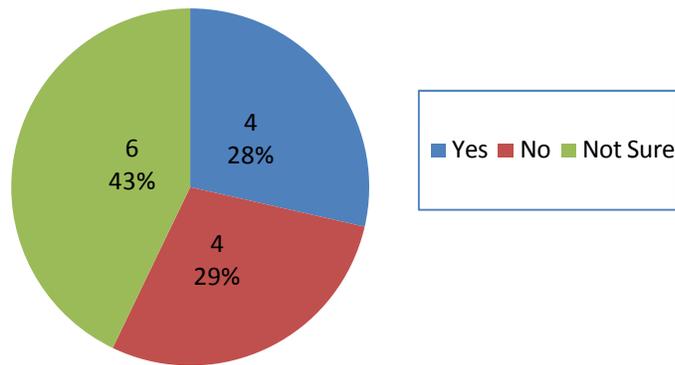
Answer Options	Responses
The Commercial/Residential Core	0
New Light Village	1
The SBC Arena/County Fair Grounds	1
Salado Creek	1
The North East Quadrant	0

When those familiar with the Arena District/Eastside Community Development Plan were asked how they would rate the overall plan based on its vision, priority, and attainment, C & M received the following responses:

	Effective	Average	Ineffective
Vision for Development	2	2	1
Priority ranking for development	4	4	1
Attainability	0	3	1

All interview participants – even those not familiar with the Arena District/Eastside Community Development Plan - were asked if they thought the plan had consensus among neighborhood residents. Eight participants were split equally in their belief that the plan did, or did not, have consensus among residents. Six participants were unsure if the plan had resident consensus; of these participants all are business owners and are not residents of East San Antonio.

Belief that Arena District/Eastside Community Development Plan Has Community Consensus

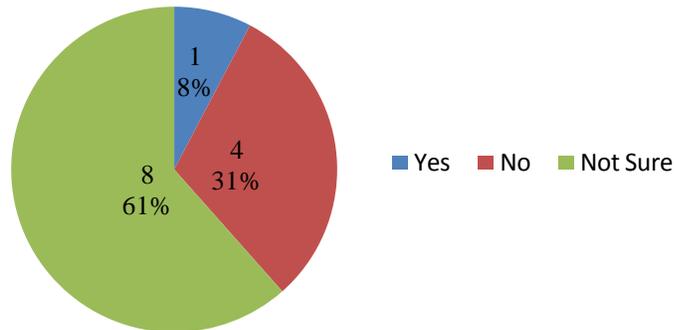


The four participants who felt that there was not consensus among residents were asked what caused their belief. They offered the following responses:

- No agreement on the plans for the commercial corridors
- Some people expected things from the planning process that were not delivered
- Too many residents are not familiar with the plan
- Not a lot of new African Americans moving to the Eastside, so it is difficult to get a consensus

All participants were also asked if the plan reflects the vision and priorities for development of the neighborhood with which they are associated. Eight of 13 respondents were unsure of this question. Only one interviewee answered in the affirmative.

**Belief that Arena District/Eastside Community
Development Plan Reflects Your Neighborhoods
Development Visions and Priorities**



Those who answered “no” felt the plan does not address:

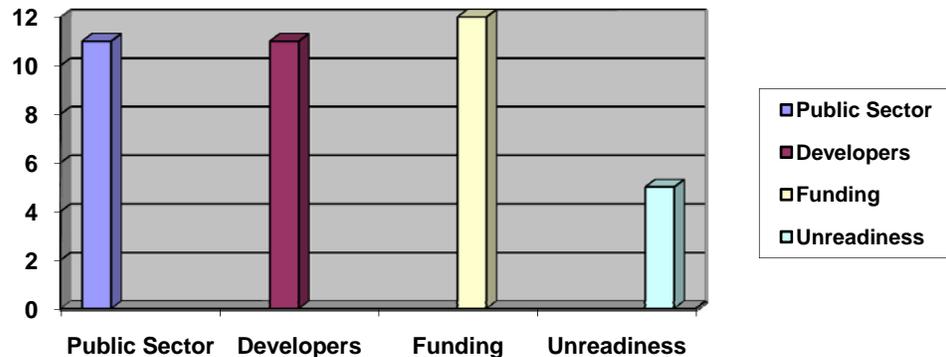
- Jobs
- Code Compliance
- Health and Safety
- The needs of the Eastside population, particularly African Americans (cleaners, grocery store, healthcare, restaurants)
- Connection to communities
- The Eastern Triangle
- The need for healthcare service providers (hospitals, doctor offices, etc.)

In focusing on the barriers to moving from planning to implementation, eleven participants referenced public sector support as a barrier. For purposes of this interview, the public sector was defined as including:

- COSA Neighborhood Action Department
- COSA Parks and Recreation Department
- COSA Department of Community Initiatives
- San Antonio Independent School District
- Texas Department of Transportation
- COSA Housing Authority
- COSA Department of Public Works
- COSA Fire Department

Eleven participants also referenced a lack of interest from private or non-profit developers as a barrier. Twelve of the fourteen referenced the availability of financing and funding due to the economy. Several participants feel there is community un-readiness due to gentrification and displacement. Other specific barriers mentioned include:

- Police Department
- Code Compliance
- Mayor’s support
- Unbalanced Growth
- Not enough minority businesses
- No champion



As the city moves toward implementation (development), interviewees indicated that the partners listed below are important to engage:

- | | |
|----------------------|------------------------|
| Community/Residents | Churches |
| Hospital Authority | Realtors |
| Planners | Code Enforcement |
| Potential Businesses | Arts Community |
| Current business | New Residents |
| Architects | Law Enforcement |
| Elected Officials | Schools |
| Alamo | Service Industry |
| SAGE | Chamber of Commerce |
| Owner of the Spurs | Ft. Sam Advisory group |

The following were identified as being critical to moving from planning to implementation:

- Increase the housing stock needs
- Streamline the City’s bidding process

- Refuse any more delays. It's time to get started
- Create an implementation committee
- Ensure the City's leadership team is flexible and accessible
- Develop and implement a public safety plan
- Plan for ALL of San Antonio, not just the Eastside
- Engage the owner of the Spurs
- Get commitment from business community
- Develop a plan that mitigates displacement
- Consider the historical assets in the community (college, theatre, Carver Academy) Determine the need for market vs. affordable housing or both
- Consider recommendations from the Street Car Commission
- Align plans with Ft. Sam Advisory group.

There were two very specific questions on what interviewees thought the Eastside Reinvestment Summit should achieve and what they hoped the Summit would achieve.

Based on the participants' knowledge of the planning that has been done for the Eastside, they thought the Summit should achieve:

- Consensus
- More dialogue
- Specific outcomes and expectations
- Beginning of conversations of how difficult community development can be
- Next steps for implementation
- Clear objectives
- Plans for involving small businesses
- Development of a unified vision

It is the participants' hope the Summit will achieve:

- No more promises...results
- Adoption of diverse opinions
- Beginning of next steps; not a focus on what has not happened...what's next
- Outline of the community's role
- That investors will commit to District 2
- That everyone can agree on a plan of action
- Identification of new leaders and champions

Participants were asked to recommend actions that can be taken to encourage collaboration among the neighborhoods in East San Antonio to transition from planning to development. They thought it will be important to:

- Keep everyone informed by providing an established communications plan
- Ensure city support...not just lip service
- Consider adopting the guidelines of the District 2 Congress collaboration;
- Commit to an inclusive process
- Embrace everyone as neighbors, including prison re entry
- Have viable conversations with those who have financial backing
- Secure support from political leaders
- Identify a “center” point to start
- Work with Ft. Sam Advisory group
- Design a street or center to honor African Americans (has been done in Washington and Chicago).

As the City moves forward with implementation plans, the participants identified the next steps as:

- Get started
- Develop an implementation committee from some of the Summit participants
- Develop a community watch committee to make certain the plans are implemented
- Acknowledge no need for further planning and meeting
- Organize a meeting with investors
- Work collaboratively with Ft. Sam Advisory group.

Observations:

- Most people who live and work in East San Antonio feel this work should have been done prior to or simultaneously with the planning for the closing of Ft. Sam.
- Most participants were very complimentary of Councilwoman Ivy Taylor for re-energizing the conversations for the Eastside development. They no longer feel left out as a District. It is important to note that this statement came out several times without any questioning or probing.
- Everyone feels that LEADERSHIP is the key. They feel that if the Mayor wants the Eastside to be developed, it will happen and all city departments will make it a priority.
- Most of the participants were excited about the possibilities, but expressed that they do not believe this work will go beyond meeting and planning.

EXHIBIT C

COMPARISON OF NEIGHBORHOOD PLANS

Huntley Partners reviewed five different neighborhood plans –approved by COSA and archived on the COSA website. The Arena District/Eastside Community Plan and the St. Paul Square ULI Plan were also reviewed. Huntley Partners created a chart comparing the goals of the various plans. A copy of this chart is included in the Appendix as Exhibit E.

Plans reviewed included the following:

- Eastern Triangle
- Dignowity Hills
- Arena/Eastside
- Alamodome
- St. Paul Square ULI
- Martin Luther King/Wheatley Heights
- Government Hills

Although a number of the plans require updating, they form a good foundation for COSA to understand the common desires of the various Eastside neighborhoods. One method Huntley Partners used to gauge general consensus in terms of issues of importance to the community was to note the topics for which goals were articulated in a majority of the planning documents.

Six of seven plans listed specific goals for *Art and Culture* and *Community*. Five of seven plans listed goals for *Connectivity* and *Transportation Options, Housing* and *Economic Development, Community Revitalization, and Streetscape*. Over half of the plans addressed *Park Improvements, Urban Design, Pedestrian Mobility, Public Transit, and Traffic Safety*.

Common objectives/themes that emerged from plans that addressed specific issues of importance were as follows:

- Art and Culture
 - Easily apparent pride in the history and culture of the area
 - Desire to encourage visitation, tourism, economic development
- Community
 - Overall maintenance of both private (housing) and public (parks, community centers, street) property/spaces
 - Need for increased resident responsibility
- Connectivity
 - General sense/feeling that connections (within neighborhoods, between neighborhoods and between the Eastside and downtown) are lacking and need reinvention/reinvestment

- Economic Development
 - Strong desire for both new retail and the support for indigenous neighborhood businesses
- Housing Development
 - Strong desire for both well maintained and diverse housing stock
- Parks
 - Enhance, improve
- Revitalization
 - Infill housing development
 - Target specific areas, identify specific corridors
- Streetscape
 - More attractive, cleaner and better maintained, safer for pedestrians

It is especially important to note that every planning document which spoke specifically to implementation called for the establishment of a group to oversee or coordinate implementation efforts

EXHIBIT D NEIGHBORHOOD PLANS COMPARISON TABLE

Topic Goals / Objectives	Plan	
	Eastern Triangle	
Adult Education		
Goal 1	18. Build a library within the Eastern Triangle with distinct areas that has the resources to address the needs of all ages from youth to adult	
Objective 1	18.2: Promote library resources and services that assist adults in research and learning computer skills	
Goal 2	19. Create learning centers for people of all ages in the Eastern Triangle	
Objective 2	19.2: Reutilize closed schools as learning centers and/or community centers 19.3: Provide free computer lessons for seniors	

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Animal Care		
Goal	4. Reduce the number of stray animals	6. Encourage responsible pet ownership
Objective	4.1: Increase the dissemination of information to residents about laws and ordinances concerning animal care and encourage enforcement	6.1: Promote proper animal care practices and reduce the number of stray animals

Topic Goals / Objectives	Plan					
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI	Martin Luther King / Wheatley Heights
Art and Culture						
Goal 1	20. Incorporate neighborhood art and cultural	2. Enhance the historic character of the neighborhood	3.4 Celebrate Dr. Martin Luther King by creating a	1.4 Adopt and implement the Old San Antonio City	Reconnect the city	The development of an Afro-Centric museum and amphitheater at

Topic Goals / Objectives	Plan					
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI	Martin Luther King / Wheatley Heights
Art and Culture						
	activities		new public space/traffic circle with public art at Houston and New Braunfels	Cemeteries Historic District Master Plan		the north end of the project will be encouraged
Objective 1	20.1: Collaborate with the Office of Cultural Affairs (OCA) to provide and participate in more art and cultural activities in the Eastern Triangle	2.1: Encourage the visitation of historic sites			1: Tourism attractions in the district should be incorporated into a citywide system of attractions. These attractions include the Carver Community Cultural Center and the Carver Academy; La Garita, the eastern garrison of the Alamo; and the area's cemeteries and churches, all of which should be supported and made visible as historic resources. The Old San Antonio City Cemeteries Historic District, Eastside Cemetery Complex, Master Plan of September 1990 offers appropriate documentation of these attractions. 2: The rehabilitation of	

Topic Goals / Objectives	Plan					
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI	Martin Luther King / Wheatley Heights
Art and Culture						
					the Hays Street Bridge—as a work of public art, an historic resource, and an important east/west pedestrian link—should proceed.	
Goal 2		17. Beautify the area to add upon and reflect the character of the area		3.3 Capitalize on the potential of the historic cemetery district concept as a tourist destination and link it with the St. Paul Square area		A history walk will be developed between the existing Boys and Girls Club and the proposed museum
Objective 2		17.2: Create a sense of place through public art and signage for entry points, civic centers, and gateways into the neighborhood				

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Bicycle		
Goal	31. Allow for increased bicycle access in the community in support of the Complete Streets concept	15. Create a pedestrian safe and friendly environment
Objective	31.1: Provide more bicycle facilities along streets and in linear parks	15.4: Encourage additional bicycle facilities in compliance with AASHTO guidelines and promote bicycling to allow for easy and safe access within the community

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Code Enforcement	Eastern Triangle	
Goal	5. Keep commercial and residential properties well maintained in the Eastern Triangle	
Objective	5.4: Improve relationship with Code Compliance to address neighborhood concerns 5.5: Improve zoning compliance 5.3: Eliminate illegal dumping of refuse materials	

Topic Goals / Objectives	Plan					
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI	Government Hill
Community						
Goal 1	13. Encourage well-maintained neighborhoods and housing stock	Maintain and enhance the neighborhood parks, community centers, and cultural events that promote healthy lifestyles and highlight the historic character of the Dignowity Hill neighborhood	2.6 Strengthen the community with additional gathering nodes and emphasize the places of significance	3.8 Encourage property owners in St. Paul Square to define the role of the St. Paul Square District in relationship to the dome area, including long term planning efforts for the transit terminal and its potential tenants.	Investing in the district	To encourage 100% eligible voters to register and vote
Objective 1	13.2: Cooperate between neighbors to improve the overall appearance of the community				1: Invest in social capital. Support coalitions among stakeholders, neighborhood associations, churches, businesses, and cultural interests.	

Topic Goals / Objectives	Plan					
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI	Government Hill
Community						
Goal 2	14. Enhance neighborhood awareness, education, and cooperation	7. Stress neighborhood responsibility	6.4 Emphasize positive social and economic effects	4.4 Proceed with existing plan to establish an Alamodome public information program that will provide information concerning events in the downtown area and parking availability	Establishing a new focus and a new identity	To work with the various agencies responsible for completing the U.S. Census
Objective 2	14.1: Increase connection and communication between generations in order to create mutually beneficial community cooperation 14.2: Increase the number of Neighborhood Associations and mandatory Homeowners' Associations	7.1: Encourage residents to take responsibility for their neighborhood			1: The whole of the urban design and planning effort should be intended to create a new place within an existing community/district. The power of urban design to create community or a sense of place is fully realized when it establishes a unique image.	
Goal 3	15. Improve community pride and attitude	13. City government that is more responsive to the needs of the neighborhood				To establish a working relationship with each other and public agencies, and the Police Department

Topic Goals / Objectives	Plan					
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI	Government Hill
Community						
Objective 3	15.1: More concern or consideration for each other in the community	13.1: Create a local government with smaller council districts that can better address neighborhood concerns				
Goal 4	17. Develop a system to ensure that the Eastern Triangle has the highest level of park facilities available					
Objective 4	17.1: Form a committee made of community members to implement the goals and objectives of the Parks, Linear Greenways, and Community Facilities chapter					
Goal 5	21. Consolidate or create programs to better address the needs of the community effectively and efficiently					

Topic Goals / Objectives	Plan					
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI	Government Hill
Community						
Objective 5	21.1: Partner with different community organizations to collaborate and achieve goals 21.2: Promote the Eastern Triangle community events, activities, and programs 21.3: Seek funding for activities not organizations so that more programs can be offered					

Topic Goals / Objectives	Plan
	Eastern Triangle
Community Services	
Goal 1	22. Enhance County and City services to residents in the Eastern Triangle
Objective 1	22.1: Create a “one-stop” service center for government services that includes a COSA Community Link Customer Service Center where residents can have access to city and county, and state services without going downtown
Goal 2	18. Build a library within the Eastern Triangle with distinct areas that has the resources to address the needs of all ages from youth to adult
Objective 2	18.1: Build a new public library in the Eastern Triangle

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	St. Paul Square ULI	Martin Luther King/Wheatley Heights
Connectivity					
Goal 1	31. Allow for increased bicycle access in the community in support of the Complete Streets concept	12. Expand neighborhood businesses that are convenient and safe for residents and visitors to easily access and enjoy	2.4 Develop an open space system that interconnects key destinations by use of greenways	Reconnect the city	The connection between the park and existing developments to the north and south will be enhanced.
Objective 1	31.2: Increase connectivity between neighborhoods by creating an Eastern Triangle Community off-road loop for non-motorized modes of transportation to avoid high traffic roadways and connect hike and bike trails to increase accessibility for community residents	12.4: Open the flow of people from the north side to the east side		1: Reconnect the St. Paul Gateway District with the CBD 2: The intrusion of IH-37 and freight train traffic along the Union Pacific ROW should be mitigated	
Goal 2			6.2 Enhance downtown-SBC Center connectivity		Connections to adjacent schools, parks, and neighborhoods will be enhanced.
Objective 2					
Goal 3			7.9 Remove the Union Pacific railroad tracks between Roland Ave. and IH-35 that are adjacent to the Coliseum grounds to maintain as a future transportation corridor		A boulevard from Rice Road to Houston Street will be developed to enhance access to the site.

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	St. Paul Square ULI	Martin Luther King/Wheatley Heights
Connectivity					
Objective 3					
Goal 4			7.12 Develop a new roadway beginning at the Commerce/Houston St. intersection and continuing north to Seguin Street, roughly parallel to Salado Creek along the east bank		
Objective 4					

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Crime		
Goal 1	A community that is a safe and clean place in which to live in free of crime, stray animals, and trash	Improve the wellbeing of the community by eliminating criminal activity through improved public safety measures to ensure that all community members especially children are able to work and play without fear in a safe environment
Objective 1		
Goal 2	1. Improve the sense of security through education and Police presence and cooperation	4. Create a safe environment that is inviting to residents and visitors by working as a community with the City to abolish drug trafficking, burglary, prostitution, loitering, and any other crimes
Objective 2	1.2: Improve the public perception of high crime rates by educating community members on where and what type of crime is occurring in the Eastern Triangle	4.1: Reduce criminal activity in the neighborhood 4.3: Eliminate consumption of alcoholic beverages on public streets and in public parks
Goal 3	3. Community free of gang activity	

Objective 3	3.1: Eliminate all gang activity to create a community free of drug trafficking and gun fire.	
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Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Economic Development					
Goal 1	7. Create a community wide economic development plan	Coordinate and integrate development of a mix of neighborhood businesses that serve the immediate residents in the vicinity and establish housing options with diverse age and density that are walkable and secure	1.2 New light industrial development - 600,000 sq. ft. of new space	3.1 Encourage commercial development and redevelopment immediately north of St. Paul Square in the warehouse district centered around Houston Street for mixed use development to include housing	Reconnect the city
Objective 1	7.1: Create a coalition of Eastern Triangle residents and businesses to pursue the cohesive economic development vision and goals 7.2: Attract new businesses to the Eastern Triangle 7.3: Encourage sustainability and continuity of economic development programs through secure funding sources				1: Redevelopment plans for HemisFair Park / Alamodome area must consider and include expansion plans for the Henry B. Gonzalez Convention Center and their combined effect on the Sunset Station/St.Paul Square precinct.

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Economic Development					
Goal 2	9. Promote diversification of businesses and services	12. Expand neighborhood businesses that are convenient and safe for residents and visitors to easily access and enjoy	1.3 New retail, medical office, and business services space - an opportunity for up to 200,000 sq. feet of new space	3.4 Channel and concentrate any new development onto the four block strip of Commerce Street between the historic cemeteries and St. Paul Square.	Humanizing the corridor
Objective 2	9.1: Increase range of family-oriented businesses and services within the Eastern Triangle	12.1: Establish and promote shopping within the Dignowity Hill neighborhood 12.3: Capitalize on the Riverwalk expansion 12.5: Discourage development of any new pawn shops and non-bank check cashing businesses			1: No future hotel development should take place east of the Holiday Inn Express on East Commerce Street 2: Development of a mix of retail, residential, cultural, and institutional uses should be encouraged east of the Holiday Inn Express
Goal 3			2.1 Establish a land use pattern that is responsive to the existing context and is founded upon realistic market expectations	3.5 Develop reuse strategies for the old Freidrich Air Conditioning complex. A mixed use redevelopment of the structure could serve as an anchor at the eastern end of Commerce Street to draw people through St. Paul Square and down Commerce Street. Such a complex could also anchor tourist potential of the historic cemetery complex.	Investing in the district

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Economic Development					
Objective 3					1: Create a parcel-to-parcel linkage plan to guide resources generated via the real estate development process to this area
Goal 4			3.1 Create a town center	3.13 Conduct a market study to determine need/viability of other neighborhood commercial services such as a convenience store, cleaners, or clothing store.	Establishing a new focus and a new identity
Objective 4					1: Establish a mixed-use, high-density development corridor between IH-37 and the railroad tracks. 2: Build upon the district's historic strength as a single-family residential neighborhood to help create a mixed-income community. 3: Establish an emerging industries center to better capture growing biomedical and information technology clusters from across the city. 4: Build on the community's existing assets.

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Economic Development					
Goal 5			3.3 Concentrate industrial uses	3.14 Maintain existing commercial activities on Cherry Street between Commerce Street and Iowa Street, but prohibit new commercial development along Cherry Street or in transitional residential areas, such as Iowa Street unless design criteria for landscaping and buffering are included along with a commercial development plan.	
Goal 6			4.3 Reinforce Neighborhood Commercial nodes at cross streets		
Goal 7			4.4 Develop mixed uses along New Braunfels to supplement existing commercial core at Commerce and New Braunfels		
Goal 8			4.5 Create a Mixed Use Town Center south of the SBC Center		
Goal 9			4.6 Pursue opportunity for regional commercial center near W.W. White and IH-10		

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Economic Development					
Goal 10			4.7 Recommend new light industrial uses in the general location of existing industrial uses and adjacent to residential development, to create an appropriate land use transition		
Goal 11			4.8 Concentrate heavy industrial uses near IH-Loop 410 and W.W. White		
Goal 12			8.3 Formulate a marketing effort highlighting recent community improvements		
Goal 13			8.4 Continue residential rehab, community retail space, and light industrial development		

Topic Goals / Objectives	Plan	
	Eastern Triangle	
Emergency Preparedness		
Goal 1	6. Be prepared to act in the case of a neighborhood or community emergency	
Objective 1	6.1: Develop an emergency alert system and evacuation plan	

Topic Goals / Objectives	Plan		
	Eastern Triangle	Dignowity Hill	Arena/ Eastside
Environmental Sustainability			
Goal 1	12. Develop more good, very good, and excellent quality or better constructed housing for all residents, from young adults to the elderly, within the planning area	11. Institute sustainable green building standards and environmental design for homes and businesses	2.5 Respect existing natural systems and maximize their benefit to the plan
Objective 1	12.4: Implement green building standards and environmental design in housing	11.1: Encourage green homes and green buildings	
Goal 2			5.1 Recommends a "green image" for the community, and recommends the street system as an extension of the greenway
Objective 2			
Goal 3			6.3 Protect the natural environment
Objective 3			

Topic Goals / Objectives	Plan
	Eastern Triangle
Financial Education	
Goal 1	9. Promote diversification of businesses and services
Objective 1	9.2: Encourage residents to open bank accounts instead of using check cashing service
Goal 2	10. Grow an educated and well-trained local workforce
Objective 2	10.2: Provide financial education, employment opportunities and occupational training in area schools

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Home Ownership		
Goal 1	12. Develop more good, very good, and excellent quality or better constructed housing for all residents, from young adults to the elderly, within the planning area	8. Increase homeownership through infill development and housing rehabilitation
Objective 1	12.5: Encourage home ownership and promote programs that aid in creating more homeownership opportunities	8.2: Convert renters to owners

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Housing Development					
Goal 1	A well maintained community with a diverse housing stock that meets the needs of current and future residents through all stages of life	9. Well maintained and diverse housing stock	1.1 New home construction - 25-50 homes per year	2.2 Develop vacant lots, particularly corner lots, in viable blocks of the neighborhood with rehabilitated and relocated housing from immediate area to improve the concentration of similar housing	Humanizing the corridor

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Housing Development					
Objective 1		9.1: Improve housing for mid-range level consumers that are cost efficient to allow the renovation of historic structures that are in disrepair			1: The now typical live/work model of ground-floor commercial space below upper-level residential units should be incorporated to activate the street 24 hours a day. 2: The historic and current pattern of single-family homes should be retained and strengthened as an important characteristic of the neighborhood. In addition, residential revitalization strategies should focus on achieving a mixed-income community
Goal 2	12. Develop more good, very good, and excellent quality or better constructed housing for all residents, from young adults to the elderly, within the planning area		4.2 Recommend new medium density single family and high density multifamily residential neighborhoods near Salado Creek to supplement existing ones	2.3 Provide for new, single family housing in the area north of Durango between Cherry and Mesquite	

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Housing Development					
Objective 2	<p>12.1: Encourage the development of diverse housing options near schools for families with school age children</p> <p>12.2: Promote the development of senior specific housing options</p> <p>12.3: Increase the diversity of housing for young adults to live, work, and interact within the community</p>				
Goal 3	13. Encourage well-maintained neighborhoods and housing stock			2.4 Treat recommendation 2.3 as a pilot project and package it with a private developer; selecting one tract for full concentration of efforts would showcase this new housing initiative	
Objective 3	13.4: Ensure that new housing constructed in the Eastern Triangle is well built and serves to enhance the community's image				
Goal 4	16. Construct housing that incorporates access to transit and public amenities				

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Housing Development					
Objective 4	16.1: Improve access and amenities within and nearby residential neighborhoods				

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome
Implementation				
Goal 1	Work toward achieving the goals and objectives that are laid out in the Eastern Triangle Community Plan	Work toward achieving the goals and objectives that are laid out in the Dignowity Hill Neighborhood Plan	8.5 Create an action committee to meet on a regular basis to coordinate efforts and spearhead a development entity such as a PID or Arena District Authority to fund capital improvements	1.6 Prioritize capital improvement projects to be funded through bond issues, annual street maintenance and/or community development block grant funds
Objective 1				
Goal 2	39. Achieve the plan's goals and objectives through organizing available resources	20. Achieve the plan's goals and objectives through organizing available resources	8.6 Community indicators to be monitored by the action committee to measure the progress of the plan	5.1 Analyze and prioritize the list of recommended improvements and finalize cost estimates to determine the most feasible funding mechanisms
Objective 2	39.1: Organize a core group of dedicated stakeholders into a Plan Implementation Team that meets on a regular basis 39.2: Organize committees and sub-committees as needed to oversee implementation of major plan topics and specific chapters of the plan	20.1: Organize a core group of dedicated stakeholders into a Plan Action Team that meets on a regular basis		

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome
Implementation				
Goal 3	40. Provide outreach to increase Plan Implementation Team membership, and to establish partnerships that will aid in implementation	21. Provide outreach to increase the Plan Action Team membership, and to establish partnerships that will aid in implementation		5.2 Include needed capital improvement projects in the next bond package as part of the improvements in the study area
Objective 3	40.1: Promote interest and participation in the plan implementation 40.2: Create networks and partnerships to assist with implementation of the plan	21.1: Promote interest and participation in the plan implementation		
Goal 4	41. Ensure reliable and timely implementation of the plan by prioritizing objectives and routinely monitoring plan progress	22. Ensure reliable and timely implementation of the plan by prioritizing objectives and routinely monitoring plan progress		
Objective 4	41.1: Prioritize plan topics for implementation 41.2: Monitor and evaluate implementation and progress toward achieving the plan's goals and objectives	22.1: Prioritize action steps for implementation 22.2: Monitor and evaluate implementation and progress toward achieving the plan's goals and objectives		

Topic Goals / Objectives	Plan
	Eastern Triangle
Job Training	
Goal 1	Economically viable community through a well trained workforce and safe, attractive corridors
Objective 1	

Goal 2	10. Grow an educated and well-trained local workforce
Objective 2	10.1: Increase local training and educational programs within the planning area to develop stable and sustainable entrepreneurship 10.3: Encourage local job skill programs to diversity employment opportunities as well as matching job skill education with the local job market
Goal 3	19. Create learning centers for people of all ages in the Eastern Triangle
Objective 3	19.1: Expand workforce programs to teach vocational skills

Topic Goals / Objectives	Plan		
	Dignowity Hill	Arena/ Eastside	Government Hill
Neighborhood Preservation			
Goal 1	9. Well maintained and diverse housing stock	4.1 Conserve existing neighborhoods	Conserve, rehabilitate and/or replace (if necessary) housing stock.
Objective 1	9.3: Recognize historic preservation and housing and building restoration as a first priority over demolition 9.4: Enhance and maintain public housing so that it contributes to the beauty of the neighborhood		Objective: To develop a housing preservation strategy to stabilize and improve the real estate values
Goal 2	10. Preserve the unique historic character of Dignowity Hill		
Objective 2	10.1: Develop a distinct historic preservation strategy for Dignowity Hill		

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Martin Luther King Wheatley Heights	Government Hill
Park Improvements				
Goal 1	Enhance the area's parks, recreation, community facilities and programming to establish a regional draw with world-class amenities that meets the current and future needs of the Eastern Triangle	1. Establish attractive community facilities and increase usage by neighborhood residents and visitors	Activity nodes will be developed within the site with uses dictated by the condition and development potential of the existing property.	Improve neighborhood open spaces and community facilities and make the neighborhood pedestrian friendly
Objective 1		1.1: Encourage more usage of parks 1.2: Expand safety measures and parking at community centers in order to ensure the centers are utilized by neighborhood residents and visitors 1.3: Add more landscaping to existing parks 1.4: Enhance current park facilities 1.5: Provide walking paths in Lockwood and Dignowity Parks		Objective: Provide a neighborhood park for recreation and open space within the neighborhood
Goal 2	17. Develop a system to ensure that the Eastern Triangle has the highest level of park facilities available		Natural areas will be preserved and protected.	

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Martin Luther King Wheatley Heights	Government Hill
Park Improvements				
Objective 2	17.2: Designate Martin Luther King Park as a "Destination Park" that will be the multi-sport complex for the region 17.3: Enhance existing park facilities 17.4: Identify maintenance issues, promote safety, and improve current parks 17.5: Utilize various methods to find funding for desirable park projects for the area			
Goal 3			The viewing of natural areas will be enhanced and opportunities for education and interpretation of natural systems provided.	
Goal 4			Several large pavilions will be developed and combined with open space for festivals and special activities.	
Goal 5			A Salado Creek Greenway central trail "spine" will be developed with the trail paralleling the creek and providing crosspark linkage.	
Goal 6			Trails would be provided within the park linking facilities and activity nodes.	
Goal 7			The park will function as a regional park through the facilities and activities provided and programmed on the site.	

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Martin Luther King Wheatley Heights	Government Hill
Park Improvements				
Goal 8			Recreational opportunities for sports and athletic facilities will be expanded where site conditions dictate development can take place. The possibility of a fee for play facility should be considered.	
Goal 9			A complex will be developed containing a community center and nature center.	
Goal 10			Existing facilities such as playgrounds, picnicking, and shelters will be expanded and enhanced.	
Goal 11			A major gateway will be developed at the Houston Street entrance.	

Topic Goals / Objectives	Plan
	Alamodome
Parking	
	3.6 Encourage new parking development in areas immediately north of Commerce Street which would serve the needs of existing and new businesses along Commerce Street and potential overflow parking needs of the dome
	3.7 Encourage new parking lot development south of Durango Street along existing commercial zones
	4.5 Install No Parking signs on one side of nearby neighborhood streets, or install some combination of parking signs that limit on-street parking to two hours and ticket offenders aggressively
	4.6 Assess potential of neighborhood decal parking programs in light of costs, funding and maintenance issues
	4.7 Exclude private parking lot development in residential neighborhoods north and south of Commerce Street consistent with a neighborhood conservation district

Topic Goals / Objectives	Plan
	Alamodome
Parking	
	4.10 Propose a pedestrian access study and economic feasibility study of such parking areas south and west of Durango Street

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Alamodome	St. Paul Square ULI
Pedestrian Mobility				
Goal 1	32. Recognize walking as a viable mode of transportation and provide a safe way for residents and visitors to explore and use the Eastern Triangle on foot	15. Create a pedestrian safe and friendly environment	4.8 Conduct an ongoing review of pedestrian traffic along Commerce Street from downtown and through St. Paul Square area	Humanizing the corridor
Objective 1	32.2: Bring existing sidewalks up to ADA standards	15.1: Provide additional streetlights where necessary for pedestrian safety		1: The East Commerce Street ROW should be redesigned to enhance and support a pedestrian environment conducive to free and easy walking on appropriately scaled and designed sidewalks.
Goal 2	33. Create safe school zones		4.9 Conduct a pedestrian access study from Houston Street to St. Paul Square that would determine access needs for the northernmost parking lots east of the railroad tracks; this study would also recommend ways to route pedestrian traffic through St. Paul Square to the dome site	
Objective 2	33.2: Provide a safe way for children to walk to school			

Topic Goals / Objectives	Plan	
	Alamodome	St. Paul Square ULI
Planning		
Goal 1	1.3 Adopt an updated St. Paul Square Plan in light of Alamodome and VIA Transit Terminal development	Reconnect the city
Objective 1		1: Planning and development efforts for the St. Paul Gateway District and other downtown areas should be considered of equal importance
Goal 2	3.9 Update the St. Paul Square District Plan to include the impact of the Alamodome and transit terminal	
Objective 2		

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Police		
Goal 1	1. Improve the sense of security through education and Police presence and cooperation	4. Create a safe environment that is inviting to residents and visitors by working as a community with the City to abolish drug trafficking, burglary, prostitution, loitering, and any other crimes
Objective 1	1.1: Increase community policing presence and participation 1.3: Increase the presence and quality of Police protection through shorter response times and improved customer service 1.4: Improve the relationship and communication between SAPD and citizens so that SAPD will have more interest in the community and will be able to address concerns and/or requests more comprehensively	4.2: Increase law enforcement and police presence

Topic Goals / Objectives	Plan		
	Eastern Triangle	Dignowity Hill	Government Hill
Property Maintenance			
Goal 1	5. Keep commercial and residential properties well maintained in the Eastern Triangle	5. Enhance public safety by participating in beautification efforts	Redevelop and revitalize the neighborhood
Objective 1	5.1: Improve property maintenance 5.2: Wipe out graffiti	5.1: Collaborate with the City to increase public safety through code enforcement, graffiti abatement and property maintenance	Objective: To seek financial incentives to improve housing and entice new residents to the area
Goal 2	13. Encourage well-maintained neighborhoods and housing stock		
Objective 2	13.1: Encourage home and property maintenance to improve existing housing stock 13.3: Identify owners of properties that are habitually in disrepair, and hold them accountable for required maintenance		

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Public Health		
Goal 1	Provide a myriad of health care options to the residents of the Eastern Triangle through education, preventative healthcare services, and healthcare offices, clinics and medical complexes	3. Promote health and wellness and provide opportunities to educate residents about healthy living
Objective 1		3.1: Provide educational information at neighborhood association and community meetings
Goal 2	23. Address the community's needs for basic and mental healthcare through improved access to healthcare, preventative health programs and community collaboration	
Objective 2	23.1: Create an Eastern Triangle Health and Wellness Committee to coordinate and address major health concerns within the community 23.2: Bring basic healthcare services to the Eastern Triangle 23.3: Create a mental healthcare facility to service the Eastern Triangle	

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Goal 3	24. Educate the community about the importance of health and wellness and provide opportunities to utilize educational programs	
Objective 3	24.1: Provide educational information to neighborhood associations and community organizations and encourage them to host special presentations on specific health and wellness issues 24.2: Get the word out through mass communication tools 24.3: Organize an annual community-wide 1K or 5K run/walk and include physical fitness education	
Goal 4	25. Create a culture of wellness among the Eastern Triangle youth through educational programs, wellness centers and community emphasis on healthy living	
Objective 4	25.3: Bring health and wellness education to area schools, throughout all grade levels	

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	St. Paul Square ULI
Public Transit				
Goal 1	35. Ensure safe and reliable public transit in order to provide mobility choices for all within the Eastern Triangle and to other parts of the City	16. Improve safety and mobility along neighborhood streets and to downtown	7.2 Install weather protection shelters at the busiest bus stops. New sidewalks also will be added to/from these bus stops as needed	Reconnect the city

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	St. Paul Square ULI
Public Transit				
Objective 1	<p>35.1: Provide better transportation for disabled and senior citizens</p> <p>35.2: Connect the Eastern Triangle to downtown San Antonio, Fort Sam Houston, St. Phillip's College, AT&T Center, Medical Center, and other major employers with better accessibility to public transit for Eastern Triangle residents</p> <p>35.3: Provide safer and sheltered bus stops</p>	<p>16.3: Provide mass transit options such as streetcars and commuter rail networks to create an eastside multimodal facility</p>		<p>1: Public transportation should be enhanced to encourage east/west movement between the Eastside and the downtown core</p>
Goal 2		<p>17. Beautify the area to add upon and reflect the character of the area</p>	<p>7.10 Restore north/south cross town VIA bus service along Walters</p>	
Objective 2		<p>17.3: Redesign bus shelters to capture the character of the area and deter vandalism of shelters</p>		

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	Government Hill
Revitalization					
Goal 1	8. Expand and build thriving commercial corridors	8. Increase homeownership through infill development and housing rehabilitation	2.2 Protect the neighborhoods by providing them with the necessary improvements to enable infill development and redevelopment	Redevelop the neighborhood so that it is capable of supplying the local services and activities its families need while providing affordable housing for its residents	Redevelop and revitalize the neighborhood
Objective 1	8.1: Identify specific corridors for revitalization and develop strategic plans for redevelopment	8.1: Identify specific corridors for revitalization and develop strategic plans for redevelopment			To encourage and support any revitalization and redevelopment efforts consistent with this plan
Goal 2		12. Expand neighborhood businesses that are convenient and safe for residents and visitors to easily access and enjoy	6.1 Encourage economic revitalization through transportation	1.2 Target Commerce Street for commercial redevelopment y implementing the East Commerce Street Commercial District Feasibility Studies	
Objective 2		12.2: Redevelop commercial businesses along North New Braunfels 12.6. Encourage investment and adaptive reuse of former industrial or warehouse structures			

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	Government Hill
Revitalization					
Goal 3				3.12 Identify areas along Commerce Street which would be used to relocate housing from adjacent neighborhoods for new commercial uses	
Objective 3					

Topic Goals / Objectives	Plan		
	Eastern Triangle	Dignowity Hill	Martin Luther King/Wheatley Heights
Senior Services			
Goal 1	23. Address the community's needs for basic and mental healthcare through improved access to healthcare, preventative health programs and community collaboration	9. Well maintained and diverse housing stock	A senior citizens center and park would be developed
Objective 1	23.4: Create a comprehensive senior citizen one stop center for the Eastern Triangle	9.2: Assist elderly and disabled persons to maintain and repair housing	

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Stormwater		
Goal 1	37. Reduce flooding in the community by improving drainage	19. Reduce flooding in the neighborhood through maintenance of the drainage system
Objective 1	<p>37.1: Establish an Eastern Triangle Storm Water Subcommittee to maintain communication with government departments and other public agencies</p> <p>37.2: Monitor current drainage projects, propose new projects where needed, and monitor related projects located within and outside of the planning area that may negatively affect the Eastern Triangle</p> <p>37.3: Ensure that the current drainage system receives regular maintenance and remains clean and unobstructed</p> <p>37.4: Establish regulations for the use of new strategies to increase water absorption and reduce the volume of storm water run-off</p>	<p>19.1: Monitor current drainage projects and problems.</p> <p>19.2: Ensure regular maintenance is conducted on current drainage system</p>

Topic Goals / Objectives	Plan		
	Eastern Triangle	Arena/ Eastside	Government Hill
Street Maintenance			
Goal 1	27. Build and maintain roads that are in great condition for traveling in and around neighborhoods	6.8 Ensure public support for all improvements recommended	Improve streetscape, roadways and make the neighborhood a pedestrian friendly environment
Objective 1	27.1: Reduce the amount of time required for implementing capital improvement projects while maintaining and improving current streets		To improve and maintain the existing infrastructure, throughout the neighborhood, in good repair and improve the visual appearance of the streetscape
Goal 2		6.9 Maintain communications with the steering committee	
Goal 3		7.1 Resurface 167 street blocks which have poor roadway pavements. Add new sidewalks where needed	

Topic Goals / Objectives	Plan		
	Eastern Triangle	Arena/ Eastside	Government Hill
Street Maintenance			
Goal 4		7.7 Resurface six roadways at railroad crossings and replace wooden/asphalt railroad ties with concrete ties	
Goal 5		7.11 Reconstruct Hackberry St. from Duval St. to IH-10 as a feature street	
Goal 6		8.1 Aggressively pursue road and infrastructure improvements recommended in the plan	

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Streetscape					
Goal 1	28. Develop more attractive streets for pedestrians, bicyclists, motorists and economic development	Work with partners and neighbors to enhance the aesthetics of the area by improving sidewalks and road infrastructure to create a safe and friendly environment for pedestrians, motorists, and bicyclists	2.3 Create attractive streets	2.6 Propose a wider right-of-way on Cherry Street from Commerce to Iowa which would contain public improvements such as landscaping and sidewalks since blocks located on Cherry Street will be rebuilt with housing or commercial development	Reconnect the city
Objective 1	28.1: Encourage boulevard street design with medians, pedestrian crossings, and bicycle lanes to allow easy access within the community				1: A “gateway” entry into the district along East Commerce Street should be developed. This gateway should reinforce the importance of the St. Paul Square/Sunset Station area and the blocks to its east.

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Streetscape					
Goal 2	32. Recognize walking as a viable mode of transportation and provide a safe way for residents and visitors to explore and use the Eastern Triangle on foot	15. Create a pedestrian safe and friendly environment	3.2 Establish greenways along improved streets and pedestrian ways		Humanizing the corridor
Objective 2	32.1: Increase the amount of landscaped and buffered sidewalks in the Eastern Triangle	15.3: Request that the sidewalks on Hackberry be widened for pedestrians with a landscape buffer			<p>1: The new streetscape must include a significant “greening” component to soften and humanize the pedestrian environment.</p> <p>2: Streetscape design should include components scaled to increase intimacy, including lighting, plantings, and the like. It also should pay attention to view corridors, both to the west and to the east.</p> <p>3: Integrated signage and lighting systems must be given serious attention, as elements of a cohesive wayfinding system and a unique streetscape image</p>
Goal 3	11. Enhance the physical environment	17. Beautify the area to add upon and reflect the character of the area	7.5 Recommend several major streets as "feature streets" incorporating trees, onstreet parking and wider sidewalks		Investing in the district

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Streetscape					
Objective 3	11.1: Improve pedestrian linkages and provide enhanced streetscapes to encourage patronage of local businesses	17.1: Increase the amount of landscaped and buffered sidewalks to provide charming aesthetics			1: A comprehensive public site improvement investment strategy should be developed that is aligned with the urban design analysis/plan.
Goal 4		18. Ensure streets and sidewalks are free from debris and clutter in order to create a welcoming environment for tourists and neighbors	7.6 Reconstruct Houston St. from IH-37 to Walters St. as a feature street		
Objective 4		18.1: Promote clean streets			

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Traffic Congestion		
Goal 1	29. Change traffic patterns to reduce congestion on major thoroughfares	16. Improve safety and mobility along neighborhood streets and to downtown
Objective 1	29.1: Decrease congestion and the amount of time spent in idle traffic 29.2: Improve traffic flow around Loop 410 to alleviate traffic congestion	16.4: Reduce congestion

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome
Traffic Safety				
Goal 1	2. Safer streets through law enforcement	15. Create a pedestrian safe and friendly environment	6.5 Enhance rail/truck interfaces	4.1 Install traffic stop signs at Mesquite Street on the cross streets between Commerce Street to Iowa Street to inconvenience through traffic
Objective 1	2.1: Reduce speeding on residential streets	15.2: Add, improve, and/or replace street pavement, sidewalks, and curbs to allow and encourage the safe movement of pedestrians, disabled persons, and bicyclists		
Goal 2	26. Improve safety and mobility along the major thoroughfares and neighborhood streets in the Eastern Triangle	16. Improve safety and mobility along neighborhood streets and to downtown	6.10 Develop adequate visitor access to SBC Center/Freeman Coliseum	4.2 Consider pattern of one-way streets between Cherry Street and Hackberry Street, allowing parking on both sides of the street, yet allowing emergency vehicle access
Objective 2	26.1: Ensure that all traffic signals are functioning, synchronized, well maintained, and easy to see from a safe distance 26.2: Implement traffic safety measures to allow pedestrians, disabled persons and bicyclists to safely cross busy corridors 26.3: Implement traffic safety measures to allow motorists to safely cross busy corridors 26.4: Acquire traffic devices to assist in slowing down traffic around blind curves along Martin Luther King	16.1: Ensure that bus and eighteen wheeler truck traffic follow City Code Chapter 19, Section 292 16.2: Invest in traffic calming and safety measure along Pine Street and other neighborhood streets as warranted to allow for the safe and efficient movement of pedestrians, disabled persons, and bicyclists 16.5: Provide safe travel between Dignowity Hill and downtown		

Topic Goals / Objectives	Plan			
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome
Traffic Safety				
Goal 3	30. Utilize various traffic calming methods and devices to reduce speeding on residential streets		7.3 Convert the signalized intersection of New Braunfels Avenue and Houston Street into a traffic roundabout.	4.3 Propose an on-going analysis of through traffic in the neighborhood and modify traffic plans as necessary.
Objective 3	30.1: Invest in traffic calming measures along neighborhood streets			
Goal 4	33. Create safe school zones		7.4 Implement low cost safety improvements at the top ten crash intersections	
Objective 4	33.1: Maintain a safe environment within school zones			
Goal 5	34. Encourage the placement of additional street lights for safety and security of all modes of transportation where necessary		7.8 Close eight at-grade railroad crossings; add street trees in planters to block vehicle access	
Objective 5	34.1: Provide additional street lights where necessary for pedestrian, bicyclist, and vehicular safety and the deterrence of crime that does not increase light pollution			
Goal 6	11. Enhance the physical environment			
Objective 6	11.2: Ensure the safety of pedestrians, cyclists and motorists by improving the streetscape			

Topic Goals / Objectives	Plan				
	Eastern Triangle	Dignowity Hill	Arena/ Eastside	Alamodome	St. Paul Square ULI
Transportation Options					
Goal 1	Utilize the concept of Complete Streets to enhance the aesthetics and service level of infrastructure in the Eastern Triangle through maintenance and improvement to current systems so that transportation networks for all modes of transportation and drainage systems function safely and efficiently	14. Create safe connections for walking and bicycling between residences, parks, and cultural activities	6.7 Develop non-motorized transportation solutions	1.5 Implement the Alamodome Transportation Operations Plan	Humanizing the corridor
Objective 1		14.1: Construct walking and bicycling paths			<p>1: All of East Commerce Street should be converted to accommodate two-way traffic.</p> <p>2: The city should fund an origin/destination study to gain a better understanding of how community residents make certain trips—work, recreation, education, medical, and so forth—and by which modes of transportation they travel, so that their travel needs can be integrated into development strategies.</p>
Goal 2			6.6 Provides a balanced and coordinated transportation system		

Topic Goals / Objectives	Plan		
	Eastern Triangle	Alamodome	St. Paul Square ULI
Urban Design			
Goal 1	8. Expand and build thriving commercial corridors	1.1 Establish a new special district that would define land uses for the immediate neighborhood; a neighborhood conservation district.	Reconnect the city
Objective 1	8.2: Designate S. WW White Road as a Corridor Overlay District by creating design standards along the street that establish a unique identity that is attractive to residents, visitors, businesses and investors		1: The edge gateway blocks of East Commerce Street east of IH-37 should reflect the character and uses of downtown, including retail, entertainment and dining, personal services, housing, and programmed open space.
Goal 2		2.1 Protect and stabilize the residential character of the neighborhood through designation of the immediate area as a neighborhood conservation district.	Humanizing the corridor
Objective 2			1: Urban design details that tell a unique “San Antonio story” should be incorporated. This can be done by using certain materials, textures, colors, and messages at ground level, eye level, and on upper stories. 2: Clear, non-reflective glass should be used in all development—especially grade-level retail space—to the maximum extent possible, to make interior activity visible from the street environment. 3: The three structures adjacent to East Commerce Street to the north—the Carver Academy, the Carver Community Cultural Center, and the Friedrich Building—should be linked in a campus-like setting. The design and construction standards exemplified by both the Carver Academy and the Carver Community Cultural Center should be followed in the continuing renovation of the Friedrich Building. The East Commerce Street site on

Topic Goals / Objectives	Plan		
	Eastern Triangle	Alamodome	St. Paul Square ULI
Urban Design			
			which a two-level parking structure has been proposed should be reserved for open space and the garage should be relocated to an adjacent site.
Goal 3		2.5 In the form of a demonstration project, review local development codes regarding possible relaxation or modification to permit less costly redevelopment and construction.	Investing in the district
Objective 3			1: A comprehensive urban design analysis/plan divided into appropriate subareas should be prepared as a preface to any public improvement program. The analysis should set forth timeless principles and qualitative indices, rather than specific applications. Particular attention should be given to the massing implications of zoning allowances.
Goal 4		2.7 Develop separate design standards with the establishment of the district which would emphasize architectural attributes of the existing housing stock and St. Paul Square architectural themes; design standards would assure appropriate landscaping of infill, mixed-use development.	Establishing a new focus and a new identity
Objective 4			1: The city should establish a design review process to assure high-quality, contextually sensitive development. The process should operate within design standards evolving from the urban design analysis.
Goal 5		2.8 Propose a design review mechanism which would oversee conformance to the district design standards; this mechanism would include area residents and owners as well as business and religious leaders.	

Topic Goals / Objectives	Plan		
	Eastern Triangle	Alamodome	St. Paul Square ULI
Urban Design			
Goal 6		3.10 Consider enlarging the district along Commerce Street east of the railroad tracks. Review design alternatives that would emphasize building facades facing south toward the Alamodome and transit terminal.	

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Utilities	Eastern Triangle	
Goal 1	36. Provide sewer service to all residents and businesses throughout the Eastern Triangle	
Objective 1	36.1: Eliminate septic systems in the Eastern Triangle through cooperative efforts of the community and government agencies	
Goal 2	38. Enhance neighborhood environments through improvements to the utility network	
Objective 2	38.1: Explore converting above ground electrical utilities to an underground network to help beautify the neighborhood and remove utility pole obstructions in sidewalks	

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Youth		
Goal 1	19. Create learning centers for people of all ages in the Eastern Triangle	3. Promote health and wellness and provide opportunities to educate residents about healthy living
Objective 1	19.4: Establish practices that keep young people in school by developing more after school programs and options designed to involve young people in the organization and operation of the program to increase participation	3.2: Focus on youth programs to create a culture of wellness

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Youth		
Goal 2	25. Create a culture of wellness among the Eastern Triangle youth through educational programs, wellness centers and community emphasis on healthy living	
Objective 2	25.1: Create teen centers aimed at promoting physical activity and addressing teen concerns (such as mental health, teen pregnancy, body image, etc.) 25.2: Create a center for homeless youth, pregnant youth, and/or youth suffering from substance abuse to finish their education, procure employment, obtain health care and learn life/job skills	

Topic Goals / Objectives	Plan	
	Eastern Triangle	Dignowity Hill
Zoning	Arena/ Eastside	St. Paul Square ULI
Goal 1	8.2 Institute a comprehensive rezoning for the entire plan area	Investing in the district
Objective 1		1: Areas currently zoned for light industry should be reclassified as mixed use to incorporate future residential, office, retail, and entertainment uses. Zoning should allow these uses to follow a transitional development period that may include warehouses, flex space, and/or incubator business spaces. 2: Rezone the area to encourage more compatible land uses and set the framework for future development and redevelopment.
Goal 2		Establishing a new focus and a new identity
Objective 2		1: Utilize incentive zoning measures targeted to the two key redevelopment areas along the East Commerce corridor and in the mixed-use corridor described above.

EXHIBIT E
COMMUNITY/RELATED STAKEHOLDERS MEETING
PARTICIPANT SIGN IN SHEETS

Eastside Development Summit
January 9, 2010

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Yvonne Armstrong	7546 Oriental Trl	210 7221946	unkbyvonne	Applause Foundation	Yes
Barbara McDonald	108 Kansas St	267-1449	—	Mt. Zion N.H. Ch.	Yes
Laura Thompson	10251 Grand Meadow	210. 8366531		SIB	
Rosalind Harris	7246 Belmede Ct CONVERSE, TX 78109	210 218-4591	sicyctine@yahoo.com	HARRIS & ASSOCIATES	YES
Milton B. Russell	1620 CENTER ST SAN ANTONIO TX 78202	(210) 2134344	russell_milton@yahoo.com	CPS ENERGY	YES
Janie Gonzalez	1617 E Commerce St, 4104 SHT 78205	710 354-1661	janiegonzalez@webbgroup.com	webbgroup.com	NO
Him W. Sombers	800 South Pine Street 78210	210-533-1626 713-628-8116	MS Lady Mortician	Denver Heights	Yes
Elizabeth Montez	602 Burnet	210 223-7724	URMONTESI@SARC.RR.COM	Dignity Hill	Yes
Nina Nixon-Mendez	COSA GMA	6620 207- 223	Nina.Nixon-Mendez@sanantonio.gov	COSA GMA	Yes
Mario Salas	10902 Albeon Park 78249	454-3375	msalas7831@sattx.net		YES

COSA

**Eastside Development Summit
January 9, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Jim McNamee	3511 East Creek 78222	648-6445	JimMcNamee@ sbcglobal.net	District Two/Community Eastern Triangle Congress Crossroads Homelessness AS	Yes! 648-6445
GERHIL SMITH	818 S. Flores	477 6124	Gerhild-Smith @SATA.org	San Antonio Housing Authority	
HERBERT LEWIS	7330 Poplar	314-7378			YES 314-7378
IRA Smith	4302 JARRET	337-3680	iraSmith@att.net	UNIVERSITY HEALTH SYSTEMS	<u>NO</u>
VICKI FERRER	1900 MILLER	207-8126	Viesendez@senatorbi	SAPD	-
HOWARD T. RAY	2507 LEGHORN ROCK 78244	210-64-5911	JETRAY@ aahow.com	BCBSA SPADC	NO
T.C. CALVERT	3607 TUSCANY 78219	210-226-9841	NEIGHBORHOODS FIRSTAID@ YAHOO.COM	N. FA	YES
Donte JOHNSON	2554 E. Harston St.	210 889-9291	Landmetro @MSN.COM	N/A	YES
Darrell YOUNGER	1409 E COMMERCE	210 212-0544	bucmpastor@ yahoo.com	DENVER HEIGHTS	Yes
Jason Siptak	119 Dreiss St	200 203-8785	jasonsiptak@ gmail.com	Denver Heights / Pittman Sullivan	Yes.

**Eastside Development Summit
January 9, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ <u>Neighborhood</u>	Are you interested in being contacted regarding the Walters Street Charrette?
Wray Hood	482 Hub St.	226 2717	—	CWPNA	
CHRISTINE VINA	800 W MYRTLE ST 78212	362-2515	christine.vina@ christine.vina@ viainfonet	VIA	yes
Ronda Tippins	2802 E Commerce 78203	271-7232	rtippins@safb.org		yes
Carmen Vazquez Gonzalez	2141 Lavaca	554-223	cgonzalez@ saids.net	SAISD	✓
DIXIE WATKINS	11 Lynn Batts Lane Suite 110	24-7836	dixiewatkins@ safb.com	SAFB	—
Ruth Ann McClendon	403 S W W White				
Alyce Fort	147 Morning View 3704 S.W.W. White	333-7463		SAFB	
Dr James W. Brown		333-740	Jamesbrown@ studiosafb.com	Local Dentist	
Angela McClendon Johnson				MJGroupSA.com	yes
Lordes Casta R.	818 S. Flores	210 477 6647	lordes- casta-Ramirez@ SAHA.org	SAHA	—

Eastside Development Summit
January 9, 2010

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Michael		210 863 5000	Michael@oldtrucks.com		
CAPTAIN (R) JAMES FA TURNER	P.O. Box 6545 SA, 78209	210 386-0949	JFA TURNER CAPTRET @YAHOO.COM	PARADIGM GROUP	YES
MONICA Martinez	374 Maplewood Ln 78216		monica.martinez @bolar.org	Comm Adkisson's etc.	Yes
DARRELL MELANIS	141 LAUREL	223-8621	d.melanis@SATSD.com	SATSD	YES
Terri Williams				Brooks City-Base	
Denver McClendon	3011 willow wood 78219	281-9141	denvermcclellan @SATX.RR.COM	ACCA	
JOSE GONZALEZ		264-8017	URBANC @SAAHC.ORG		YES
JUANITA Caldwell	4143 E. HOUSTON SAT 78220	333-0627		Cherry Hill	✓
John Harris II	1149 E. Commercial San Antonio, TX 78205	210 248-4178		SAGE	YES
Hector Grant, Sr	818 Windhurst	481-6003	Septtygran@Ad.	East St Paul UMC	Yes

**Eastside Development Summit
January 9, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
ERICK AKINS	1801 MLK Drive S.A., TX 78203	210 486-2776	eakins@akins.edu	St. Philip's College	
KATHY LITTLE	6071 CRAB ORCHARD 78240	210 663-4218	kathy.r.clay.little@yahoo.com	Reporter	
M. Greene	301 Harding Pl SAT 78203			Resident	Yes
J. Garza	11011 Bluff Canyon SATX 78252	N/A	N/A	N/A	N/A
George Johnson	4919 Wycliff San Antonio, Tx	210 648-3600	gjohnson2@satx.rr.com	Resident St. Philip's College	
Richard Diaz	2827 WADE SAN ANTONIO 78210		richardginobili@yahoo.com	SUNNY SCOPE	No
Claudia Hernandez	3930 Southport SATX 78203	210 207 3907	claudia.hernandez@SANANTONIO.GOV	St. Benedicts 070/zone 3	Not sure
Margie Gaines	4235 Jarbet 78220	210 3339490	margiegaines@prodigy.net	Resident	Yes
PRISCILLA CANALES	1700 TAMPA 78209	210-226- 4963	pcanales@saisd.net	S&ISD RESIDENT	

Rodriguez
Chan
Williams
Cisneros
Taylor

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Kevin Fausz, m	1819 Nevada	532-5358	Kevin.Fausz@archdiocese.org	Sty Redeemer Catholic ch.	
Barbara Wittic. Howell	107 Key Way	224-6163	conservation@saconservation.org	SA Conservation Society	yes
CHRIS CARLOS VIDAL	1210 LAMAR	949 0560	chrisant@space.com	SA GLOBAL.NET DIGNITY	
MIKE PATEL	1309 E. Commerce	601-3578	mikedpatel@yahoo.com	SAGE	yes
Gylon Jacker	218 Pershing	210-365 3712	gylonj@gmail.com	PCT4	yes
Adena Loston	1801 Martin Luther King	210-486-2900	aloston@alamo.edu	St. Philip's College	yes
C. Littlefield		493-8198 210-9403	C.Littlefield@sbceglobal.net		yes
Rev. Henry J. Keys	4118 Spring view SAN ANTONIO, TX 78222	210-223-7516 210-363-2603	pastorhkeys@aol.com	Willow Park Christian Church	yes
Mary Mayou	5014 Bayhead SA, TX. 78220	6483204		Dellcrest Ass.	yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Janine Mejia Diaz	312 Pierce Ave	937-830-7460	Janine-mejia-diaz@gmail.com	Resident/Active Duty Dependent	Yes
Jo Ann Mueller	1955 N Panam	214-0504	JMueller17@yahoo.com	Presidents Group Residential	Yes Yes
David E. Marquez	100 Dolerosa Suite 120A S.A. TX 78205	335-0461	dm@bexar.org	Bexar County Econ Dev.	No
Steven Sano	904 eventide 78209	394-2146	SK.SANO@gmail.com	Eastern Transle/CDAC	Yes
A Brown	2531/Out. Byd. At Beeville, TX	361-354-5106	brown@brown.net	VGI	NO
Jacqueline Robert	200 Ridgemont 78205				No
Marlene Hawkins	601 E Canson 514, TX 78208	810-695-3798	lh1029@netzen.net	Government Hill Community Assn.	Yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Tony Matthews	1211 Wyoming St	2245903	tonymat		
				Denver Heights	Yes
Byron Sherouse	724 N. Olive	846-3907	-	Democracy	Yes -
Sylvie Sturgot	923 N Pine	380-8881	sshungot@gmail.com	"	Yes
Chuck Blair	4734 Garlick Farm	367-1366	221 Blair @satx.rr.com	Highland Farms N/A	Yes
BEN KRAFT	1801 MARTIN LUTHER KING BLVD	482-2178	bkraft3@alamo.edu	ST. PHILIP'S COLLEGE	YES
ALLAN WARRICK	3458 Chateau Dr.	602-6277	awarrick@Worldts.org	Willowwood	Yes
Katherine Shields	PO Box 8335 78208	287-7515		CCR'S, Inc dba McDonald's	Yes
Melanie Villalobos	818 S. Flores St, TX 78201	477-6130	Melanie_villalobos@saha.org	SAHA	Yes
LORRAINE ROBLES	818 S. FLORES ST 78201	477-6455	lorraine-robles@saha.org	SAHA	Yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette? <i>Yes</i>
Brenda Davis	319 Robeson	210 779 2850		Energia Mia Cal. Esperanza P.U.	<i>Yes</i>
W. Mitchell	2308 E. COMM	271-7232		S.A.F.B	<i>Yes</i>
D. ANTHONY MILES	1119 S. W. N MARIE	362-0460	brderelkx@yahoo.com	TEXAS A+M UNIVERSITY	YES MDI CORPORATION @
Dorothy Robert	5007 Bayhead	648-3592	Dorothy Robert 5007 Salt. net	neighborhood	<i>yes</i>
Anna Campos	2602 Franklin 78210	375-5554	Acampos93@SATX.RL.COM		<i>Yes.</i>
Sherry Chaudhry	505 Live Oak	724-1021	Sherry Chaudhry@aol.com	Business	<i>Yes</i>
Sandra Crawford	3527 Lake Trace	648-6372	scrawford@SATX.RL.COM	PCOIC & Neighborhood	<i>Yes</i>
Langston Williams	2402 Melrose Camp Sta Anton 78232	496-9744	langstonw@earthlink.net	Magnolia Christ. Church	<i>yes</i>

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Dee Smith	6855 Cypress Mcst Dr. Converse TX	210- 373-4824	Donalds.smith @US.army.mil	DIGNOWITY Hill NEIGHBORHOOD ASSOC	yes
Rev Chris Minor	332 Heights Valley Converse TX 78109	210- 661 3350	Chris.bischill @gmail.com		Yes
Sis. Montrice Minor	"	"	Nicole Lewis @yahoo.com		yes
Stella McVay	4702 STAVE RD	28220		Neighborhood Assoc	yes
LINDA JACKSON	403 S. W W White #210 SATX 78221	78220	LINDA JACKSON HOUSE, STATE TX, US	STATE REP OFFICE	YES
Sr Rosetta Leonard	300 Yucca St	533-5149		Sisters of the Holy Spirit	

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Tiffany Mills		210 777-4332	tmills@fostercmgp.com	Fostercmgp	Yes
Paula Crauzo		210 949-8210	ps9722@fostercmgp.com	Foster CM Group	Yes
TOM GAFFNEY	115 ST. JAMES 78202	226-1848			Yes
Will + Frederick Kirksey	1000 Colaplace SA TX 78219	229-0421			Yes
Philip Kazen	Judge, 227th District Court				
Ben Alexander	4202 Janbet SAT 78220		ben_alexander2003@yahoo.com		Yes
Andrew Richardson	2610 ANNA MAE DR	648-0003	arichardson@mac.com	Port San Antonio	Yes
Robert H. Jensen	3310 E Commerce	227-2605			
Lindsay Kasner				Express News	
Susan Penkys	3642 K. Houston San Antonio	582-1939	ssci0655@sbcc.edu	American Red Cross	Yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Cheryl McElroy	4530 Rothberger Way	(502) 488-0485	mcelroyga@live.com	Genesis Full Life Fellowship Church	
John & Monique Stallings	8916 DATA POINT #122 SA TX 78229	210-949-1337	JohnHStallings@aol.com <small>no email</small>	AMERICAN HERO FINANCE- WWW.AMERICANHEROFINANCE.COM	yes
Rabihuh Jackson	3500 PERRIN CTR #121 SA 78217	281-5876	rabihuh Jackson@gmail.com	HEAL THE FAMILY	yes
Sue Lois Oldham MEMA BEXLEY	4523 Allegheny Dr SA, TX 78229	617-4605	iris_oldham@att.net	Citizen's Advisory Council	yes
Linda Burnette	8007 Elk Glade	210-823-7338		individual	yes
Tamara Singleton	12602 Course View Dr.	210-364-9899	tamarasrealtys@aol.com	Singleton's Properties	yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
SHO NAKPODIA	1677 E. Commerce	210 444 2319	Sho@themightygroup	MIGHTY GROUP	
MARK WITTE	307 E. CIA 16	270 0129	MARK.WITTE@WITTIBS.COM	CATHOLIC WORKER	YES
William White	216 Eureka	724-0282	wjwhite@gkwinc.com	GKW, Inc. Engr.	YES
Evelyn Hankins	4603 LOCK LOMAD W	379-1902	KIM Bnea CPeople PC. Co	Chamber	YES
John Bestans	332 W Commerce	209-6976	Jherlang@sanantonio.gov	Metro Health	YES
JOE T. Ashcraft	421 MASON	210. 824.9995	JOE.T.Ashcraft@GMAIL.COM	GOVT HILL	Yes
Isaac Carreon	8188 Flores St.	210 477-6270	isaac_carreon@Saha.org	S A H A	YES
CHARLIE V. HANCOCK	3030 78220 E. Commerce	587-3576	CHANDY@96ASIU-SCHOOL.ORG		YES
WILL COVINGTON		210 226 4028	DP@DOVEPRODUCTION.NET	DOVE PRODUCTION	YES
Silvia Peña	103 Meadowood Lane	737. 0165	Smpena@sah.rr.com	ACCION TX	YES
Silvia Peña	P.O. Box 690248	274. 7465	governmentaffairs@sahrrm.org	San Antonio Human Resources Mgmt. ASSOC	Yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Sr. Maura Scarry	300 Yucca St.	533-5149			
W P McManus	SAPD				
KW RAINY	SAPD				
Harris, Kathy	Skyline Park NA.	359-6573			
John Steesley	RediFuel	733-4383			
La Marguerite	300 Yucca St	533-5149			
Sr. Mary Fagan	300 Yucca	533-5140			
Jo McCall	4111 Tamarac	913.0072			
Renee Watson	222 Macdonald 78220	335 2478	rwatson@kolar.org	Coliseum - willow park	Yes
Charlotte Kahl	18201 2103 W. Mistletoe Ave	210 735-3503	OST100Kahl@aol.com	Old Spanish Trail	yes!! it is an OST intersection
Levi Thomson	78203 1240 Iowa	210 373-3886	splevithomson@gmail.com	Mt. Zion Community Group	yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Anthony M. Dean-Harris	6730 Cala Lake, SA TX 75804	20-764-9885	anthonydeanharris@gmail.com		
Anthony M. Dean-Harris	6730 Cala Lake, SA TX 75804	20-764-9885	anthonydeanharris@gmail.com	unaffiliated	no
Linda Jackson	4222 Algonk	333 0954	Algonk lj 4222	Eastwood Villagers	no
CHARLES ENGLISH	807 CANTON	227-0821	CEENGLISH2006@YAHOO.COM	ENGLISH CONSULTANT	YES
OLEN ENGLISH	807 CANTON	224-5404		JEFFERSON HEIGHTS ASSOC	YES
Jonathan Gertman				jpgertman@nrpgroup.com	Yes
Alderus J. Stewart	427 Bowditch Rd	337-3695	ajstewart@msn.com	A.J. Stewart Real Estate	Yes
Lisa Sotv	COSA - Metro Health	207-2865		COSA - Metro Health	
Lulu Francois	817 Nolan	867-5413	lulujasso@yahoo.com	Dignowity	Yes
Marcel Johnson	607 E. Commerce	229-2148	mjohnson@sachamber.org	The Greater Chamber	yes
Joy McGhee	2411 Ravin2 78222	274-0969	joy@kcp-us.com	Save our Eastside Schools Coalition	yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Thaddeus FERNANDEZ	503 Reenie Way S.A. TX 78258	210-464-4824	TGF21222@swbell.net	BCOIC Board	
S. Jordan	357 Leonidas Dr S.A. TX 78220	210-333-1431	alicejordan@awesomenet.net	Neighborhood	Yes
MARVIN COROTHERS	6218 Pelican CORAL	210-310-2690	COR026900@AOL.COM	Highland Friends Neighborhood Assn	YES
Jester BLANT	4723 Lavender Lane	678-457-3472	JESTER500@SATTX.RR.COM		yes
Kollette Schreckengost	107 King William	224-6663	CONSERVE@SALCONSERVATION.ORG	SAN ANTONIO CONSERVATION SOCIETY	yes
Scott Buzanta	4040 Bunker # 520	299-1172 x223	Sbuzanta@CambridgeRealty.com	Cambridge Realty	Yes
Judy Milhan	3010 W Rotton	570-422-7650	Arphia Design@yahoo	MTTF & omni-Sandica	Yes
Karen Koch	" "	" "	texasbear.koch@gmail.com	"	yes
Phil Reindinger	Fort Sam Houston	221-1151		Army	Yes
Katherine McIoyke	4234 Eulalee	333-9396	N/A	EAST WOOD VILLAGE ASSN	Yes
Ernst McIoyke	" "	" "	ErnstMcIoyke@sbcglobal.net	" "	Yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Narmin Alixade	102 Kansas st.	(910) 330-4180	us.narmin@gmail.com	#PP/ouse Foundation	Yes
Anthony Edwards	1906 Classen Crest	378-8652	Anthony.edwards1951@hotmail.com		yes
Anthony E. HARGROVE	P.O. Box 8147 78208	224-2351	agrove@hotmai.com	ELLA Austin Community Center	yes
Jon W Miller		214-402-6937			
Ed Miller	P.O. Box 15406 Del City OK 73155	405-812-3467			
Joanne Johnson	4915 Stoneleigh	(210) 648-7636	jj2003@sbcglobal.net	DANA	yes
Sharon Francis	130 Lincolnshire SA 78207	210-315- ⁸²	sf Francis 117@hotmail.com		yes
Tommy Adkins	100 Dolourna 78205	335-2614	tad.kisson@bexar.org	Bexar County	yes
Paul Foster	1615 Fieldstone Rd S.A. 78232	804-1004	fostercmg@fostercmg.org		yes
EVERETT TURNER	1619 Buice Spw Abilene 79800	3330296	ETURNER@SATV.RE.ORG		YES

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Ida Brown	13702 Landmark HL	210 454 483	ibrown@deopatrahdings.com		SURE
Victor Ayala	2300 W Commerce 562 203	207-7181	victor.ayala@ sanantonio.tx.gov	COSA	
Ruben Cuero	623 Mission St 78210	2105320661	rubacu@ terra.com	SAISD	
LIONEL FOSTER	138 Morningview Dr,	(410) 337-2024	lionel.foster@gmail.com		
Edwina SALAS	10902 Albean Park SATX 78257	210-375-6732	emsalas1234@satx.rr.com		
Sheila McNeil	5762 Hawaiian Sm 78244	310391-4094	smenue@yahoo		
Jim and Toni Cardenas	402 Kraft St	226-5581	tcsteeltron@sbcglobal.net	Eastside Coalition	
David Denton	238 Allensworth 78209	396-3771	ddenton@ coxsmith.com	Mahncke Park + Ft. Sam Comm. Adv. Board	yes
James Howard	2230 E. Houston	226-1557	howard80 swbell.net	SAISD	
Michele Durham	219 W Cypress 78212 618 Hudson 78222	212-2246	mdurham@ beataids.org	BEAT AIDS	yes

COSA

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Sylvia Elguera	830 STUTTS DR	662-7911		Eastgate N neighborhood	
Gardner Peavy	4040 Broadway #520 78209	799-1172	gpeavy@ cambridge-realty.com	Cambridge RE	Yes
Ernie Villarreal		614-8977	ernie@pr.org	Tex Public Radio	
TONY EUGENIO	8620 N. NEW BRUNNERS STE. 620 78217	826-9000	teugenio@ presidio-sa. com	SCHAEFER DEVELOPMENT	NO
Tommy Calvert	619 Center St. 78202	617-480- 8385	tc@calvert ic.com	Calvert Int'l Consulting	Yes
Leonard Young		373-3209	lyoung@ yprealty.com	SAGE	Yes
Shirley Davis	338 Hub. 78220	225-0163	sdavis1953@satx.rr	Coliseum/Willow Park	Yes
Rev. Otis C. Mitchell	333 MLK Drive SATX 78203	846-1972 533-7131	rev_mitchell@ hotmail.com	Mt. Zion First Bapt. Church	Yes
Barbara Hawkins	3030 E. Commerce SA, TX 78210	414-0370	bhawkins@ 2fastmail.com	George Gerwin Youth Center	Yes
GORDON DEERING	10407 NEW ENGLAND SA TX 78230	452-4808	gdeering@ klw.com	MEDDAGELL CO	Yes
CAESAR FLORES	13333 BLANCO RD STE 104 S.A. TX 78214	210- 287-1475	CFlores@ 3bcg.net	REX	Yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Jorge Treviño	1801 Martin Luther K9	486-2886	JTrevino@Alamo.edu	St. Philips College	
Adrienne Alcazar	145 Navarro	210 3532821	asalcazar@cpsenergy.com	CPS ENERGY	yes
Lon Miller					
MARTIN O & MEZ	215 DELMAR SA TX 78210	210 534-3115		DENVER HEIGHT NO	YES
Bob COMEAVX	702 W. French Pl. SA 78212	210 326-2655	bobtheunion guy@aol.com	SAN Antonio Alliance of Teachers and Support Personnel	No
Juan A GARCIA	932 N. Pine SAT 78202	210-299-5234	Jbgarcia80. @hotmail.com	Dignowity H. II NA	yes
Barbara Garcia	"	"	"	"	yes
Joe Shaffer	225 E. Loast San Antonio	225-0864	joeshaffer joeshaffer@crosspoint.net	Crosspoint crosspoint.net.us	yes
Judge Roger Lopez	J.P. Pct 4	3354900	Rogelio.Lopez@Bexar.org		✓
MARK SULLIVAN		707-7000	MARKTEXO@GMAIL.COM	SA FILM DISTRICT	✓
Loy Fox	34 HAVERTHILL WAY 78209	8828104	loylefox loylefox@aol.com	UIW	✓

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Justin Kelly	123 Hoe Fgn	210-444-2700	Justin.H.Kelly@CIHG.org	Staybridge Suites Sunset Station	No
Jed Maebius	200 Belvidere	414-0070	jed.maebius@sa.gov	Mayor's office	Yes
Lillie W. ^{Morris}	1101 Gibbs	223-4753		PAC People Against Corruption	Yes
Sister Laura ^{Melody}	300 Yucca	533-5149			-
Yolanda Smith	301 S. Rio #400	270-4690	Yolanda@questsa.org	Project Quest	Yes
Nellie Hinton	509 Borlson	212-9021			Yes
ART MARTINEZ	5743 BRAMBLETRIE SAT 78247	210-632-0957	ArtMartinez@ArtHomesSanAntonio.com	SABOR	Yes
Justin ^{Mitchell}	300 Yucca St	533-5149	mmitchell@shsp.org		Yes -
Michael Bond	818 S. Flores	477-6060	MichaelBond@SAHA.org	SAHA	Yes
James Devno	4827 Caste Rose	595 8486	GRANTY567@YAHOO.COM	EMST Village + NEIGHBORHOOD ASSC	Yes

Mayors

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette? <input type="checkbox"/>
Scott Strand	San Antonio Express-News	250.3266	jstrand@express-news.net	SAEN	NO
JOSHEVA BURNS	8903 SCALT CRK UC TX 78143	3246458	N/A		NO
LEO GOMEZ	One ATTCenter SAT 78219	210-444-5575	lgomez@attcenter.com	Spurs	YES!
SARA LANG	401 Holland Ave #225 San Antonio, TX 78222	650-224-1478	slang@trinity.edu	Spurs	Yes
GARY HENDEL	4710 STATE HWY 151 S.A 78227	210-207-3338	garyhendel@msu.ca	City of SA	yes
MAHON DAVIS	545 W.W. WMC Road	333 3220	mdavis4@saisd.net	SAISD	yes
MARCELLO MARTINEZ	1543 E. HIGHLAND 78210	2878166	MARCELLO@MARTINEZALA.COM	SDG	YES
LARRY WHITFIELD	4550 Lavender Ln	392 8109	LARRY@SAJGF.COM	SAJGF	
Gwendolyn Robinson	600 Annis Park PLAZA HD 204	210-226-9055	grob@annispark.com	Alamo City Black Chamber of Commerce	Yes
Jane Schaefer	8620 N. New Braunfels #620 78217	826-9000	j-schaefer@dsccglobal.net		
DAVID HILL	5007 STOWELLEIGH DR SAT, 78220	648-3398	DWH350@AOL	-	YES

COSA

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Charles PRUSKI	332 W. Commerce SA TX 78205	865-3041	cpruski@ San Antonio... gov	METRO HEALTH	
CHRIS DAWKINS	3302 VISTA LAKE 7822	706-0055	cdeob@yahoo	District 2 Community Congress	YES
STUART JOHNSON	107 KING WILLIAM	224-6163	Sj.lw@ SACON... of	JAN ANTONIO CONSERVATION SOCIETY	YES
Jack Elder	235 Hayton	533-9693	highlandlak@ yahoo. com	Highland Park N.A.	
John W. Lewis	217 S. Monumental St	223- 5970			yes
Emilia DEVNO	4827 CASTLE ROCK 78218	210 663-1461		E.V.N.A. D# 2	
Horace Brown, Jr	7510 Adrienne Ct 78240	522-0220	horaceb7678 @att.net	NAACP	yes
Edward Handeman	4923 Wycliff Dr	385-0220	ehandeman@ global.net	BOA	yes
BOB ASH GOBT	210 W. Walnut 78212	734-7329	ASHRR@ SUNBELT.NET		Yes
William B. Johnson	4310 Bloomdale SA. TX 78218	6536032	AFIA57 @AOL.COM	-	yes

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Synn Spencer	3200 TRAVIS ST. Sub 200 HOUSTON TX 77006	713-951-7951	ispencer@thegoodmancorp.com	The Goodman Corporation	
MR. ARTHUR C. MITCHELL	428 WHITETAIL PASS SCHERTZ TX 78154	(210) 658-7763	HERCUL51@YAHOO.COM	REDEEMING GRACE CHRISTIAN CHURCH	
Diana Saenz	722 S. Rio Grande SATX 78203	210-477-6449	diana-saenz@sa-ha.org	SAN ANTONIO Housing Authority	NO
BENNIE COLE	4119 CACTUS OAKS SA TX 78251	210 316-8801	bco1232@yr.com	ZONING COMMISSION	YES
Jacqueline M. Jackson	4823 Blue Spruce Dr	210-530-8636	theconsultinggroup@satx-yr.com	Alamo City Black Chamber of Commerce	yes
Elizabeth Elder	3534 Eagle Crk SA. TX 78222	210 314-8110	WELDER@SATX.AR.COM		yes
Dao Martinez	P.O. Box 201281 SAT 78220	210 685-9624	daomartinez@satx-yr.com	Eastern Triangle Chairman	yes
Dwaine Thompson	619 W. CENTER SA TX 78202	210-782 2837	dx@tmcdevelop.com	Texas Development	
EDWARD COSTLEY	7439 Windwardridge 78250	882-8321 210-832-8321	ECOSTIGYS@aol.com	Northern EDCO Properties	YES
BRICE MOCZYKEMBA	2245 BLACKOAK BEND SATX 78248	210-423-7028	BMOCKYEMBA@PAPE-DAWSON.COM	PEPP	NO

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
TOM MARIAN	509 NOLAN SA TX 78202	210 213-248	Tom@BlancoTraining.com	ADIG 411	yes
McKinley FLOYD	7127 Still Hollow Dr. S.A. TX 78244	210 769-8636	MFloyd@SATX.11.COM	BCDIC	YES
Kevin DOWNEY	225 East LOCUST SA 78212	225- 0864	Kevin.downey@crosspoint.us	Crosspoint	yes
JOHN ROBERTS	4040 BROADWAY SUITE 302 78209	530- 0200		ROSEMONT INVEST. GROUP	yes
Reed Williams	117 Ambassador San Antonio TX	498- 3322	reed.williams@sanantonio.gov	COSA	No
Charles W. Hunt	15523 Cloud Top San Antonio, TX.	493-6118 (210)	chandler@shelton.com	Innocity LLP	No
WILLIAM B. HANPPE	2307 E Houston 78202	725-8887 cell	whh@per311@netzero.com	Jefferson Heights NYS	YES PLEASE
JIM CAMPBELL	1819 SA. LA SOMBRA 78209	210- 353-2928	JRCAMPBELL@CPSENERGY.COM	CPS ENERGY	
Pat Brewer	180 515 E. Houston #100 San Antonio 78205	210 225-3862	bebrewer@downtownusa.org	DT Alliance	yes
Pastor Chuma OKOLI	1600 Semlinger Rd 78220	210 648-1217	revokoli@hotmail.com	Emmanuel AME Church	yes

CC

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Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
David Salazar	206 Bushbuck Path SA, TX 78258	(210) 415-0675	dsalazar satx@ yahoo.com	Regency Construction	
MARIA KONDORIS PROP Delta Rose	145 NAVARRO 78205	(210) 353-2368	mdkondoris @epseenergy.com	CPS Energy	
	320 E. McElroy MESA #2	210-772-8901	E MAIL	Home Star	
John Garza	12106 FASSETT S.A.TX		E MAIL	Home Star	
Willie J Clark	1122 SW White Rd SATX 78220	210 3338389 632-9922	wjclarkw@ yahoo.com	Bexar County OK	YES
HEBREW CHISM	716 S. GEVERS SATX 78203	210 656 7505	HEBREWCHISM@ HOTMAIL.COM	GEVERS S. STUDIO	YES
Vanessa Chavez	2530 SW Military Dr #203	210 - 9322568	VANESSA.CHAVEZ @SENATE.STATE.TX.US	Senator Carlos Uresti;	YES
PATRICK SHEARER	215 E. MELLORE TR. SAN ANTONIO TX 78212	210.299.1172 x215	pshearer@ cambridge.com	CAMBRIDGE REALTY	YES
OSCAR EASON, JR	5507 S. LEO ST SEATTLE WA 98118	206-854 3620	OSCAR.E@ AOL.COM	FINANCIAL ENTERPRISE + INC.	
Al Campbell	3406 Magic Dr 159 S.A. TX 78229	210 525-1737	alforreal/campbell @gmail.com		
S. Martinez		865-2259	Sonjuan@ sbcglobal.net	BCIOC	

Eastside Development Summit

January 9, 2010

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
JACKIE Schlatter	FSH	221-2892	Jackie.schlatter@us.army.mil	FSH	Yes
Eugenio MACIAS	1982 Donaldson SA TX 78228	435-2272	-	-	Yes
Maria Deigarza	4318 Hein Rd SATX 78220	990-6537	hemarchad@yahoo.com	Hein Orchard Subdivision ASSOC	Yes
DWAYNE ROBINSON	1038 Poinsetta SAN ANTONIO TX 78202	210.823.7204	darobinson34@gmail.com		Yes
RAGUEL FAVELA	2638 Grayson way SATX 78232	210-215-0707	rfavela@nationaldevelopmentcouncil.org	Natl Development Council	Yes
Dianne Y Green	811 N. Pine St SATX 78202	210 833-5591	dianne.y.green51@gmail.com	Culture Transforms Community/DHVA	Yes
Warren Beemer	3811 Rosa Meadow, SA.TX. 78247	210-392-6157	wbeemer@mac.com	2nd day generation	Yes
Hector J. Gonzalez	615 Willow	226-6069	hgonzalez@aol.com	Dignowity Hill NA	Y
KATRINA DAVIS	2841 E. Houston	254-9494	Kedavis78763@yahoo.com	Advocacy In Motion, Inc	Yes
Xavier P. Arruda	-	267-8447	-	COSA - Parks & Rec	No
Verna Eskridge	4606 Bernadine SA 78220	648-1678		Dellerest Area Neigh Assn	No

Parks

Eastside Development Summit

January 9, 2010

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Camille Stearns Miller	24523 245 Bogey Ridge, SAT 78260	210 - 275-6646	clstearns.miller@swbell.net	San Antonio Black Lawyers Ass.	
FRANK ADAM					
PETER DUARD		210 2417951		WHEATLEY HEIGHTS SPORTS COMPLEX	
Christopher Kimm	1617 E. Commerce St. Suite 7102, SAT 78205	210.530.0755	chrisk@westeastdesign.com	WestEast Design Group	yes.
Leslie Kelsie-Grubbs	1036 Gibbs SATX 78202	210 326-7234	lkgrubbs@gmail.com	Urban Connection - San Antonio Resident	
Becky Carroll	555 E. RUMSEY SATx 78216	210 375-9000	bcarroll@pape-dawson.com	Pape-Dawson Engineers	
Angel Gonzalez	3463 MAPLE DR. Suite 250 78229	210 582-5878			
Kerilyn Williams	643 Stuffs	210 6612524		Eastgate Subdivision LTO of perimeter plan	
Jeremiah Heye	251 Lula Mae	210 452 5399	fastjer@yahoo	Krevers st Studio	yes
Vina Blushman	1301 Wilshire Ave 78209	210-393-3125	vblushman@gmail.com	Keller Williams Legacy Group	
Leatrice Foster	147 Morningview 78220	333-7463			

Eastside Development Summit

January 9, 2010

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Brenda Kelly Rowe	8 Caleb Circle SA, TX 78258	494-0088	brenda.kelly rowe@jucbs.com	RECSA	yes
Patrick Jones	4222 Lavender S.A., TX. 78220	772-9009	Patrick2@aol.com	BluffHatch Park	yes
Robert Brown	1406 CODY	224-9321	bobrown49@ hotmail.com	Carson Homes	Yes
M. Hohensee	District 1	733-5754			
Arthur Hollis	2011 E. Carson	495 0913		st stephen Bapt Church	yes
Nellie Hardaway	4238 Eulalee Dr	337 5202		East Wood Community	Yes
Lincoln Hardaway	4238 Eulalee Dr	337 5202		East wood community	yes
Mike Dyer	575 College Blvd SA TX 78209	569-2594	mdyer@ askdog.com	DAG	yes
Peggy Tedford	4710 IDA DR SA TX 78222	648 0444	pted13@ SREGLASH	EASTERN TRIANGLE *Lower Southeast side NEIGHBORHOOD ASSN	yes
NICK WILLIAMS	4502 golf view Dr. SA, TX 78223	5337903	dwilliams2 @saissd.net	School District	NO

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January 9, 2010

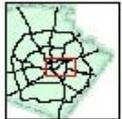
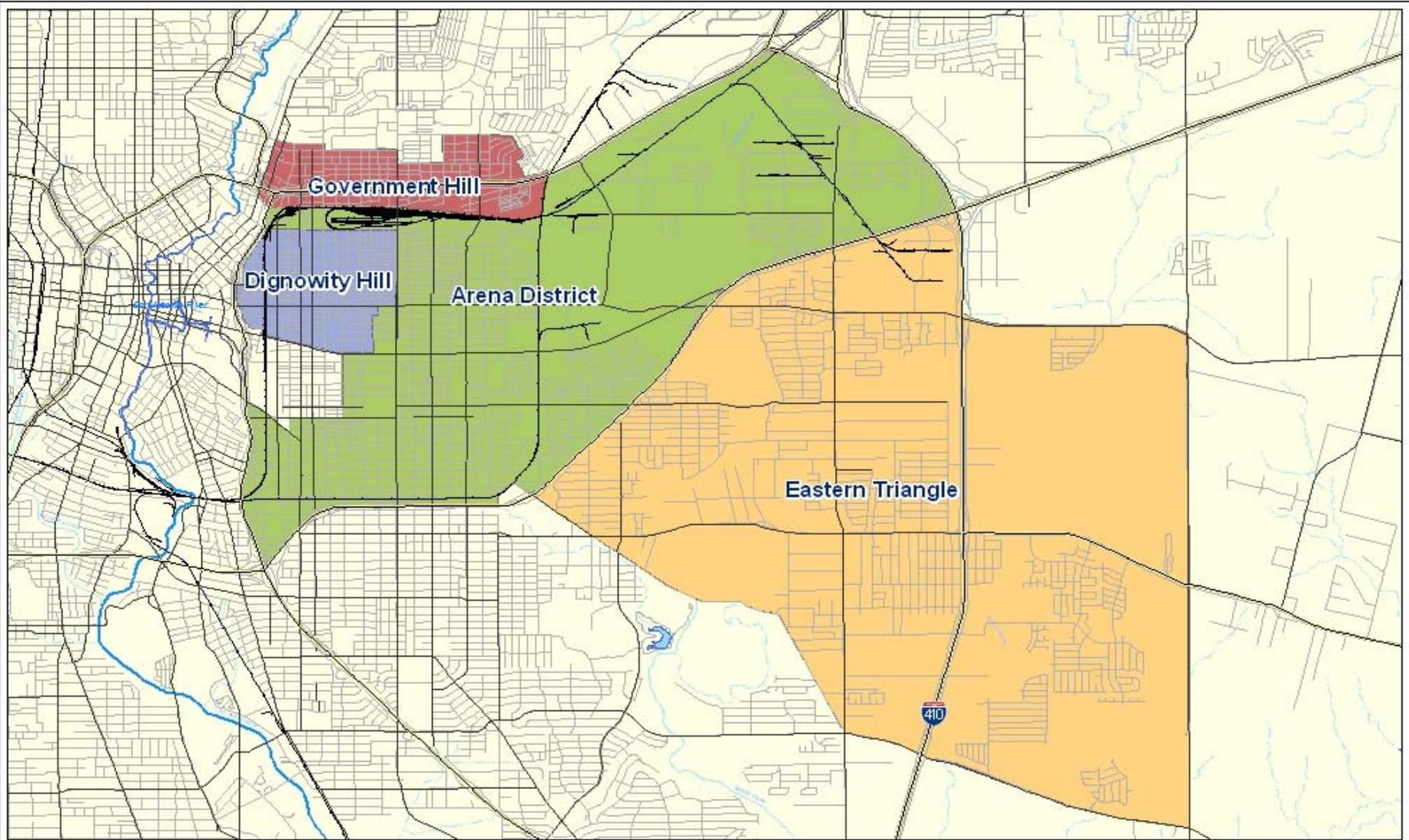
Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood	Are you interested in being contacted regarding the Walters Street Charrette?
Margaret Munoz		210-288-7621	mmunoz@fostercmgroup.com	Forster CM Group	Yes
SUSAN SHEERAN	212 W. LAUREL	210/281-0234	Auson@mercedhousingtx.org	MERCED HOUSING TEXAS	Yes
Jeneerica Wilson	PO BOX 200738 S.A. TX 78220	210 337-3850	jrmill45@aol.com	Skyline Neighborhood Antioch Baptist	Yes.
JERRY BARUCKY		485-0820	JBARUCKY@ALAMO.EDU	ALAMO COLLEGES	
Jesse Cortinas	4406 Monaco S.A., TX 78218	210 415 4821	jessecorb7@yahoo.com	East Terrell Hills	Yes
Christina & Ryan Bigley	200 Ridgmont Ave		cebigley@gmail.com	Terrell Hills	No
Audrey M. Lynch	4619 Lock Hornum S.A. 78220	210. 661-2234	Wlynch@SATX.RR.com	Huntley Park	yes
Albert G. Lopez	1119 HAMMOND	210-413-9201	Albert-Lopez@SBCGlobal.net	Canadite Justice of the Peace 4	Yes
Joyce Callis	4335 Jar bet Dr.	337-8292	JCallis2@SATX.RR.Com	Eastwood Village Neigh. Assoc.	yes
HARRY GRIFFIN	214 W- NUEVA 78205	207-7388	HARRY.GRIFFIN@SANANTONIO.GOV	SAN ANTONIO POLICE	YES

EXHIBIT F
COMMUNITY/RELATED STAKEHOLDERS MEETING
COSA PRESENTATION

East Side Economic Development Summit



January 9, 2010



Data Source: City of San Antonio, Complex GIS, Shape Files (TM), Aerial Aerials (GeoTIFF)
 Map Data: City of San Antonio, Complex GIS, Shape Files (TM), Aerial Aerials (GeoTIFF)
 Map Labels: City of San Antonio, Complex GIS, Shape Files (TM), Aerial Aerials (GeoTIFF)
 Map Labels: City of San Antonio, Complex GIS, Shape Files (TM), Aerial Aerials (GeoTIFF)

Map Courtesy: Aerials Office
 Map Labels: City of San Antonio, Complex GIS, Shape Files (TM), Aerial Aerials (GeoTIFF)

Eastside Adopted Plans

City of San Antonio



City of San Antonio
 Planning and Development
 Services Department
 Rodolfo J. Sanchez, AICP, CIBG
 Director
 120
 2025
 San Antonio, TX 78202



Common Themes

- Infill development
- Housing rehabilitation
- Economic Development
- Neighborhood Safety
 - Crime
 - Stray Animals
 - Code Compliance
- Parks and Greenways

Accomplishments

- Walters Street Maintenance
- East Commerce Street Improvements
- Inner City TIRZ Projects
- 2007 Bond Program
- KLN Steel
- Frank Bryant Center
- Fort Sam Houston Community Development Office

Planned Projects/Initiatives

- Walters Street Improvements
- Walters Street Charrette
- Infrastructure Management Program
- CDBG Projects
- Hays Street Bridge
- UIW Eye Clinic

EXHIBIT G

COMMUNITY/RELATED STAKEHOLDERS MEETING

PARTICIPANTS RESPONSE TO COSA PRESENTATION

What participants thought was missing from the COSA presentation
History was not captured
Socio-economic composition/Establishment of boundaries As it is, as it compares to other districts Important to know that District 2 is the second largest district in San Antonio What is the “Eastside” –District 2 or just inner city? It is important to understand the demography, the changes and challenges as planning is done
San Antonio Film District
Schools/Education San Antonio Education Partnership (SAEP) – status and future impact. SAISD efforts – bond deals, accomplished and planned projects
Health Care --need and work done to date
Transportation
Recognition of churches as an asset and their influence
No mention of jazz clubs as assets
Some community assets San Antonio Fighting Back, Inc Bexar County Opportunities Industrialization Center Salado Creek Fort Sam Historic Districts African American Hospital Claude Black Community Center Lincoln and Dawson Park Historic Homes Sam Houston Habitat for Humanity McDougal County Proposal
Additions to completed projects/efforts underway:

What participants thought was missing from the COSA presentation
Parade of Homes development near Alamodome and Hackberry Weatherization kick-off at Carver Center
Clear delineation of common interests – sense of being very piecemeal
Certain areas/plans appear overlooked No planning for area between Pine and Cherry and South of Commerce to Iowa I-10 East Perimeter Plan Inner city TIRZ plan New Braunfels Corridor Redevelopment Plan Cherry St Redevelopment Plan Wheatley Court Demolition East Commerce St Redevelopment Carver Library/Ritz Motel Friedrich Building Martine Luther King Blvd Dignowity Hill – plan and tour I-10 East Perimeter Plan East Terrace Housing Redevelopment CPS Training Center and Energy Center Salado Creek Flood Control Buffalo Soldier Property Dedication Sunset Station Government Hill Plan Eastern Triangle Plan

Areas where participants thought the facts needed to be checked
Carver Academy is separate from Carver Community Center
References to Friedrich Building as if it is vacant and nothing has been done. It is home to multiple businesses, many of which are minority businesses
The ULI Study of St. Paul Gateway warned against extending the Convention and Tourism industry east of the rail tracks. They recommended housing and small businesses – why is this now an “entertainment zone.”

Participant implementation comments and suggestions
A separate city department to manage housing rehabilitation

Participant implementation comments and suggestions
A new city department focused on implementation
Access to capital (Accion Texas)
Bring the Brain Trust back for leadership
Marketing is key – Present assets to prospects for investment Promote development and housing Incentives to attract businesses Improve the negative image
Concrete reasoning and strategies to attract residents to the Eastside
More funds directed to seniors for rehabilitation of old homes since they are on fixed income
Partnerships with social service organizations focused on creating better community relationships and skills - job training, entrepreneurial skills
Better use of federal tools to support holistic development – e.g., access to transit, pedestrian environments, pedestrian lighting, landscaping, gathering plazas
Connect with artists interested in the area – locating, managing community projects, etc.
Include neighborhood associations in future projects
Stop the gun sales

Participant development ideas
Place for youth – day and night
Neighborhood free space in each development
Library for northeast side
Sidewalks are needed from AT & T Center between Coca Cola to I-10 on both Commerce and Houston Streets to allow residents to walk to Center.
Bike Paths on MLK and WW White Rd
Lack of public facilities Library YMCA type
Code Compliance
Housing – new and preservation
Jobs Creation

Participant development ideas
Traffic Access Management policy (driveways) Separate from Texas DOT
Ensure continuity of east-west mass transit (streetcar) corridor with other modes.
Build facility in the flooded area of Wheatley Heights off of Yucca/Booker T./Lone Oak Ave, near Gate Elementary
Fix streets and sidewalks
Stricter quality control of contractor work
Poor work done by City at water hookups and upgrade cause water leaks
Enhance the building at the Dorie Miller Community Center Purchase land to MLK to Ariella to have a close gym Restore staff to 40 hours a week to help youth
New Precinct 4 facility
Keeping our children in school—truancy is a nationwide epidemic
Infill to begin revitalization --start on Yucca (3 blocks, F,G,H, I. Sts)
West Walters clean up and development
East Commerce St utilities, sidewalks
Inner-city TRZ –Staybridge Hotel
Repurposing of the East Yards of Union Pacific Railroads The area should be developed as a linear park with transportation history sires, hotel, commercial opportunities for BRAC
Historic Block Area – San Antonio is just one chapter. Celebrate the rich history and multiple chapters
Convert the Friedrich Building to a technology center
Support to Carver Academy to establish a pre-k and high school
Outlet Mall near AT & T Center
Affordable office space
Light rail connecting downtown
Improvements to City Elementary entrance, exits and fencing
The area immediately next to the Alamodome needs treatment as front porch of San Antonio
Complete the historic garden

Participant development ideas
Area with names of states and trees are the names for lots. Early 1900s was known as Wards 3 & 4
More street lights
More upscale housing
Revitalize the Wheatley Heights area
Widen MLK – when?
Expand the Carver Library
Develop Handy Andy Building for retail
Market rate housing
Bookend families – condos and townhomes
Bookstore, pharmacy
Open New Braunfels Ave
Human development is needed – create jobs
Build capacity of non
Positive marketing for the area
Housing rehabilitation
Leadership – not just political
Elevate boy scouts and girl scouts
Economic Development
Workforce Development/Training Programs
Strengthen/enhance physical plant of Ella Austin Community Center
Bring national tourism to New Braunfels/Houston St corridors: Old Spanish Trail
Program to fix old family owned homes.
Properly stock Carver Library with books
Sidewalk on Mason Street has been broken like a jigsaw puzzle since 1962
Convert the vacant Mega Mart building into two small event meeting facilities tied in with
BCOIC culinary arts program to create job opportunities in support of San Antonio hospitality industry

Participant development ideas
Expand the development occurring downtown and St. Phillips area to Walters corridor which leads to Fort Sam Houston and Randolph
A complete, full service hospital and medical complex
Need a public/private partnership. City must contribute funding to attract investment
Need 150 acres to develop a mixed use location
Education Strategy Prenatal care Quality day care Quality schools Quality college prep program
New aggressive public policies – incentives
Establish commercial redevelopment zones through some of the main thoroughfares
Multi-modal transportation needs

Participant requests for the presentations
Information regarding St. Paul Square Parking Garage and St Paul Square Gateway Project
Obvious cry for youth programs
Simple to do Sidewalks Historical Markers Trees
Presentation reflects piecemeal nature – no overall vision, plan or policies. Well served to create Socio Boundaries Partners Assets Current Plans Adopted Current Work COSA Partners Community

EXHIBIT H

COMMUNITY/RELATED STAKEHOLDERS MEETING

HUNTLEY PARTNERS: THE DEVELOPMENT CHALLENGE

Review of Neighborhood Plans

- Excellent foundation, the place to begin
- Plans need updating
- A review of various plans indicates a significant consensus on focus areas

Understanding the process

- Neighborhood revitalization and implementation TAKE TIME
- Public/private partnerships have many variables
- The predevelopment process is critical
- No cookie cutter solution; each neighborhood is different

Ensuring the likelihood of viable/sustainable development:

- Develop consensus on goals, objectives, and strategies
- Engage reality check
- Market and financial feasibility
- Structuring procurement
- Creativity in financing strategies
- Appropriate incentives
- Actualize COSA commitment
- Create coordination/implementation entity
- Maintain momentum and check progress
- Strengthen communication among all stakeholders

What has to be different to make a difference?

- Civic and political will
- High level leadership
- Dedicated implementation entity
- Patient urgency

EXHIBIT I

COMMUNITY/RELATED STAKEHOLDERS MEETING

BARRIERS AND IDEAS FOR ELIMINATING

Barriers	Solutions
Funding	Better use of Federal tools (Transit, Pedestrian, Lighting, Landscaping, Various other enhancements) Build more and better Congressional State Legislation support
Perceptions Crime Poor Schools Rundown Neighborhoods Weak Realtor Support	Market and Rebrand Community
Lack of Jobs	Workforce Development Transportation Access to Jobs
Lack of Retail Stores Grocery Target	Revitalize vacant and deteriorating lots into mixed used retail business Find destination retail Develop artist community (many live here)
Lack of Health Care	Expand facilities – Partner with City or State for preventative care, wellness programs
Deteriorating Properties	City procures vacant property and resell to committed individuals to upgrade, etc.
Red Lining	Turn then in to enforce
Poor Infrastructure Development Streets Lighting Sidewalks	See Item #1. Begin with a target area
Income Levels	Should improve if all else is done
Absentee Ownership	Re-investment Zone
Employment hubs	Corridor to stimulate investment

Barriers	Solutions
Image	Create office for City Services
Money (lack of capital base allocation of \$)	Marketing
Leadership	Create accountability Resident and Neighborhood – Respect/Support
Lack of Political will	Hold Politicians Accountable
Demographics	Embrace Diversity (Marketing)
Criminal Activity (Perception)	Encourage Youth Engagement Media, opps for Youth Mentorship, job creation for Youth
Lack of Consensus on priorities	More collaboration between Government, Community, Church, Business Sector
Socio-economic conditions	Job Creation, Promoting Education
Education	
Housing (mixed income) Middle Class Shopping Centers	Learn from successes of other Communities (City) Business Incubator Public and Private Partnerships Demand City be more productive
Lack of Business	Bring HEB to the table to bring in new business – Med-tronics, Med-Sci industries, BRAC Development
Negative myths of East Side	Major public relations programs to emphasize positive image
Major Highways that have ghettoized the East Side	Change mass transportation patterns that intersect East Side point of interest – Reopen New Braunfels Ave.
Benign neglect of SA	More City tax monies directed to East Side projects and programs
Traditional “SA Speaks” stigmatizes East Side as “Poor Blacks”	Realization that East Side is diverse and upscale projects should be sited on East Side
Numerous Vacant Buildings and Homes	Redevelop or build new incentives for development of scattered lots and warehouses
Lack of 311 response	Need to reply promptly

Barriers	Solutions
Aged Infrastructure – Underground utilities and drainage	SA and County directing Bond funds to correct problems
No new Housing Development	Public/Private incentives to develop as was done recently on South Side
Monopoly of Grocery	Needs more than one grocer
Illiteracy	Literacy Center
Decaying Housing	Entity to Finance and Infill Development
Community Mindset	Marketing (Proactive) Communication
Mentors (Lack of)	Incentives to “Come Back” Tap into internal resources
Crime – Sheriff substation closing	Perception and Communication
Fractioned Interests No Continuity	Common Goal
Politics	High Profile must tell “story”
Lack of Incentives	Incentives (Human, Political, Financial,...) Targeted, Accessible
Lack of Jobs	Job Preparation Center Foundational Economic Development Viable Living Wages Jobs
Safety	Community! Lack of Fear Infrastructure
Economic Flag	Public/Private Partnerships Grant Funding – Focus
Stereotypes	Stop! Reasons to visit PR/Awareness Efforts
ID Property Owners	Code Compliance Association Communication

Barriers	Solutions
Market Demand	Tax Incentives – TIF/TIRZ Improved Resident Count
Funds	Funding available for other product types aside from multi-family Small Business Funding
Zoning / PUD	Need expedited process
Unity Leadership (Past)	Need strong leadership Not controlled in Politics Own personal agendas
EDF Focus (Past)	Focus on brining things to the East Side
SAISD – High drop-out rate	Add Vocational Training Add Jr High Shop Class Get true count
Lack of tax abatements for small business	
Red Lining	Acknowledgement Agreement W/B
Lack of retail basics (Common in older areas)	Tax
Neglected Properties – trash	Code Compliance
Funding	Collaborate to apply for and secure funds
Lack of Clear Vision	Committed leadership and mobilization
Community Apathy	Communication and engagement; celebrate milestones
Inability to access resources and information	Develop user friendly information clearinghouse
Lack of Youth involvement	Actively engage schools and churches

Barriers	Solutions
Education	Emphasize importance; Support with partnerships with corporate sector; Commitment must begin at home and Education needs to be a burning platform. STEM in all levels; Active alumni of HS and mentor programs
Fear Poor public perception Aesthetically unappealing Media perception and coverage is negative	Fear comes from Media coverage; Integration of media entities of positive aspects of East Side; Dedicate personnel to access media directly from City Council; Community Forum to increase PR of East Side
Not Enough City Employees	
Lack of focused incentives to support development	
Lack of agreement on sustainable projects	
Poor continuation of political and economic commitments	Demand accountability from existing City employees; Better 311 calling responses; Overhaul of Code Compliance; Code Compliance/Citizens
Lack of follow through	
Lack of movement for financing	
Lack of viable leadership	Be open to other options/tools that are available; tax credits, incentives, focus on priorities
Lack of Services	Partner needs with non-profit and public City wide
Receiver of negative elements	Marketing Program to offset negative perception
Disengagement of Youth	Develop in school strategy and come together as District to coordinate student involvement. Consider drop outs and organize to include their input.
Lack of skilled preparation	Develop database of services/development of programs available throughout City

Barriers	Solutions
Sense of Community	Develop and market positive image of community by residents/retail and City Leaders
Poor development solid relationships	Build a strategy for developing solid relationships
Lack of Trust	#6 will encompass these Barrier – Solutions
Ineffective Communication from Leadership	#6 will encompass these Barrier – Solutions
Lack of sense of history	#6 will encompass these Barrier – Solutions
Abundance of non-Owner occupancy	Create strategy for Ownership and enticement to stay in community
Misappropriation of allocated District funds	
Blighted appearance of retail and residential	Develop and market positive image of community by residents/retail and City Leaders
Crimes	Better Partnership with SAPD and Quality Neighborhood Participation (COP)
Lack of Political Support	More Communication with City Council and County Government; Encourage neighborhoods in political process
Declining Property Values Declining Support of schools Lack of Financial Resources Job Growth low	Need economic (strategic) Develop Chamber of Commerce involvement Economic Development Foundation Attract New Business – Home Builder Association
Negative Perception of East Side	Top Priority – Perception
Lack of Public Libraries	
Lack of Infrastructure	
Chemical Storage Challenges	
Crossroad Halfway House	
Wide Territory District 2	
Schools	Revitalization

Barriers	Solutions
Negative Perceptions	Community Involvement
Lack of Communication	City Community Outreach
Personal Agenda	Focus on what's best for the Community
Transportation	City and Community to work on alternative transportation
Misdirected/Non-Committed Politics and Politicians	Hold Accountable Ethical Reform More Representatives that actually <u>live in our</u> Communities
Lack of Infrastructure	Light Rail/VIA Improve Pavement Lighting
Quality Education	More Higher Education More <u>Early</u> (0-5 yrs olds) Education/Magnet Schools
Lack of Positive Marketing	Out of the Box/Diverse Create a Portfolio
Waste of Resources	Accountable Vendors Higher Regulation and Quality Controls
Inability to Respect Diversity	Annual Community Festival/Other than Fiesta
Social Ills Broken Windows Garbage Graffiti Drugs/Prostitution Noise Animals	Partner with Code Compliance Connect with City graffiti department Increase law enforcement Surtax pet fund Revisit NO KILL policy

Barriers	Solutions
Housing Infill Housing Housing Vacant Housing Vacant Lots Loss of Talents	Tax Incentives for Owners/Residents Create Opportunities to attract younger residents Quality Housing/Job Opportunities
Marketing Lack of access to outside Lack of publicity Access Barriers	Market assets on the East Side Change Traffic Patterns
Money	More Accountability for Funds allocated to projects
Infrastructure Sidewalks/streets Street lights	Utilize Neighborhood Association as source of information
Limited access to medical care	Build more medical facilities
Political Barriers	Reduce access barriers
Lack of Training	Improve education opportunities
Health and Wellness	Full Service Hospital Education Programs Nutrition and Wellness
Safety	Better Street Lighting More Police Visibility, ex: McCreless
Investment	Creative Incentive
Correction Facility	Alternative Use
Lack of Youth Connectivity	Create Movie Theatre, Bowling Alley, etc.
No Community Development Organization	Stronger and Effective Leadership; More \$\$
Lack of Positive Marketing	Marketing to improve attitudes Partnerships; strengthen collaborations
Population Decline	Improved school performance More rooftops Parent Involvement
Lack of Capacity Bldg (Human)	

Barriers	Solutions
Lack of Leadership	
Funding (Public & Private)	Development Corporation
Lack of Clear Vision	Build a Strategy
Leadership/Communication	Information Clearinghouse
Perceptions of Neighborhood	Media Campaign
Skilled Workforce	Job Training Opportunities
Crime	More Street Lights
Trash/Unkempt Property	More Code Enforcement
Investment in Youth	Engage Schools/Churches Youth Centers
Market Rate Housing	Incentives
	Transit Development
	Mixed Use Building Lofts
	AT&T Center/Mirror Denver Sports
	Spark Incentives for Infill Renovation of existing housing
	Major Park with Hays Street Bridge Project
	Collaboration / vs. / Competition

EXHIBIT J

COMMUNITY/RELATED STAKEHOLDERS MEETING

QUALITY OF LIFE ISSUES

Participants Quality of Life Issues
All of the work done during the Summit hopefully will not die.
Enforce HOA requirements in new subdivisions (Ida Creek)
Implement Code Ranger QUICKLY
Make City employees return phone calls or emails!
Distance City from naysayers like McNeil and Hawkins
Halfway houses.
80,000 SF half way house in residential neighborhood
The ditch area along Dorie Miller Elementary across Amanda Street has not been cleaned and weeds/trees cut in years: I have called 311 for years. No response.
602 Burnett Street
Stray dogs
Graffiti
Broken sidewalks
Clean up Jefferson Heights
Community code
Stray animals
Street maintenance of Canton, Crockett, Center, Gibbs Paso, etc.
Too much is being made of the need for code enforcement. Better plan would be to just pick up trash/cut weeds – forget the citations and liens.
Homeless sleeping at Merchant's Ice on the sidings / 1305 E. Houston
High weeds, trash in front at corner of Iowa and S. Cherry
In front of the Alamodome! Sore eye!

Participants Quality of Life Issues
<p>There is property at 225 Wyoming Street where it intersects Dreiss Street. I have made countless calls to 311 regarding garbage, vehicles on property, questionable renovations without permits, loose dogs, water that runs down the alley because of broken pipes. There are open fires, many residents and <u>children</u>, yes children living there. In one of the buildings on the property there is an upstairs door that opens but there are no stairs. A child could fall and break their neck.</p> <p>To allow properties like this to continue to look/act like this is like telling others that it is ok to do so. I will continue to call 311 and report this on the website until something is done.</p>
Stray dogs
Empty property
Home upkeep
Graffiti
Dangerous structure with raw sewage next door to 302 Lamar
<p>Dignowity Hills</p> <ul style="list-style-type: none"> Improve lighting Improve streets, sidewalks, curbs Drugs, prostitutes, vagrants, homeless <p>Improve code compliance, enforcement of violations</p> <p>Absentee landlords not maintaining properties and renting to undesirables.</p> <ul style="list-style-type: none"> Increase police patrols
Public safety
Libraries
Theaters
Public and private facilities
Cultural Centers
Job training
Pick up the dogs
Bring jobs to the area
Development=jobs=more money=better quality of life.
Code compliance
Irresponsible pet owners
Job training

Participants Quality of Life Issues
Job opportunities
Cultural development
Sidewalks and lighting from I-37 to Cherry Street for tourists Decorative lighting like the ones on the other side of downtown
Next meeting, have caterer from the near East side, a small business. And have coffee in the afternoon please.
We cannot make neighborhoods safe and walkable if we have so many stray dogs. Registration of pets, failure to register fees, and spay and neuter is essential.
Code compliance in conjunction with county and city needs to work harder to give consequences to delinquent and negligent property owners of vacant lots, vacant structures, people dumping junk, etc.
We need another police sub station and the dispatcher/operator needs to be more customer service oriented.
School/pedestrian signage along North Pan Am Expressway near I-35 and the new Walter entry to Ft. Sam Houston.
Implementing more cameras issuing tickets for speeding to generate tax income for our East side community.
Environmental concerns
Air quality control system to monitor and gauge pollution in neighborhoods emitted from nearby oil company tanks and other emissions from industrial sites.
Community centers that offer drug treatment and women's health that prevents unplanned births.
Offering referrals and navigation of the available health systems.

EXHIBIT K COMMUNITY/RELATED STAKEHOLDERS MEETING THE PRESERVATION FOCUS

What do you like most about East San Antonio?	What would you like most to preserve?
Regal quality	Retain and structure and heritage
Architecture	Architecture
Architecture	Parks (Sunken Gardens)
Proximity to downtown	Old commercial buildings and houses
Family owned shops and restaurants	Historic homes
Passions and enthusiasm for development	Small business owners
Location and transportation	History and uniqueness
Opportunities for improving character, facilities, and atmosphere Abundance of events Historical black college	Historical homes close to downtown St. Phillips as an HBCU to preserve funding
Culture and diversity Energy to get things done	Independence of St. Phillips college St. Phillips designation as HBCU
Opportunity and potential to grow Arts and entertainment	First National Cemetery
People	Commitment of people to their communities Look of the community.
St. Phillips college, traditions, potential to develop and re-link to downtown	St. Phillips College
Beautiful historic homes and infrastructure	Historic fabric
Closeness to heart of San Antonio	
Entertainment	St. Paul Square and Sunset Station
Close to City and medical facilities	Acceptance for increased population
Proximity to downtown	Sense of identity and cultural pride
People, history	Historical areas and neighborhoods

What do you like most about East San Antonio?	What would you like most to preserve?
Sense of community and growth opportunity	Industrial base – jobs, business, historical areas
Home	MLK Park, cleaned up
Lincoln Park (32 acres)	MLK Plaza
Passion of the residents	Schools
MLK Park (cleaned up)	Cemeteries, St. Phillips
Loyal, passionate residents	Old houses and commercial buildings
History of development	Good Samaritan Hospital Cemeteries
Dignowity Hill proximity to downtown, cultural diversity, unique character of historical homes, neighborhood residents, great sense of community.	Dignowity Hill proximity to downtown, cultural diversity, unique character of historical homes, neighborhood residents, great sense of community.
St. Phillips College	St. Phillips as HBCU
That I live there, want to stay there and it is my community.	The historical areas and older neighborhoods
Cultural assets and venues	Carver
Near downtown	Cultural history
Proximity to downtown Friendliness of residents	Historical significance
Diversity Locally owned stores (prefer indigenous coffee shop to Starbucks)	Grid streets, not cul-de-sacs
Location and proximity to all services needed	
History of the people, the homes and buildings.	History
Diverse, caring community It is home Has lots of potential Has room for growth Churches	Historic buildings and places San Houston High School History of the Eastside The people
The historic and rural feel	Diversity of neighborhoods

What do you like most about East San Antonio?	What would you like most to preserve?
	Historical area around Mt. Zion church, First Baptist area, Hackberry, Commerce, Iowa Street
Heritage in the communities. Locations and styles of homes.	Historical element of the homes and the people.
St. Phillips College, St. Paul Square, the Carver Community Cultural Center	St. Paul Square, my mother's home/birthplace and the Carver Community Cultural Center
	Pride of the Eastside SPC
Able to experience in a very small area the beauty of unfettered nature; the racial diversity and amazing rich and beautiful architecture that truly defines San Antonio.	
Friendliness and sense of community	Old homes and parks
Proximity to the urban core and all of its' lively happenings, museums, galleries, etc.	Character of a walk-able urban neighborhood
Diversity of the people.	Diversity of the people.
The central accessibility to everything	The historical significance
Unique homes	Sense of community
Historic homes	Historic homes
Cultural and historic integrity and diversity of individuals and housing stock	The economic, cultural, and ethnic diversity of the area.
San Antonio has beautiful weather (most of the year)	
	An open New Braunfels gate. Amtrak station in Sunset Station MLK March Healy Murphy Park Carver Complex Sam Houston High School
	Old homes Character of old homes Green space
Being a part of the foremost planned City of America	Living in an inner City.

What do you like most about East San Antonio?	What would you like most to preserve?
Being a part of the inner city and all that it has to offer	
Denver Heights	Denver Heights
Location Access to museums and the river. Neighborhoods and quality of life.	
Rich cultural history	Rich cultural history
Easy downtown access	
Railroad trestles (but need to be cleaned up, they look too weak)	Stone Oak Stone look
The indigenous and historical nature of various communities Denver Heights Willow Woods Coliseum Dignowity Hills	History
History Culture	Ellis Alley Dunbar Place Jefferson Heights Old Spanish Trail Other areas
	Rich history and culture Carver Cultural Center Freeway system Dignowity Hills neighborhood People
Rich history and culture People and human capacity Freeway system – proximity to downtown Carver Cultural Center Pittman Sullivan Park	
Just right in location Not to far away from the heart of the City Not to close to the drumbeat of city activity	

What do you like most about East San Antonio?	What would you like most to preserve?
Architecture and older homes	
Easy access to major interstates Historic buildings	
Salado Creek!	

EXHIBIT L COMMUNITY/RELATED STAKEHOLDERS MEETING ENERGY FOR PROJECT IDEAS TO EXPLORE

MEETING ROOM, GROUP “A”

Questions posed for comments/feedback from attendees:

- If you were the East Side Development Czar, where would you start?
- What 2-3 projects or development concepts do you think are doable and catalytic, and will support the revitalization of East San Antonio?

Group “A” Session Responses

Yellow Table Discussion

- Utilization of Resources
- Infrastructure – street lights, etc.
- Public Transit showcasing East Side
- Convert Frederic @ mix use, ex: HEB (center around anchor)
- Incentives for Infill, housing
- Mix Housing, Gentrify
- Build Hays Street Park, 80-acre park
- Create Brownstone Villages, walkable community
- Identify, refrain, re-employ unemployed, ex: Enterprise Zones
- Big Business Fair, Ex: HEB, Zachary for East Side
- Conversion Merchant Ice into movie

Light Blue Table Discussion

- Expand on current strengths / tax base / infrastructure
- Incentive for new home owners, assist on code compliance issues
- Promote & Market the community – BRAC...change perception
- Introduction of a connecting streetcar system into area
- Fix streets, sidewalks and basic infrastructure
- Improvement of schools / Educational investment
- Development of a 1st class entertainment District
- Need for awareness of free training programs
- Provide affordable housing for service industry

Green Table Discussion

- Ideas
 - Approve area / Cleanup
 - Retail / Housing / Commercial Development

- Ideas II
 - Engage Chamber of Commerce in Business Development & jobs
 - The City to purchase vacant business on New Braunfels and offer incentive for business to relocate there
 - Downtown Eastside Denver Heights Revitalization
 - Renovation of Bus Stops and Adding Bus Shelters
 - Create Innovative Programs to create Home Ownership
 - Investing and Expanding in Carver Library
 - Encourage new construction of Houses and secure abandon properties

Dark Blue Table Discussion

- Training for “Green” jobs
- City to offer abatements to developers, etc to fill empty lots
- 5-yr abatement on Property taxes on New Homes on East Side
- Develop corridor on Eastside for Development
- Develop a place for unique attractions – Arts, etc.
- Neighborhood cleanup and improvement of housing / environment
- Rehabilitate Homes
- Absentee Property Owners will be given the opportunity to improve the property or sold by the City
- Property Protection Equalized

Orange Table Discussion

- Education – Develop skills to rebuild Community
- Radical Code Compliance
- Homeowners clean up areas
- Positive Communication
- Publicist
- Economic Generation Projects
- Neighborhood Revitalization by doing Infill Project
- Rebuild the Inner Community
- Fort Sam Development District
- Access Resources NICS
- Getting Civic and Business Leaders to develop a Master Plan for the East Side
- Tax incentives to developers
- Master Plan for concentrated emphasis on Infill Program
- Public/Private Academies City wide recruitment housed on the East Side

- Improve infrastructure to attract and retain new investors
- Business curb appeal
- Neighborhood Volunteer Advocacy
- Property Tax Freeze for incoming Military and residential business improvements

Bright Yellow Table Discussion

- Create incentive zones centered around neighborhood community corridors
- Rehab residential structures to provide market base for community tenants
- Locate full services hospital
- Establish regular meeting/community venues/protocol for information
- Define consensus community pride – Establish new currency barter system, ex: Youth clean up for mentoring
- Infrastructure connectivity and development between neighborhoods and among neighborhoods with City
- New residential development – Families plus upper market rate/secure product
- Pay equity with local and chain business that are living wage
- Concentrated high density employment zone (20 + AC)
- Skills assessment / early on to define skills sets in education
- Intimidation – Business community (HEB) – COSA staff to work with community
- Fort Sam Amputation
- Use local Youth/Adult training programs to help rebuild physical community and pride
- SAISD must be partner to keep schools open to accommodate families for new infill development

Silver Table Discussion

- Bring small and medium size business owners and investors to target services and needs of the East Side
- Work with Community leaders, City, County and State leaders to get Tax credits and incentives to Business Owners for Renovations and Workforce Education

Red Table Discussion

- Fire Superintendent and eliminate Board Members of SAISD
- Major overhaul of infrastructure – streets, gas
- Develop marketing strategy for image building
- Improve homes physically

- Crack down on prostitutes/drug dealers
- Unity through neighborhood association
- Incentives for fixing up houses – Energy efficient for Homeowners
- Preparation for jobs and social skills
- Animal Control
- Habitat for Humanity Development
- Revitalize schools – “Stay in Schools” Program
- Vocational Education in SAISD
- Build solid relationships within District 2
- No loitering
- Get a Starbucks/Shopping/Quality Business/Quality Grocery Stores
- Clean up the trash, tear down dilapidated
- Improve Medical Care – get IWU project done
- PR with Realtors
- Immediate PR with Military

(No Color) Table Discussion

- Frederic Bldg Redevelopment
- FILM District – Develop it more (I-35(N), Durango(S), School
- Create a large retail center
- Develop a Regional Community Center and Park Complex (Library, Museum, Cultural)
- Develop a High Tech Business
- Mid and Upper Income Housing Development
- Capacity Bldg – Human Capital Development
- Comprehensive Zoning Plan Focus – Commerce and Walters
- Hospital
- Develop Urban Center by AT&T
- Transportation Hub – Rail Line Street cars
- Positive Marketing Plan (Re-brand the Community)
- Job creation – New industries
- Salado Creek Parkway
- Youth Activities Center – Skating, movie theatre, bowling alley
- Bike SA (fund)
- World’s Fair
- Fitness and Wellness places (gymnasiums)
- Traffic Flow plan that directs AT&T patrons through District 2

Bright Blue Table Discussion

- Utah Street In-fill project 3 blocks, 16 vacant lots

- East Houston and New Braunfels - Largest Commercial Corridor
- IH-35 and Walter – Housing, Shops, restaurants
- Industrial corridor leading to AT&T Center-convert to restaurants/hotels
- Create demand
- Location of schools closer to housing
- Czar must:
 - Address Crime
 - Work with Community group
 - Create spaces to socialize and shop

Group “A” Best 2 Ideas Voted per Table

1. Five year abatement on property taxes for purchased homes
2. Development of corridor on East Side, done in stages – New Braunfels, Walters, Binz Engleman, Houston
3. Converting Industrial Corridor (Restaurants, hotels, etc)
4. Convert Frederic Building to mixed use/expanding with anchor HEB + film district
5. Create positive marketing campaign – Weed and re-seed
6. Develop first class entertainment district
7. Encourage new construction of homes and secure abandoned properties
8. City to purchase vacant business on New Braunfels and offer incentives
9. Human Capital – New Development, young people, job creation
10. Incentives for fixing up houses
11. Improved schools
12. Capitalize on Youth – East Side pride – Skill assessment tool
13. Create more community venues for gathering and communicating
14. Bring small/medium size business investors
15. Develop housing and services to appeal new residents at Fort Sam
16. Create Fort Sam Houston Development District (Tax incentives, Business park development)
17. Property tax freeze for residential and commercial improvements and incoming Military
18. Education for specific need of East Side
19. Specific training to prepare for better jobs
20. Help convicted felons – help develop entrepreneurial skills
21. Grants for residents into small businesses
22. Safety and security in neighborhoods

Group “A” Final Votes for Top Five Ideas:

1. Encourage new construction of homes and secure abandoned properties
2. Capitalize on Youth – East Side pride – Assessment too
3. Create Fort Sam Houston Development District (w/Tax incentives, Business Park)
4. Development of corridor on East Side, done in stages (New Braunfels, Walters, Binz Engleman, Houston)
5. Create positive marketing campaign – Weed and re-seed

MEETING ROOM, GROUP “B”

Questions posed for comments/feedback from attendees:

- If you were the East Side Development Czar, where would you start?
- What 2-3 projects or development concepts do you think are doable and catalytic, and will support the revitalization of East San Antonio?

Group “B” Session Responses

Orange/Red Table Topics

- Retail anchor on MLK
- Services around Ft Sam (on Sutton Home Area)
- Take ownership of houses on tax roles in default to re-develop them for single & multifamily market rate housing and/or for profit commercial enterprises
- More single/multifamily homes and selective retail right outside of historic districts
- Development of Senior Citizens apartments that provide services needed by seniors
- Provide educational opportunities to reduce failure rates
- Develop “Community Schools” that incorporate services (e.g. vision, social services) into educational environment using existing facilities
- Market and showcase existing resources & develop partnerships with investors/businesses who can expand services (restaurants, etc...)
- Eliminate Blight by developing near Eastside anchor retail businesses and eliminate “redlining”

Fluorescent Orange Table Topics

- Develop big existing parks
 - County parks
 - City sponsored
 - Walking paths completed
 - Natatorium
- Street-car lines on Commerce/Houston to downtown & northeast neighbors
- Housing-using vacant landmarks
 - Neighborhood beautification
 - Revitalized
- Enforced home Owners Association
 - Code compliance
- Zoning
- Preservation of historic homes & buildings

- Plan for the aging community & their homes
 - Assistance for maintenance
- Medical development – Hospitals
- Senior care – Transportation
- Human Investment – Community projects
- Retail development with grocery stores as anchor

Dark Blue Table Topics

- Community Center Re-imaging & Development
 - Arts
 - Education
 - Economic
 - Development
- Matching vacant property with entrepreneurs & business owners
- Development of Wheatley Heights Sports Complex & Stimulation development of future facilities in area & economic development opportunities
- Take advantage of the million people coming to AT&T Center events
- St. Paul Square – turn into boutique & shopping complex
- Keep people in Eastside & growth and visitors
 - Area beautification/infrastructure
 - Reconstruct streets
 - Sewer & water lines
- Park Beautification
 - Trails (Bike/Walking)
- Commercial business in and around the area
- Curb appeal
 - Marketing to change the image
 - Reassess city Employees & accountability of city jobs
 - Historical Preservation
 - Streetcar Project Image & Beautification
 - Tour of historic sites – create as economic development
 - Trade Schools & High Level that draws kids to the area
 - Redevelop Community/ Community Green
 - Community Gardens – aquaponics

Blue Table Topics

- Improve Schools (facilities, teacher pay) to stimulate people to move to Eastside
- Mentorship Programs/ GED Programs

- Park Facilities – keep pools open (longer hours/months)
- Home Ownership/Pride
 - Funding/Low interest home improvement
- Mixed-Use Development of Fort Sam Houston High School Campus
- Mixed use Development of Friedrich Building
- Rezoning
- Mass Transit Options
- Local access to Fort Sam (for employees)
- Cherry Crockett: State of Texas Building –Repurpose
- Reassessment of State Building/city Properties
 - Reassessment of empty lots & empty building for redevelopment (commercial & Residential) *Make these properties*
- Mixed –use development adjacent to AT&T Center

Green Table Topics

- Identify vacant lots for residential green development and focus on an area. Ensure high quality (market & affordable)
- Job training center on major corridor i.e. WW White (old Mega Foods site)
 - Training for entry-level positions
 - Green, High Tech building
 - Partner with BRAC – draw more people in
- Develop Friedrich, partner with BRAC, and continue development along Commerce St. north and South Pine St.
- Inform about great dining opportunities in area
- Complete 185 units of senior housing off of Springdale & Commerce (behind Frank Bryant Clinic) Politics slowed this down
- Good Samaritan Hospital (1602 Dakota) is a TRLZ Project. Property is in bankruptcy. Needs 1.1 million to complete. Politics slowed this down
- Redevelopment of Union Pacific railroad yards from Pine Street to Walters

Yellow Table Topics

- Template of doable old make lofts at AT&T Center/Coliseum entertain to baseball, basketball
- Mixed-Used Development
- Food Stores/Basic Facilities
- Chamber of Commerce – Economic Implementation entity
- Houston & Commerce Streets make two-way downtown

- Community Link
- Medical Hall on Eastside
- Low graduation levels major problem
- Unify school district – fix school system – viable
- Parks/ Playgrounds – engages sense of pride

Light Green/ Stars Table Topics

- Economic development incentives for business development on the Eastside
- Continue the infrastructure conversion of overhead utilities to underground utilities on Commerce Street and Houston Street or throughout the eastside
- Create a “Quarry Village” site on Commerce Street – use existing structures to develop retail stores, restaurants, jazz clubs or other entertainment venues for tourists & residents. Have residential housing on the top level of the structures. Maintain the “character” of the eastside
- Create a state of the art light transit system for the eastside
- Mobilize the citizens of the eastside to collaborate with each other to help themselves. (e.g., development of Walzem Rd) partner local businesses
- Make the Eastside more family oriented through events venues
- Connect the dots from downtown throughout the entire eastside (emphasis Commerce to Houston Street)
- Complete the MLK Plaza Corridor
- Re-develop Lincoln Park (32 acres) for senior citizens and other Eastside residents
- Full use of the Friedrich Building for commercial and residential use
- Develop a business incubator for the eastside for small businesses

Group “B” Best 2 Ideas Voted per Table

1. Community Center Re-imaging & Development
 - a. Arts
 - b. Education
 - c. Economic
 - d. Development
2. Street-car lines on Commerce/Houston to downtown & Northeast neighbors
3. Take advantage of the million people coming to AT&T Center events
4. Reassessment of State Building/city Properties

5. Reassessment of empty lots & empty building for redevelopment (commercial & Residential) *Make these properties*
6. Take ownership of houses on tax roles in default to re-develop them for single & multifamily market rate housing and/or for profit commercial enterprises
 - a. Mixed use Development of Friedrich Building
 - b. Job training center on major corridor i.e. WW White (old Mega Foods site)
 - c. Training for entry-level positions
 - d. Green, High Tech building
 - e. Partner with BRAC – draw more people in
7. Identify vacant lots for residential green development and focus on an area. Ensure high quality (market & affordable)
8. Economic development incentives for business development on the Eastside
9. Create a “Quarry Village” site on Commerce Street – use existing structures to develop retail stores, restaurants, jazz clubs or other entertainment venues for tourists & residents. Have residential housing on the top level of the structures. Maintain the “character” of the eastside
10. Develop “Community Schools” that incorporate services (e.g. vision, social services) into educational environment using existing facilities
11. Unify school district – fix school system – viable
12. Market and showcase existing resources & develop partnerships with investors/businesses that can expand services (restaurants, etc...)
13. Rezoning
 - a. Job training center on major corridor i.e. WW White (old Mega Foods site)
 - b. Training for entry-level positions
 - c. Green, High Tech building
 - d. Partner with BRAC – draw more people in
14. Mixed-Used Development

Group “B” Final Votes for Top Five Ideas:

1. Reassessment of state/city properties that are vacant (houses, buildings, lots)
2. Do green development, making single, multifamily affordable & market rate housing
3. Take ownership of houses on tax roles in default to re-develop them for single & multifamily market rate housing and/or for profit commercial enterprises
4. Mixed use development while maintaining Eastside Character
 - Friedrich Building
 - Residential on top of retail structures
5. Improve Schools
 - Facilities
 - Community services
 - Unify

MEETING ROOM, GROUP “C”

Questions posed for comments/feedback from attendees:

- If you were the East Side Development Czar, where would you start?
- What 2-3 projects or development concepts do you think are doable and catalytic, and will support the revitalization of East San Antonio?

Group “C” Session Responses

Red Table Discussion

- Select target area projects (COB Funds)
- Expand weatherization – CPS Programs
- WW White Road
 - Bexar Co. Employment & Training Center
 - Expand capacity of non-profits to create jobs & provide services
- Infrastructure: Sidewalks, paving & lighting
- Major renovation of HEB @ New Braunfels & Houston St. (and other larger grocery & retail)
- Improved education programs – Target higher levels of education
- Affordable quality housing – Dollar value & square footage
- Code Compliance – Internal review, Code Compliance need to “comply”
- Improved youth programs for inter-racial relationships within our community
- Investment in youth future preparation
 - Family oriented centers – Fill existing vacant locations – i.e. Antioch Missionary Baptist Church
 - 0-5K Programs for early education
- Re-use closing school facilities
 - Community centers open to multiple organizations, gather resources
- Culture of accountability – Transparency in numbers & data
- Incentives – Change in Tax policies, i.e.
 - Tax Freezes
 - Change of Ownership - % increase
 - Active Duty Turnover (BAH – What are the numbers, what can incoming families afford?)
- Compliance – Graffiti & Dumping
- Increased Signage & Surveillance (Cameras)

Bright Yellow Table Discussion

Current

- Partners/Investors
 - Healthcare
 - Carver Cultural
 - Coca Cola
 - St. Philip's College
 - AIW
 - St. Paul Square / Sunset Station
 - Churches
- Future Partners
 - Banks
 - COSA
 - Entertainment
 - Fort Sam

Mixed Use

- Anchors
 - AT&T Center
 - Friedrich Building
 - Wheatley Courts
- Infrastructure
 - Houston St. improvements, like Commerce St.
 - Railroad Improvement
 - Light rail

Light Blue Table Discussion

- Projects
 - Build a Civilian Hospital in District 2
 - Community Learning Center - Seniors & Youth
 - Willow Springs Retail Development
 - Bars/Dining/Shops/Mixed Income Condos
 - Multi-model Transit
 - Housing
 - Red Berry Estate- Multi Family Housing
 - In Fill Boost
 - Frederick Project completion
 - Public/Private Education options
 - Daycare – Public/Private Partnerships

- More funding w/Alamo Workforce (job training)
- Job fairs/Training/Information
- Annual Cultural Event to Unite Community
- Small Business Involvement

Green Table Discussion

- Commercial Corridors:
 - WW White Rd – Identify needed services & wanted link to thriving Military Dr.
 - Commerce St – Create Small Business District
 - Houston St - Revisit Entertainment & Arts District
- Mega Warehouse
 - Develop
 - Public Partnership/BCOIC
 - Meeting Place
 - Create Training
- Revitalization
 - New Braunfels
 - New Business
 - Improve Buildings
- East Side Cleanup
 - Make more attractive
 - Find accommodations for Homeless
 - Clean up entire neighborhoods
 - Partner with Haven for Hope
 - Clean up social ills
- Education
 - Lacking
 - Create mentor relationships between the retired & young families
 - Strong entity
 - Business Opportunities
 - Discern Business Climate
 - Ongoing Business
 - Create transparent conversation about education opportunities

Florescent Yellow Table Discussion

- Clean up the neighborhoods and provide the funding & resources to do so.

- Projects:
 - Recognize Existing Opportunities to capitalize on existing neighborhoods. Example: Pine & Nolan
 - Improve the Frederick Building façade

Orange Table Discussion

- Positive Image Campaign
 - Attract a Major Employer
 - Develop Quality Housing
 - Develop Quality schools (partnerships with businesses)
 - Leverage of BRAC Development
 - Improvement of Neighborhood Watch – Increase the Police Presence
 - Partner with Colleges – Development of Business Incubator
 - Change in Demographics – Bring Youth back – Recruit/attract
 - Image – Drug & Safe Communities

Navy Blue Table Discussion

- Czar
 - Economic Development = Workforce training; supported by large corporation dollars
 - Dormitory/Student Center
 - 501c4 Advocacy groups within communities = Identify
 - Focus on Housing Stock
 - Designate monies for Dignity Hill = housing, commercial
 - Green space every warehouse in the D2 = Mandatory
 - Use best practices of other Districts and apply to D2
 - Change negative image of media coverage
 - Marketing of East Side
- Doable/Catalytic Projects
 - Partnership with Private/Corporate dollars = Sustainable
 - Stimulus Dollars
 - AACOG dollars allocated to East Side
 - Strengthen 501c3 orgs
 - Tap into City/Federal government options to employ students
 - Summer Employment
 - Revisit CC Camp strategy from 1930's
 - Dormitory for ACs to build economic development around schools & dorms

- Create a Council of existing 501c4 to benefit the strengthening of 501c3
- COSA pass an ordinance to anti-redline predatory lending
- Private funds to be given to East side so that housing could be brought up to standards. Build within vacant lots
- Build with in vacant lots of Dignity Hill
- Provide Owners with incentives for façade enhancements
- Use City Base Development strategy; Recruitment of businesses
- Create a City Department to develop & implement City Development
- Anti-redline Ordinance
- Preserve the name of Wheatley Courts – Enhance that historical site
- Community to support KROV
- Demolish Wheatley Courts to make it a multiuse development with stimulus money, CDBG money and community reinvestments, partner with banks (Frost, Wells Fargo & Bank of America)

Group “C” Best 2 Ideas Voted per Table

1. Friedrich Building
 - a. Landscape & Appearance
2. Pine & Nolan – Building (Old Pharmacy)
3. Hospital in District
4. Willow Spring Retail/Development
5. Housing
 - a. Dignity Hill & Red Berry
 - b. 1602 E. Commerce – Senior Citizens Housing
6. Non-Profit Council
7. Demolish Wheatley Courts
 - a. Redevelop to Multi-Use
8. Improving Image & Media Coverage
9. Implementing Youth Employment & Development
10. Creating Tax Incentives that support Redevelopment
11. Mega Warehouse – WW White Road
 - b. Employment Training Center/Business Incubator/Meeting Facility

12. Intergenerational Mentoring Program

Group “C” Final Votes for Top Five Ideas:

1. Campaign to Improve Image & Media Coverage
2. Friedrich Building
3. Mega Warehouse Conversion (employment training/job incubator meeting facility)
4. Willow Springs Retail (Mixed Use) Development
5. Build Hospital in District

EXHIBIT M

COMMUNITY/RELATED STAKEHOLDERS MEETING

ENERGY FOR PROJECT IDEAS TO EXPLORE

TOP 15 PROJECT IDEAS TO EXPLORE

1. Improve image and media coverage
2. Friedrich Building
3. Mega Warehouse conversion (employment training/job incubator/meeting facility)
4. Willow Springs Retail Development (Mixed Use)
5. Build hospital in district
6. Encourage new construction of homes and secure abandoned property
7. Capitalize on youth (Eastside pride) – assessment too
8. Create Fort Sam Houston development district (with tax incentive, Business Park)
9. Development of corridors on Eastside in stages (New Braunfels, Walters, Binz Engleman, Houston)
10. Create positive marketing campaign (Weed & Re-Seed)
11. Reassess tax value by City/State of all vacant properties; make properties in default available for development; mandate green development; encourage development of both affordable and market rate housing
12. Create mixed use development that maintains character of Eastside, such as Friedrich Building and residential over retail structures
13. Improve schools (unify district, improve facilities, include community services)
14. Complete development of large, existing parks
15. Develop Streetcar line along Commerce/Houston corridors into downtown and northern neighborhoods.

EXHIBIT N
DEVELOPER/INVESTOR MEETING
PARTICIPANT SIGN-IN SHEETS

**Eastside Development Summit
January 22, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood
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Sister Gabriela Lohan				
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**Eastside Development Summit
January 22, 2010**

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Laura Thompson	10251 Grand Meander	836 6531	thompson@regi.com	LTA
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Alamo City
Beechmont
Pecan

**Eastside Development Summit
January 22, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood
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John Farrow	310 S. St. Mary	258-2191	Farrowj@zachry.com	Zachry / East Commerce
Dannell McHarris	141 Lavaca	844-5744	d.mclaurin@SAISP.net	SAISD
Phil Show	5121 Broadway	970-1251	philshow@silverventures.com	Silver Ventures
El Gessa	2013 Broadway	824-9080	ecross@cross-cp.com	River Cross
Michael Westheimer	1340 Arroyo Place 78210	863-5000	michael@coldwateravenues.com	
PORTER DILLARD	708 RIGSBY	241-7951	dillardchgrp@att.net	DILLARD ARCHITECT GROUP
Sherry Chaudhry	505 Live Oak 4th St	724-1021	sherry.Chaudhry@ComfortSuitesSa.com	LA VILLITA Development. LEO
James Howard	141 Lavaca	226-1557	howardj@swbell.net	SAISD

**Eastside Development Summit
January 22, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ self Neighborhood
Dr. Marns Stribling	3421 Hunter's Walk	210-296-5895	Mstribling1@me.com	self Neighborhood
SARA LANG	402 Holland Ave San Antonio 78212	650-224-1470	slang@attcenter.com	SPKS
GORDON DEERING	10407 NEW ENGLAND SA 78230	210 452 4808	gdeering@kw.com	MCDONOGGELCO
Paul Foster	1815 Fieldstone Rd SA. 78232	210-804-1004	fostercmg@fostercmg.com	
Jeannette Westbrook	1177 NE Loop 410 SAT 78217	210-2836563	jwestbrook@broadwaybank.com	Broadway Bank
Jane Schaefer	8620 N. New Braunfels #676 78209	210 8269000	j-schaefer@arcglobal.net	
Tommy Eugenio	" "	" "	teugenio@premidio-ca.com	
DWAYNE ROBINSON	1038 Poinsettia 78202	210-823-7204	djarobinson34@gmail.com	Self
RICK PYCH	230 DWYER #802 78204	210-493-5753	RPYCH@attcenter.com	
DEB PERI	3419 E COMMERCE	210 933 1499	DPERI@WINDOWSIGNAGE.COM	
MITCHELL GUESS			Community Area	

**Eastside Development Summit
January 22, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood
CHARIS CREHAN	115 E DROVIE SA 78205	581-1066		WSA
ROBERT HUNT	1020 NE LOOP 410 SUITE 700 SA 78209	804-5255		EMERGENCY PARTNERS
JELLY WIK	7373 Broadway #102 SA TX 78202	476-2080		WMLS
RON ANDERSON	HCS 8610 N NEW SPARKES & 500	821-4300		HOUSING & COMMUNITY SERVICES, INC
JOE LINSON	10731 Silver Branch SA TX 78254	643-2222	JEL7179@AOL.COM	JE 26 ASSOCIATE
Donald Normandin	100 W. New SA TX 78205	330-4851	dnormandin@firstbank.com	First Bank
Dan MARKSON	111 Soledad 1220	240 6217 48	Dmarkson@nrggroup	NRP
Jonathan Gertman	"	"	jgertman@NRPgroup.com	"
Lennita Mamanly	40 N Loop 410 75210	885-6455		Well's Fargo
JOHN ROBERTS	4040 BROADWAY SUITE 302	530-0200	JROBERTS@ RIDGEWAY, TX	RIDGEWAY

**Eastside Development Summit
January 22, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood
PETER FRENCH	1320 WILTSHIRE	512.217.7906	PETERFRENCH@GMAIL.COM	INCAP Neighborhood
STAN MULVIHILL	1415 OLIVE ST. S. 310	314.621.3400	STAN.MULVIHILL@MCCORMACKBARON.COM	
CECILIA GARCIA	2608 N. MAIN #1	738.3800	CECILIA@PRIORITYGROUP.INFO	Red Bull
David Spacet	15621 SILVER STE 100 78249	340.0336	dspencer@terrapin.com	Investor
Lora Miller	1717 N. LOOP 1604E STE 220 SAT 78232		LORAMILLER@aol.com	
Sister Gabriella Lohan		#	gabriella@shsp.org	

EXHIBIT O
DEVELOPER/INVESTOR MEETING
COSA PRESENTATION: THE DEVELOPMENT AREA

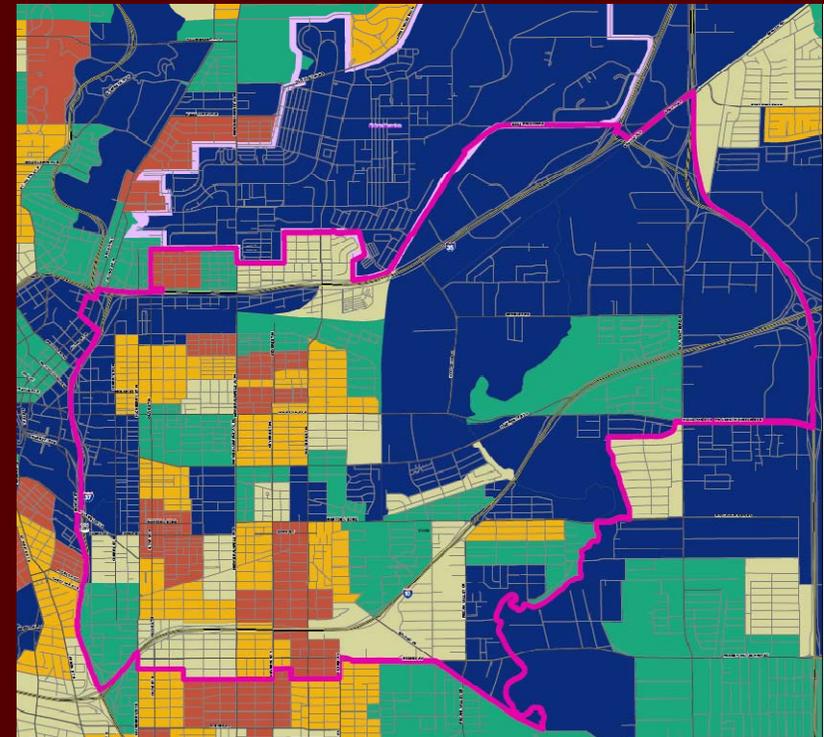
East Side Economic Development Summit



January 22, 2010

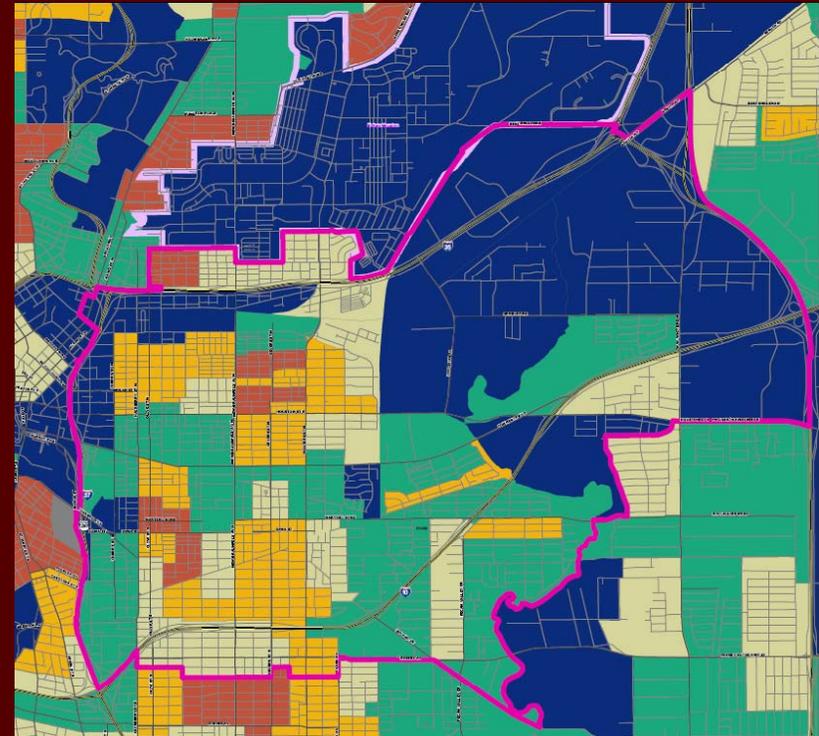
Area Profile: Population

- Demographics
 - Total Population
 - COSA: 1,290,393
 - Eastside: 45,788
 - Population Density per Acre
 - COSA: 4.32
 - Eastside: 4.52



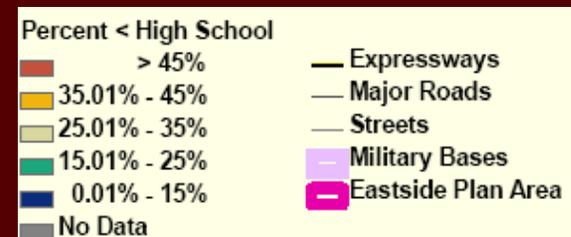
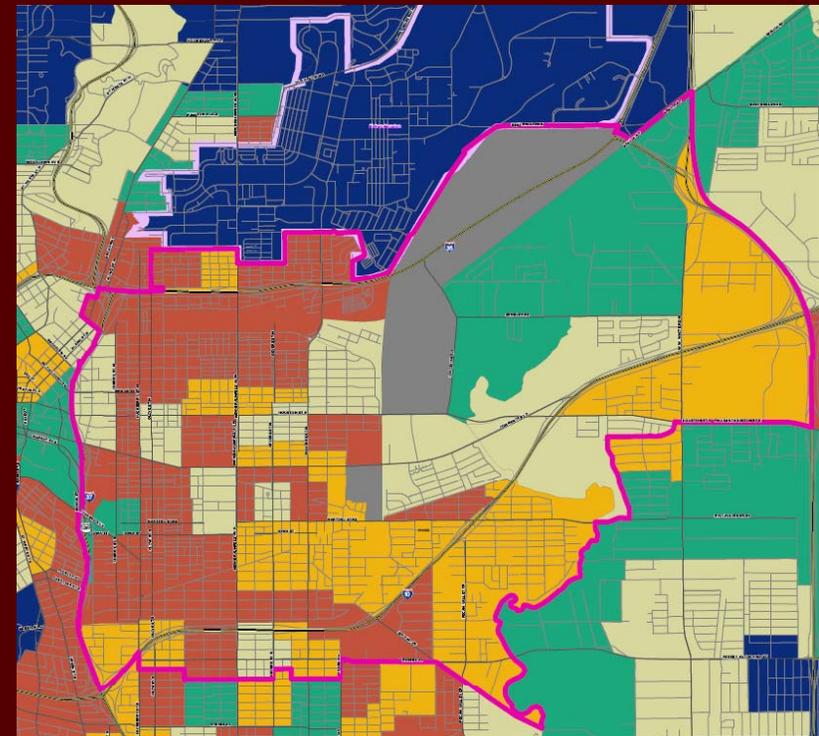
Area Profile: Households

- Demographics
 - Households
 - COSA: 460, 077
 - Eastside: 15,192
 - Households per Acre
 - COSA: 1.54
 - Eastside: 1.50



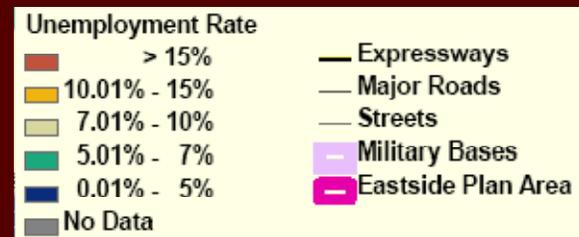
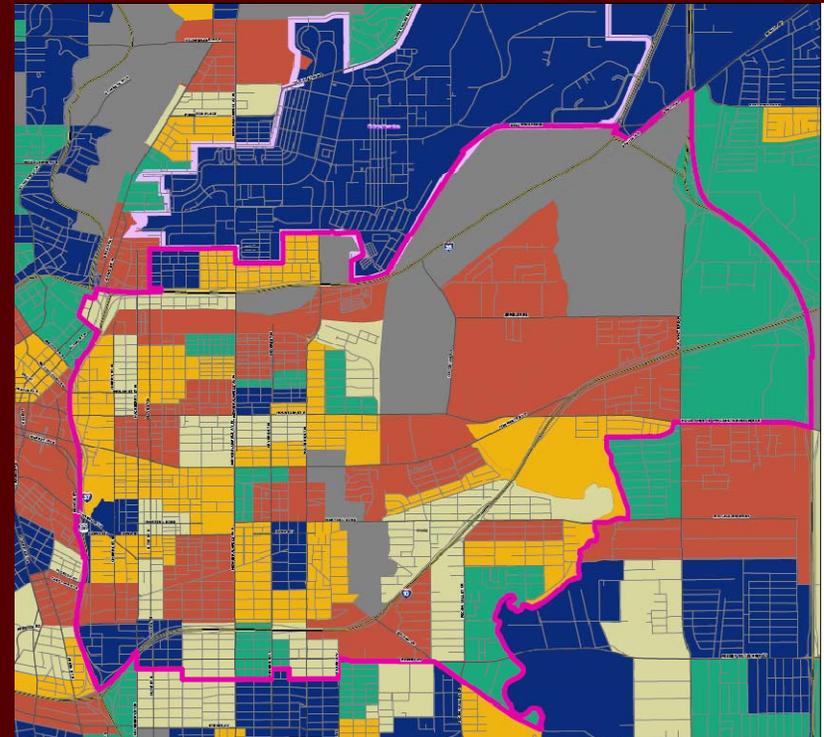
Area Profile: Education

- Demographics
 - Population Age 25+ Less than High School Education
 - COSA: 181,580
 - Eastside: 11,570
 - Percent Age 25+ Less than High School Education
 - COSA: 22.87%
 - Eastside: 43.34%



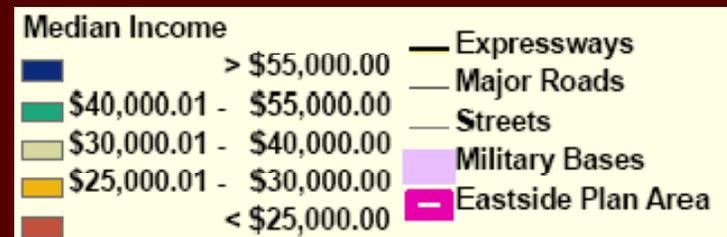
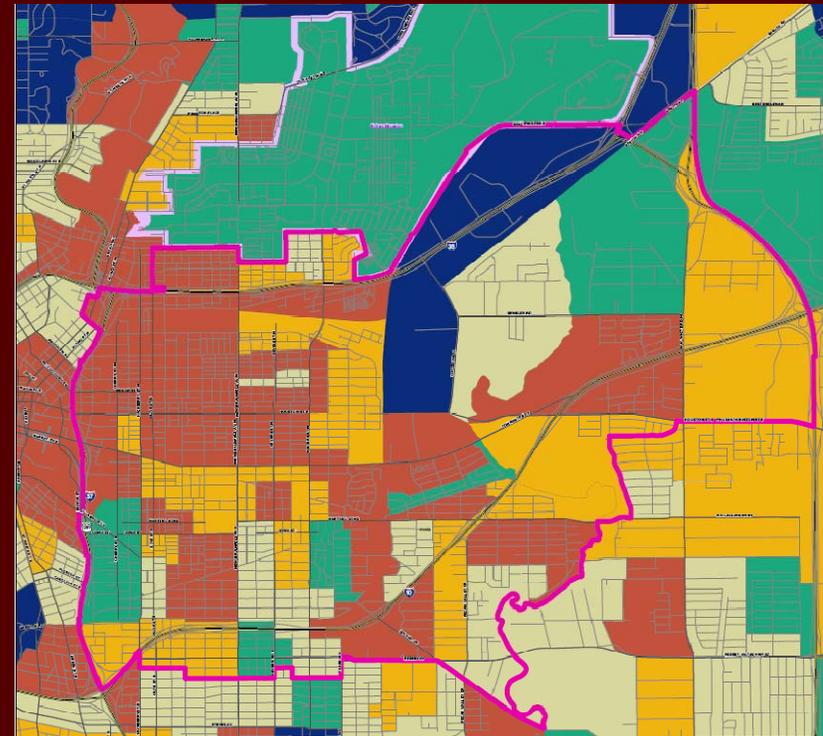
Area Profile: Unemployment

- Demographics
 - Unemployment Rate
 - COSA: 5.85%
 - Eastside: 12.10%



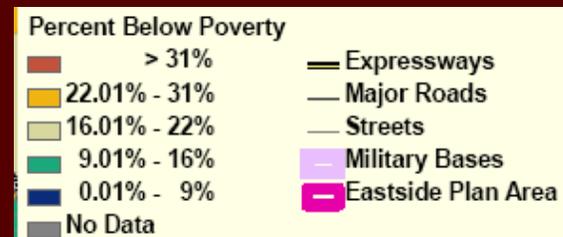
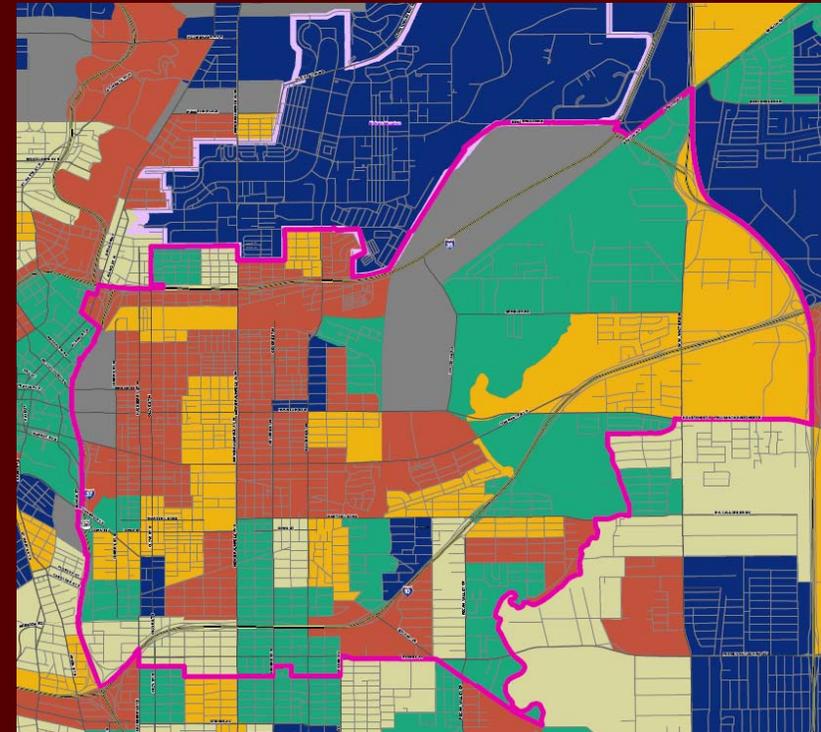
Area Profile: Household Income

- Demographics
 - Median Household Income
 - COSA: \$46,511
 - Eastside: \$26,909



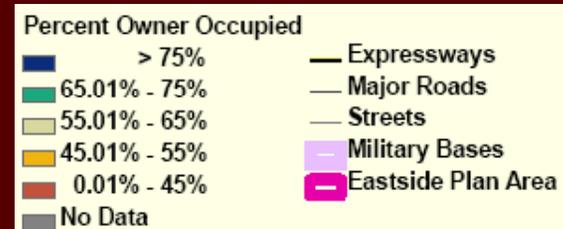
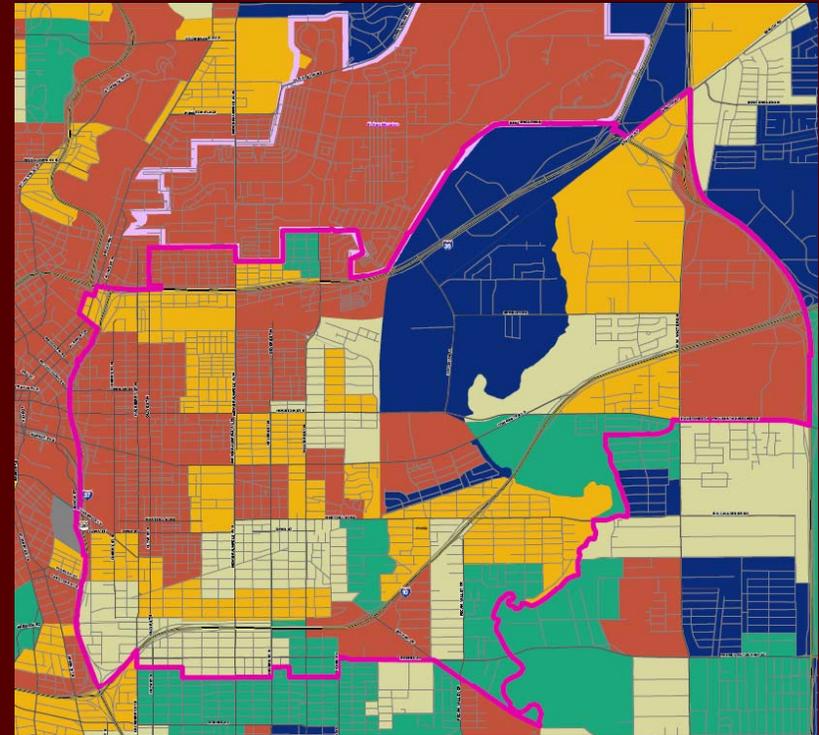
Area Profile: Poverty Levels

- Demographics
 - Families Below Poverty
 - COSA: 41,991
 - Eastside: 3,039
 - Percent Families Below Poverty
 - COSA: 13.20%
 - Eastside: 28.73%



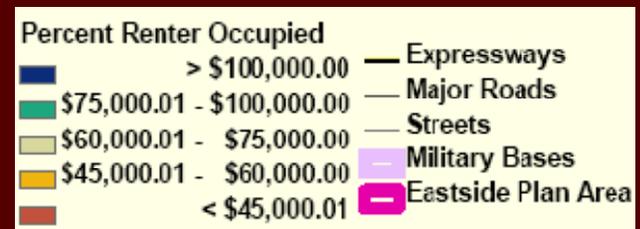
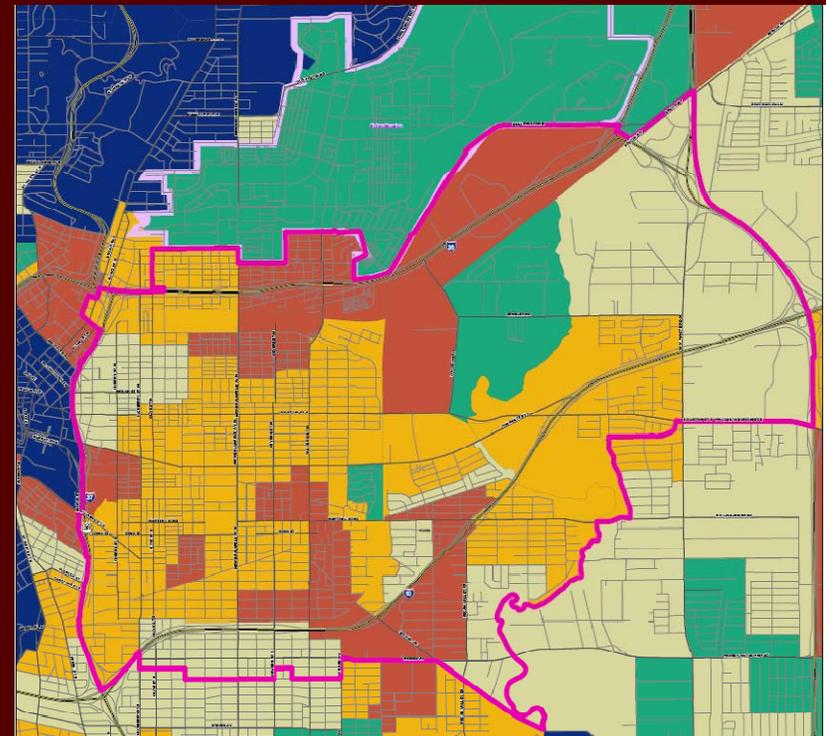
Area Profile: Owner Occupied

- Demographics
 - Owner Occupied Housing Units
 - COSA: 271,823
 - Eastside: 8,783
 - Percent Owner Occupied Housing Units
 - COSA: 55.02%
 - Eastside: 50.93%



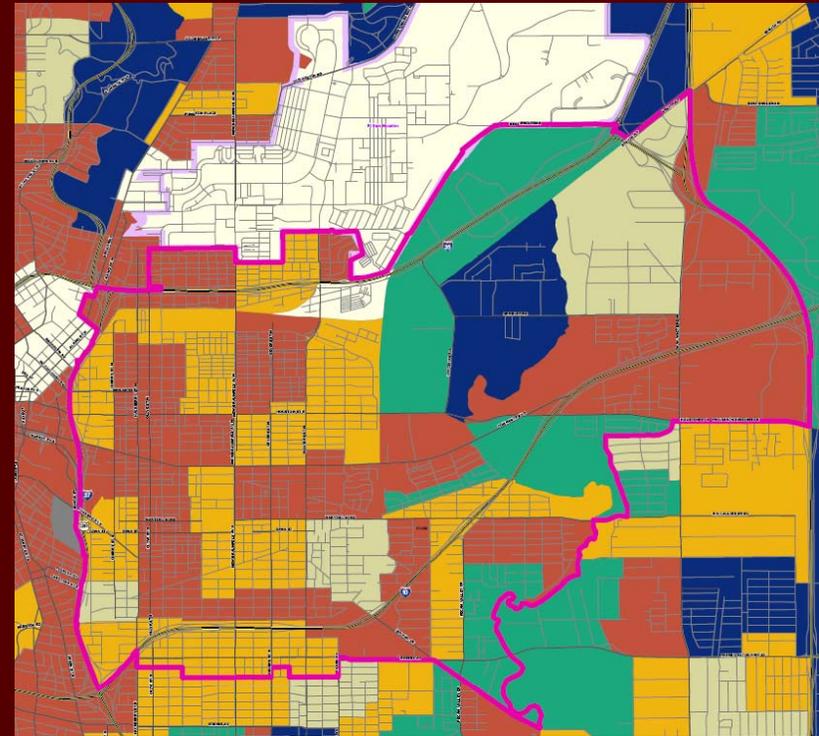
Area Profile: Housing Value

- Demographics
 - Median Owner Occupied Housing Unit Value
 - COSA: \$113,988
 - Eastside: \$53,555



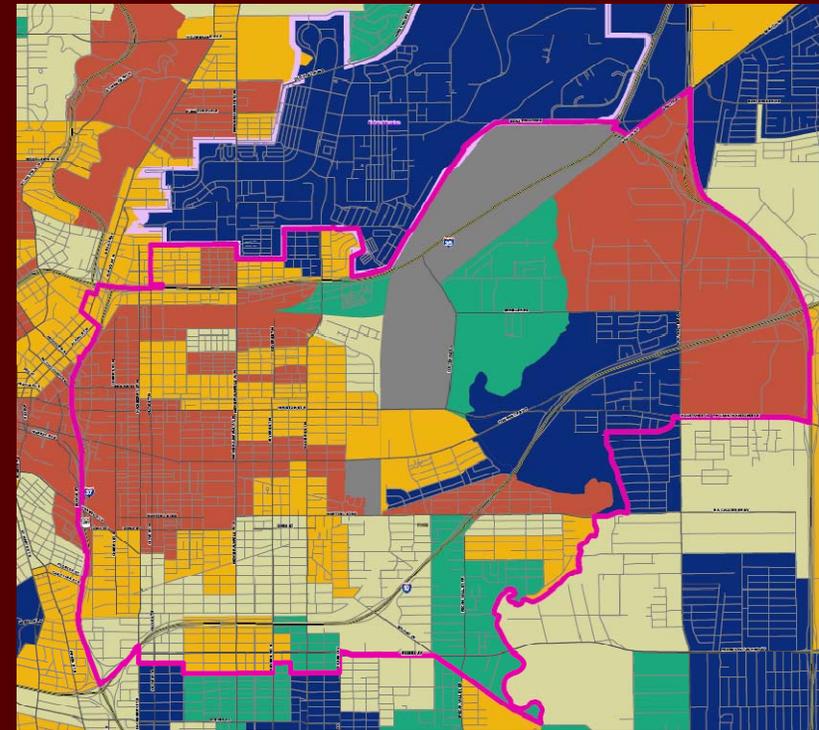
Area Profile: Renter Occupied

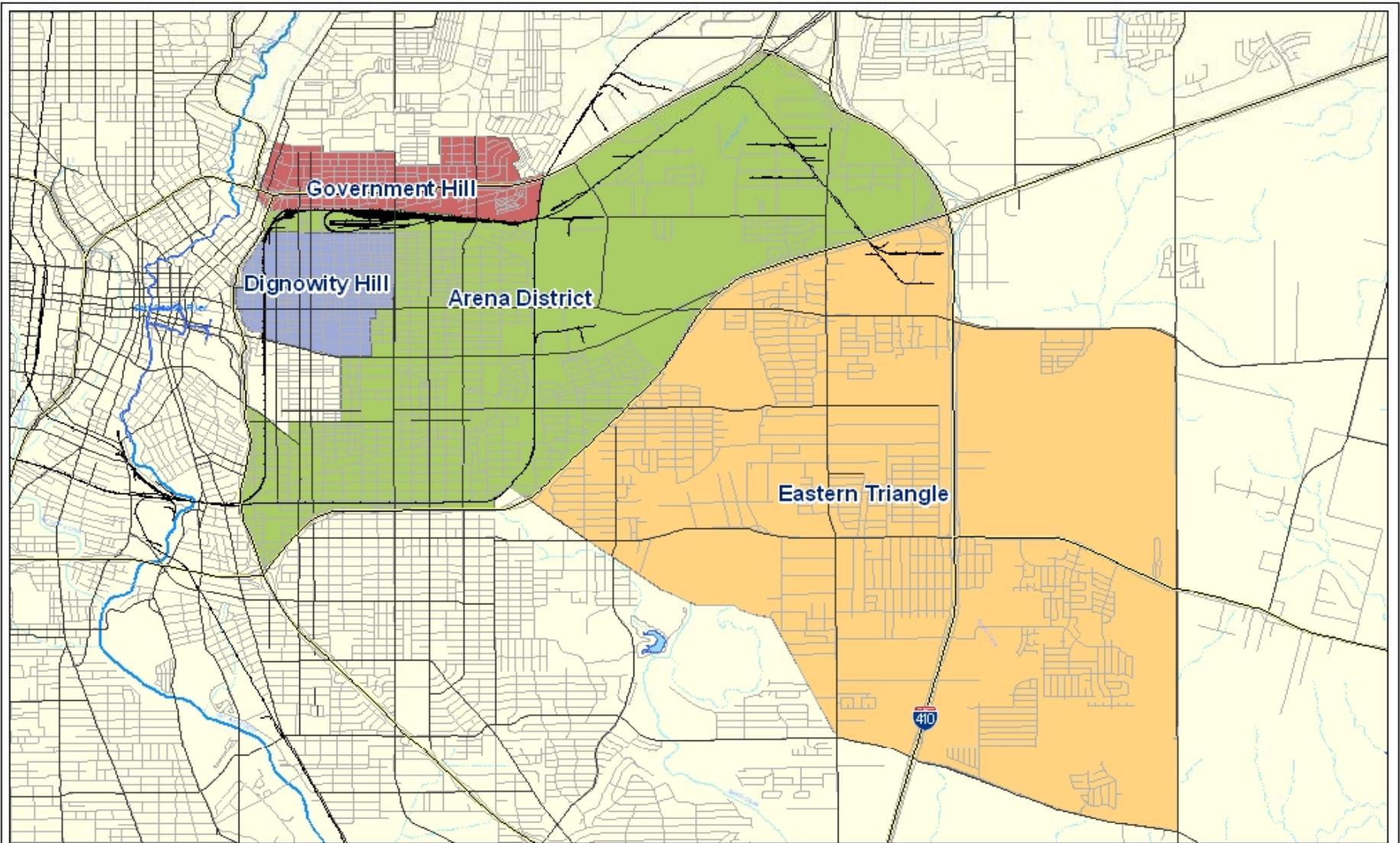
- Demographics
 - Renter Occupied Housing Units
 - COSA: 188,254
 - Eastside: 6,409
 - Percent Renter Occupied Housing Units
 - COSA: 38.11%
 - Eastside: 37.16%



Area Profile: Vacancy Rates

- Demographics
 - Vacant Housing Units
 - COSA: 33,937
 - Eastside: 2,053
 - Percent Vacant Housing Units
 - COSA: 6.87%
 - Eastside: 11.90%





Map Source: City of San Antonio, Comprehensive GIS, Block Micro 911, Block Appraisal District
 The City of San Antonio is not responsible for the accuracy or completeness of the information provided on this map. The City of San Antonio is not responsible for any errors or omissions that may appear on this map. The City of San Antonio is not responsible for any damages or liabilities that may result from the use of this map. The City of San Antonio is not responsible for any copyright infringement that may occur as a result of the use of this map. The City of San Antonio is not responsible for any trademark infringement that may occur as a result of the use of this map. The City of San Antonio is not responsible for any patent infringement that may occur as a result of the use of this map. The City of San Antonio is not responsible for any other legal liability that may result from the use of this map.

Map Created by: Andres Galles
 Map Last Updated: 5 Jan 2009

Eastside Adopted Plans

City of San Antonio



City of San Antonio
Planning and Development
Services Department
 Rodrick J. Sanchez, AICP, CBCP
 Director
 200 N. Nueces Street, Suite 1000
 San Antonio, TX 78202
 Phone: 214.747.8000



Common Themes

- Infill development
- Housing rehabilitation
- Economic Development
- Neighborhood Safety
 - Crime
 - Stray Animals
 - Code Compliance
- Parks and Greenways

Accomplishments

- Walters Street Maintenance
- East Commerce Street Improvements
- Inner City TIRZ Projects
- 2007 Bond Program
- KLN Steel
- Frank Bryant Center
- Fort Sam Houston Community Development Office

Planned Projects/Initiatives

- Walters Street Improvements
- Walters Street Charrette
- Infrastructure Management Program
- CDBG Projects
- Hays Street Bridge
- UIW Eye Clinic

Community Assets

- Public School
- Charter School
- Private School
- Carver Academy and Cultural Center
- Proposed University of Incarnate Word Eye Clinic
- Barbara Jordan Community Center
- Ella Austin Community Center
- G.W. Carver Branch Library
- Expressways
- Major Roads
- Streets
- EastsideParks
- St. Paul Square
- St. Philips College
- Eastside Plan Area

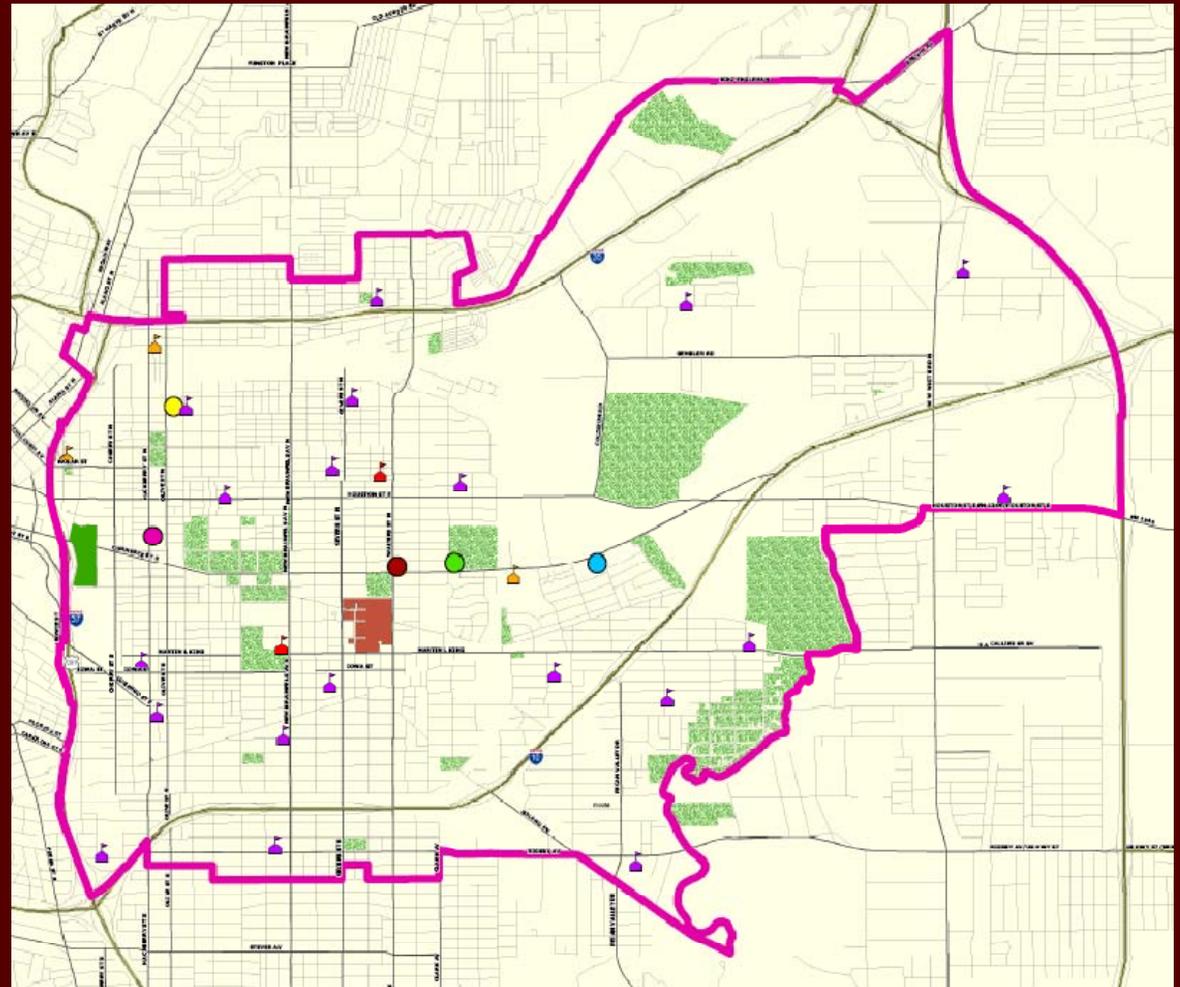


EXHIBIT P
DEVELOPER/INVESTOR MEETING
COSA PRESENTATION: DEVELOPMENT INCENTIVES

East Side Economic Development Summit



Pat DiGiovanni, Deputy City
Manager

January 9th Summit

15 Catalytic Projects

1. Improve the image and media coverage;
2. Eliminate the negative perception of the east side;
3. Encourage new construction of homes and improve existing housing stock;
4. Improve and develop existing parks;
5. Improve school system and their facilities;
6. Capitalize on youth in the area;
7. Build a civilian hospital on the east side;
8. Intensify the city's code-compliance enforcement;

January 9th Summit

15 Catalytic Projects

9. Redevelop the Friedrich Building;
10. Improve the mega warehouse on WW White Road;
11. Construct a street car system along Houston and Commerce Streets;
12. Create a reinvestment zone/district around Fort Sam Houston;
13. Develop east side corridors;
14. Encourage mixed use development that maintains the east side character; and
15. Create a retail development center near the Willow Springs Golf Course.

Projects With High Redevelopment Potential



January 9th Summit

Catalytic Projects

- **Redevelop the Friedrich Building;**
- Improve the mega warehouse on WW White Road;
- Create a reinvestment zone/district around Fort Sam Houston;
- Develop east side corridors;
- Construct a street car system along Houston and Commerce Streets;
- Encourage mixed use development that maintains the east side character; and
- Create a retail development center near the Willow Springs Golf Course.

Friedrich Building



Lot size: 5.2 acres
Building SF: 533,496
Year Constructed: 1932
Zoning: AE-3 HS



Features/Available Incentives:
Tax Increment Reinvestment Zone
Federal Empowerment Zone
10-Yr, 100% Tax Abatement-eligible

Friedrich Building Vicinity Employees



Employees: Friedrich

● Major Employer

January 9th Summit

Catalytic Projects

- Redevelop the Friedrich Building;
- **Improve the mega warehouse on WW White Road;**
- Create a reinvestment zone/district around Fort Sam Houston;
- Develop east side corridors;
- Construct a street car system along Houston and Commerce Streets;
- Encourage mixed use development that maintains the east side character; and
- Create a retail development center near the Willow Springs Golf Course.

Mega Warehouse



Lot size: 3.79 ac
Building SF: 49,242
Year Constructed: 1978
Zoning: C2



Features/Available Incentives:

10-Yr, 100% Tax Abatement-eligible
Eligible for TIRZ designation

January 9th Summit

Catalytic Projects

- Redevelop the Friedrich Building;
- Improve the mega warehouse on WW White Road;
- **Create a reinvestment zone/district around Fort Sam Houston;**
- Develop east side corridors;
- Construct a street car system along Houston and Commerce Streets;
- Encourage mixed use development that maintains the east side character; and
- Create a retail development center near the Willow Springs Golf Course.

FSH Reinvestment Zone



Features/Available Incentives:

Vacant/ Publicly Owned Properties with Redevelopment Potential
Walters Street 2012 GO Bond Improvements
Walters Street Charrette

January 9th Summit

Catalytic Projects

- Redevelop the Friedrich Building;
- Improve the mega warehouse on WW White Road;
- Create a reinvestment zone/district around Fort Sam Houston;
- Develop east side corridors;
- Construct a street car system along Houston and Commerce Streets;
- Encourage mixed use development that maintains the east side character; and
- Create a retail development center near the Willow Springs Golf Course.

Eastside Corridors, Streetcars, Mixed-Use Development



Features/Available Incentives:

Recent public improvements complement potential streetcar route;
Major anchors: Downtown, St. Paul Square, St. Philips, Ft. Sam Houston;
“AE” zoning allow for mixed-use development

January 9th Summit

Catalytic Projects

- Redevelop the Friedrich Building;
- Improve the mega warehouse on WW White Road;
- Create a reinvestment zone/district around Fort Sam Houston;
- Develop east side corridors;
- Construct a street car system along Houston and Commerce Streets;
- Encourage mixed use development that maintains the east side character; and
- **Create a retail development center near the Willow Springs Golf Course.**

Willow Springs Retail Development

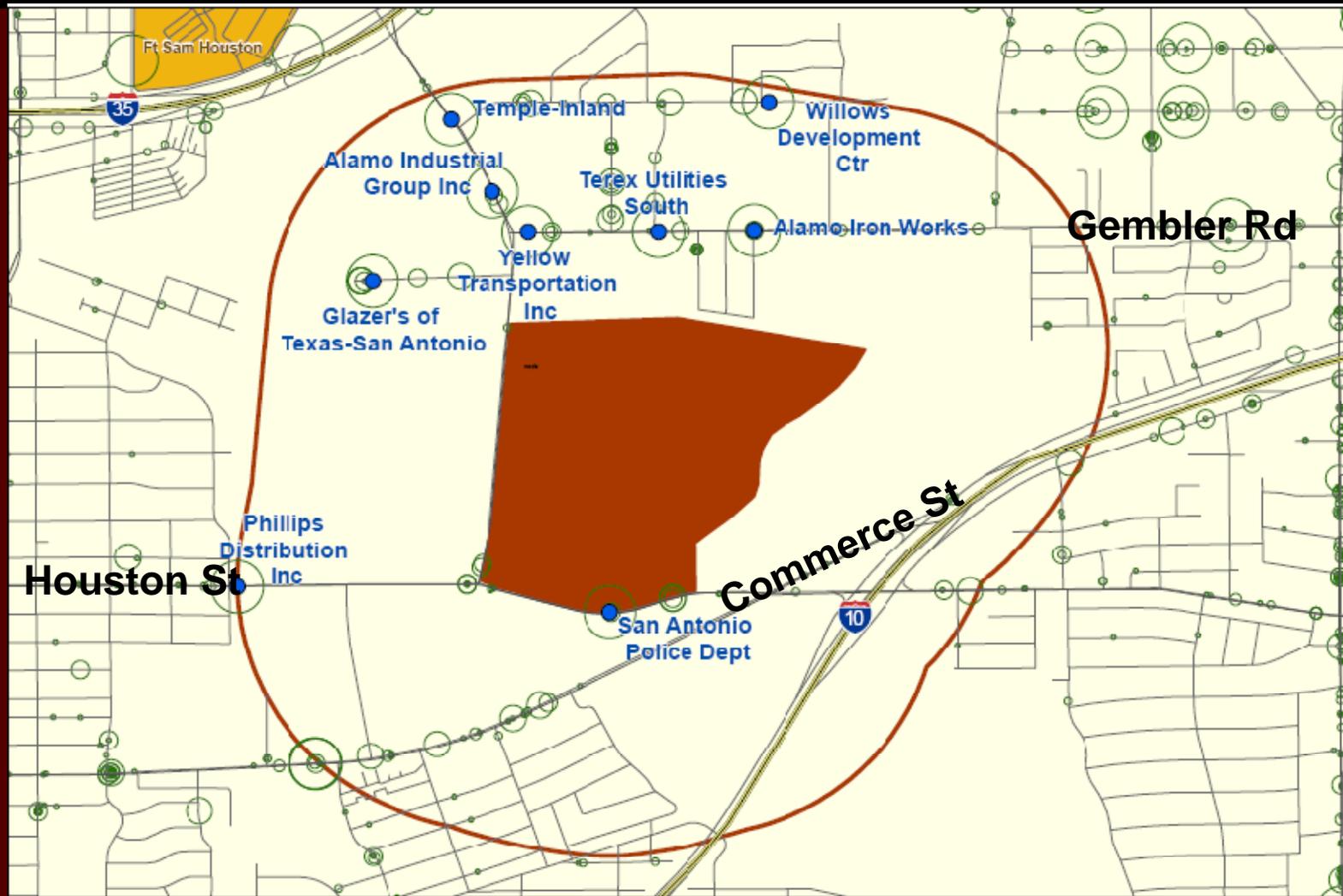


Lot size: 74 developable acres
Zoning: AE-3



Features/Available Incentives:
Within TIRZ #11 and Empowerment Zone
10 year 100% Tax Abatement
Recent public ROW improvements on AT&T Center Parkway

Willow Springs Vicinity Employees



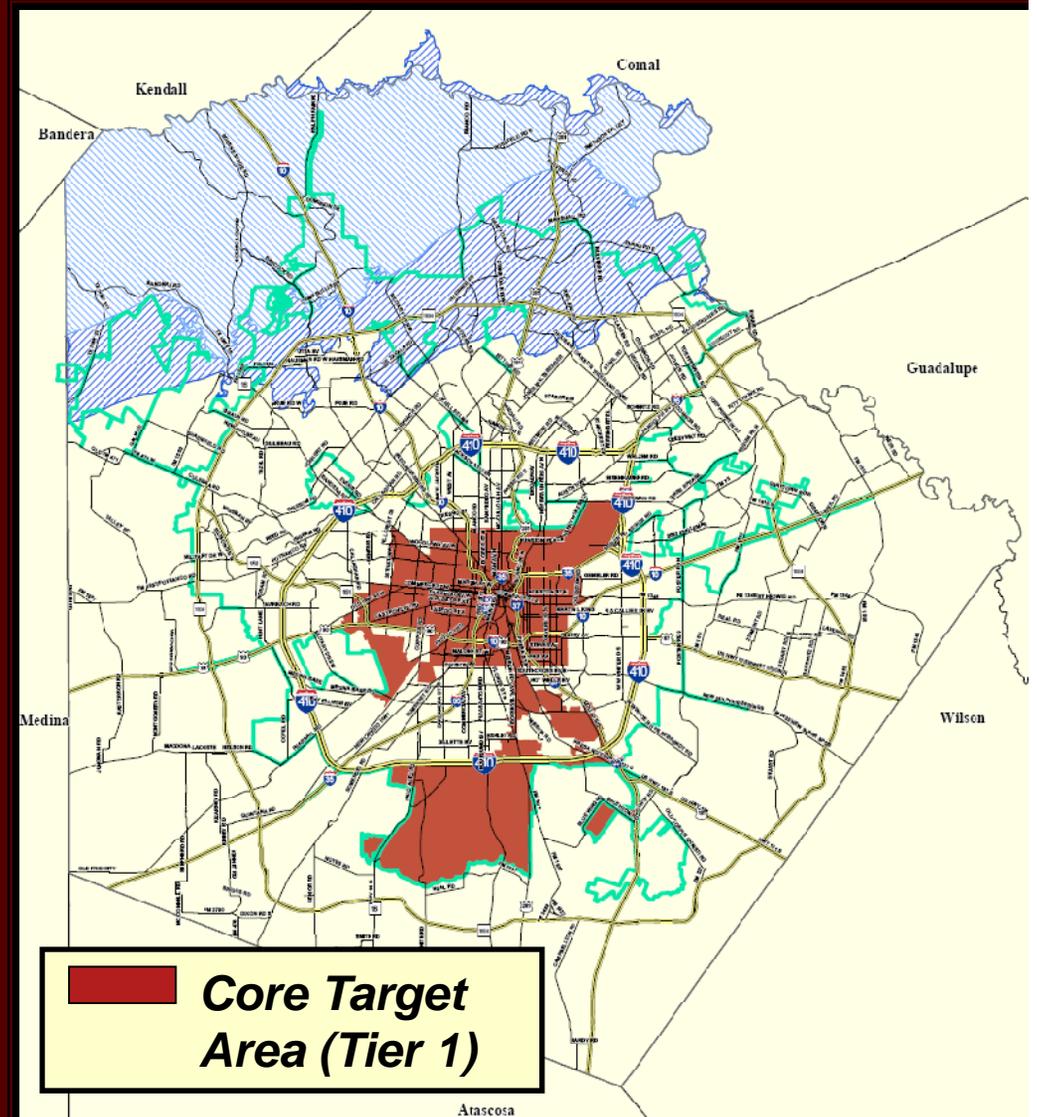
Employees: Willow Springs

● Major Employer

Inner City Revitalization / Infill Policy

Promote growth and development in the heart of the City

- Remove City fees and provide incentives in targeted areas
- Increase new development (housing and commercial) on vacant lots
- Increase redevelopment of underused buildings and sites
- Increase rehabilitation, upgrade, adaptive reuse of existing buildings
- Improve maintenance of existing buildings and sites
- Increase business recruitment and assistance



East Side Economic Development Summit



January 22, 2010

EXHIBIT Q

DEVELOPER/INVESTOR MEETING

MEETING PARTICIPANTS RESPONSE TO COSA PRESENTATION

Meeting Participants Response to COSA Presentation
Can't emphasize enough the critical importance at Street Car coming to the Eastside. Across the country it is undeniably the number one economic development generator. This should be the top "catalytic" project going forward and the East/West track should be the FIRST TRACK BUILT .
Possibility of widening MLK? Timeframe?
East Commerce Street should be two way from Alamo to the Eastside (the Gateway/Welcome Mat to East San Antonio)
What incentives were provided to the King Williams area to spur mixed-income housing development? A large private investment on the Eastside is 2 medical office buildings on East Houston. Please call me if you want to know more.
I would like to see a mock business plan list of demographics questionnaire for multiple business development attached for the community input sessions.
Highest traffic count intersections on Eastside?
What is being planned for the far east side of town, area by 1604 and I-10 East Commerce Estates (No sewer) No major rental
The City of San Antonio needs to initiate and fund the conversion of all crossings to quiet crossings inside the new infill redevelopment zone. Waive all CPS &SAWS impact fees within the zone.

EXHIBIT R DEVELOPER/INVESTOR MEETING INPUT FROM MEETING PARTICIPANTS DISCUSSION

Input From Participants Discussion
Incentives are focused downtown
Tax valuation, re: appraisals needed
More police and public safety is important
No African American economic development
Small developers cannot take advantage of incentives because the development projects are too large.
What about smaller businesses?
SAWS impact fees a big problem for development
Need a way to move Eastside projects through the permitting process
Quiet Zone is a major City accomplishment

EXHIBIT S

DEVELOPER/INVESTOR MEETING

SUPPORT DEVELOPERS/INVESTORS NEED

What Support Investors Need From COSA for Involvement in Eastside Reinvestment
Lighting
Infrastructure
Streetscape
Police Storefront
Access to capital Network with high wealth individuals
Business incentives
Mixed Income housing
Incentives for minority development Office building
Safety
A major development on the Eastside
Friedrich does not draw deep enough into the Eastside
City infrastructure need to put “skin in the game” City offices, County office, government facilities, i.e. CPS
Incentives for “signature destination” development for Street Car
County participation, i.e. tax abatement (doubles commitment)
Incentives for new home construction, public parks, TRIZ, school improvements (school bond – SAISD needs to have <u>major</u> impact on level of education)
BRAC public (city and military)/private partnership for mixed use development in Eastside, including single family and medium density housing
Waiver of <u>all</u> public fees, with no caps (city, county, SAWS, CPS)
Repeal remodeling tax

What Support Investors Need From COSA for Involvement in Eastside Reinvestment
Schools Teenagers need jobs (eliminate crime and graffiti) Chamber of Commerce – Bulletin board at schools listing internships for 15-18 year olds Build training centers in summer for computer training for high school kids
Restrict housing development in exterior of city to encourage development in downtown Example: Eastside of I-35 in Austin, Texas has turned into the same area as “Alamo Heights” due to limitations and restrictions on new neighborhoods
MAJOR – Require new neighborhood developers to put in sidewalks, bike lanes, parks and street lights – <u>greenspace</u>
Implementation!
Marketing!
Updates!
Continue improving roads and transportation infrastructure
Utility infrastructure
Streamline paperwork
Extend Streetcar – Eastside assets and Fort Sam Houston
Stronger focus on TIRZ/Empowerment Zone
Small business redevelopment friendliness
365 days a year drivers are around Eastside assets, i.e. Freeman Grounds/Arena. Traffic counts! Every day
Need
Land acquisition
Available lots
Rehab existing homes
Urban land bank
Look at successful models in areas that have been revitalized

What Support Investors Need From COSA for Involvement in Eastside Reinvestment
Upgrade schools
Partner with SAISD to use their property as equity towards housing projects in area
Perception face lift
How City Can Help
Incentives
Programs for business growth and economic development that are reasonable and affordable
Issue Request For Proposals for development opportunities
Provide better infrastructure and streets
Provide funds to help reshape perception
Resource bank for available matching funds
Checkout land banking (Cleveland, Detroit, Buffalo, Chicago)
MLK Widen street to encourage commercial development Safety/security assurance Provide pot of money for <u>lease specific</u> uses
Development incentives <u>Enhance</u> economic tool kit to be more comparable to other cities (Nashville, Denver, Atlanta)
Trust needed
Waiver of SAWS impact fees in central city
Reduce CPS energy fees/policy requirements on development in central city; increase fees outside central city
Establish different traffic/transportation standards for central city, e.g. curb cuts/congestion, two-way traffic on East Commerce at I-37
Legislative action to eliminate sales taxes on remodeling/construction of existing buildings
Code compliance needs visible improvement in target area
Adopt limitations on public drinking in target area
Enhance development services/utility agency coordination on development projects in central city

What Support Investors Need From COSA for Involvement in Eastside Reinvestment
Credit enhancement to permit TIRZ bond issuance to achieve goals
Targeted use of public funds to promote development, i.e. transit, housing, infrastructure
Consider delegation of certain roles/authority to qualified entities to keep focus on issues
Enhance access into Eastside (e.g. roads)
Rail access into Eastside (E-W)
Fix problem of vacant housing in target area

EXHIBIT T
DEVELOPER/INVESTOR MEETING
PUBLIC PARTNERS NEEDED TO INCREASE LIKELIHOOD OF
SUSTAINABLE DEVELOPMENT

Public Partners Needed to Increase Likelihood of Sustainable Development
Angel Investment Network
San Antonio Housing Authority
Alamo Colleges
SAWS / CPS
COSA Zoning Commission
COSA Planning
VIA
Congressional/federal stimulus dollars
AT&T Center / Alamodome Coliseum
Improve education – Charters and SAISD
VIA/MPO Street Car funding
Making Eastside leg priority
County <ul style="list-style-type: none"> Abate taxes like COSA Commercial mortgages Infrastructure funding
Utilities – SAWS and CPS
Federal government – federal grants
SBA – small business
Use Friedrich Building to move City affiliates to mega headquarters(CPS, SAW, SAISD) then sell their property for City profit

EXHIBIT U

DEVELOPER/INVESTOR MEETING

IDEAS TO SIGNAL A BEGINNING

Investors Ideas to Signal a Beginning
Campaign to pass school district bond deal
Promote use of SAGE loan program
Develop “green” incentives for housing development
Continue and expand NCR program
Research alternatives to securitization market
Release RFP for priority initiative(s) and provide 20% direct grant to winning project
Focus an initiative in Wheatley Heights
Rehab the façade of the Friedrich Building
Develop office project on Eastside with minority partner
Build / redevelop homes with focus on people moving into area for activity at Ft. Sam Houston
Waive fees for mixed use development around Ft. Sam Houston
Instill more pride and resident ownership of development agenda Infrastructure at Eastside gateways Marketing campaign
Storefront upgrades
Offer from financier to provide below market rate loans to businesses for façade improvements
Work on compliance
Increase public safety efforts
Develop program with businesses and Chamber to mentor/train/employ youth

EXHIBIT V
REPORT BACK MEETING
PARTICIPANT SIGN-IN SHEETS

East Side Development Summit
February 6, 2010

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood
Valentina Arevalo	1875 301 S. FRIO ST. 400	270 4690	Val@QUESTSA.ORG	Project QUEST
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Kim Carter Schmitt	3110 Blanco Pass 78259	478 2987	carterkimberly@MSN.COM	OST
YVONNE ARMSTRONG	7546 Oriental Trl. 78244	722 1946	inkbi.yvonne@aol.com	
HEBLOW CHISM	718 S GEVERS 78203	371-5661	HEBLOW CHISM	GEVERS ST. STUDIO
Ida Brown	13702 Landmark KH SA, TX 78217	854-4363	ibrown@cleopatraholdings.com	APNP
Arnelle Brown	"	"	"	"

**East Side Development Summit
February 6, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood
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PATRICK SHEARER	PO Box 15039 SA TX 78212	210.299.1172x245	pshearer@cambridgerealty.com	CAMBRIDGE RENTY GROUP
Jennifer Ramirez	9900	207-8258	jennifer.ramirez@ Sanantonio	City manager's etc.
Mercedes Lopez	301 S. Frio Suite 400	210 2704690	mercedes@quest21 ors	Project QUEST.
Deborah Parrish	165 W. Rampart SA, Tex. 78216	210-340- 8419	dl.parrish@yahoo .com	concerned retired teacher
GERMANCE DENISE DURST	4714 LAKEWOOD SATX 78220	210-379-4596	GDEMSEJ@SBCGLOBAL.NET	Realtor Caterin
Jim & Toni Cardenas	402 Kraft St SA TX 78220	2265581		ESDC
Janine Mejia-Diaz	312 Pierce Ave		janine.mejia.diaz@gmail. com	Resident/ Active Duty Dept.
Rollette Schreckenghost	107 King Wm	224-6163		SACS

**East Side Development Summit
February 6, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood
Barbara Howard	1323 Onslow	210-224-2644		Heentleigh Park Harvard Place/East Lawn
Everlyn Hartfield	4603 Lock Lomond	210-379-1902	Kim brea boutiques © people p.e.com	
Leri Mendez	818 S. Flores (04)	210-477-6030	Lori_Mendez@SAHA.org	SA Housing Auth
Jackie Jackson	4823 Blue Spruce Dr,	210-534-8624	theconsultinggroup@SATX.IV.COM	Alamo C'n Black Chamber
Mary Emerson	1351 Onslow	227-1396		Harvard Place/Eastlawn
PAT DIGIOVANNI	COSA	207-6912	pat.digiovanni@SanAntonio.org	COSA People Against Corruption
Lillie Harris	1101 Gibbs	223-4753		
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**East Side Development Summit
February 6, 2010**

Name	Address	Phone No.	Email	Organizational Affiliation/ Neighborhood
Pam Colby	1141 N Loop 1604 E #105-434	(210) 745-5822 X100	PAM@TFFWD.COM	SAM HOUSTON ADVISORY BOARD
Barbara Taylor	78202 302 Holwid	(210) 391-5933		

EXHIBIT W
REPORT BACK MEETING
COSA PRESENTATION: CURRENT AND FUTURE ECONOMIC
DEVELOPMENT ACTIVITIES

East Side Economic Development Summit



Pat DiGiovanni, Deputy City Manager
February 6, 2010

January 9th Summit

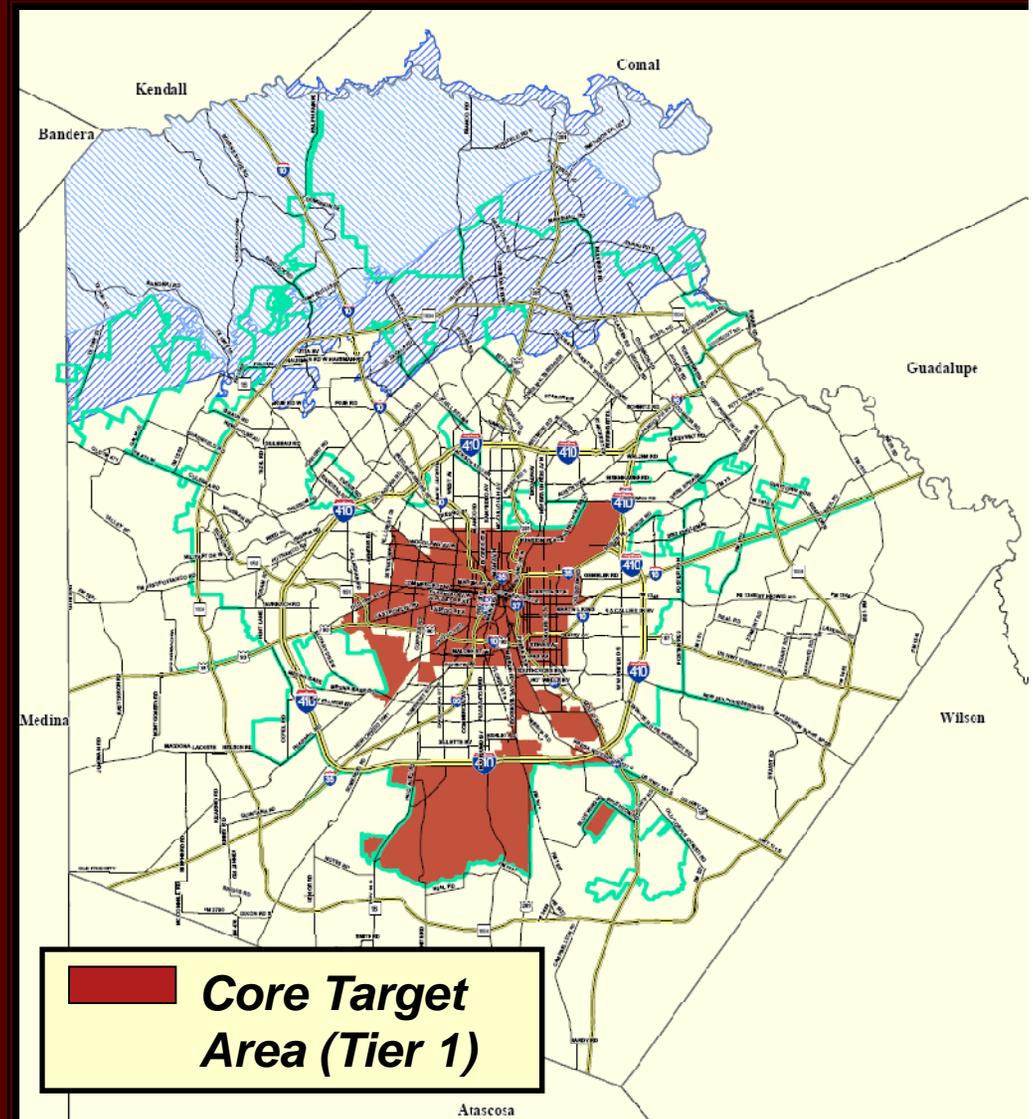
15 Catalytic Projects

1. Image/Media
2. Negative perception
3. Housing Stock
4. Parks
5. School system
6. Capitalize on youth
7. Civilian hospital
8. Code Compliance
- 9. Friedrich Building**
10. Mega warehouse
- 11. Street car system**
- 12. Fort Sam Houston**
- 13. East side corridors**
- 14. Mixed use development**
- 15. Willow Springs Golf Course.**

Inner City Revitalization / Infill Policy

Promote growth and development in the heart of the City

- Remove City fees and provide incentives in targeted areas
- Increase new development (housing and commercial) on vacant lots
- Increase redevelopment of underused buildings and sites
- Increase rehabilitation, upgrade, adaptive reuse of existing buildings
- Improve maintenance of existing buildings and sites
- Increase business recruitment and assistance



Waiver of City Fees

- Development within the targeted area receive a waiver of City Fees
 - SAWS Fees
 - Public Works Fees
 - PDSD Fees
 - CIMS Fees

Development Incentives

- Economic Development Grants/Loans
- Tax abatements
- CDBG / HOME
 - Down Payment Assistance
 - Housing rehab, lead-based paint abatement

Incentive Distribution Example

	Inside Target Area		Outside Target Area		Max Annual Amount
SAWS Fee Waivers	\$1,500,000	75%	\$500,000	25%	\$2,000,000
Public Works Fee Waivers	\$50,000	100%	\$0	0%	\$50,000
PDSD Fee Waivers	\$175,000	100%	\$0	0%	\$175,000
CIMS Fee Waivers	\$70,000	100%	\$0	0%	\$70,000
CDBG / HOME	\$1,300,000	65%	\$700,000	35%	\$2,000,000
NSP	\$5,200,000	65%	\$2,800,000	35%	\$8,000,000
Lead Based Paint Abatement	\$1,143,126	75%	\$381,042	25%	\$1,524,168
TOTAL	\$9,438,126		\$4,381,042		\$13,819,168

Example: \$10 Million Project

\$10,000,000 project scenario	CURRENT			PROPOSED		
	Fee Waivers	Tax Incentives		Fee Waivers	Tax Incentives	
Inside Target Area (Tier 1)	\$ 30,000	\$ 572,300	10-yr. Tax Abatement, 100% abatement	\$ 230,000	\$ 572,300	10-yr. Tax Abatement, 100% abatement
Tier 2	\$ 30,000	\$ 572,300	10-yr. Tax Abatement, 100% abatement	\$ -	\$ 429,225	10-yr. Tax Abatement, 75% abatement
Tier 3	\$ 30,000	\$ 257,535	6-yr. Tax Abatement, 75% abatement	\$ -	\$ 171,690	6-yr. Tax Abatement, 50% abatement

Single Point of Contact

- Receive special staff attention through the Center City Development Office
 - Dedicated and specifically trained staff from multiple departments
 - Facilitate project development and permitting
- East Side Reinvestment Initiative
 - Quality of Life Taskforce
 - Captain Mark Witherall
 - East Side Reinvestment Team
 - Brian James, Assistant Director CCDO

Projects With High Redevelopment Potential



Friedrich Building

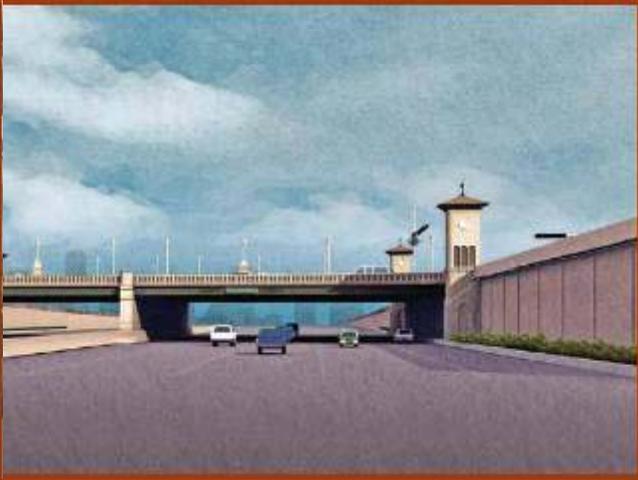


Lot size: 5.2 acres
Building SF: 533,496
Year Constructed: 1932
Zoning: AE-3 HS



Features/Available Incentives:
Tax Increment Reinvestment Zone
Federal Empowerment Zone
10-Yr, 100% Tax Abatement-eligible

FSH Reinvestment Zone



Features/Available Incentives:

Vacant/ Publicly Owned Properties with Redevelopment Potential
Walters Street 2012 GO Bond Improvements
Walters Street Charrette

Willow Springs Retail Development



Lot size: 188 acres
40 developable acres
Zoning: AE-3



Features/Available Incentives:
Within TIRZ #11 and Empowerment Zone
10 year 100% Tax Abatement
Recent public ROW improvements on AT&T Center Parkway

Eastside Corridors, Streetcars, Mixed-Use Development



Features/Available Incentives:

Recent public improvements complement potential streetcar route;
Major anchors: Downtown, St. Paul Square, St. Philips, Ft. Sam Houston;
“AE” zoning allow for mixed-use development

East Side Economic Development Summit



Pat DiGiovanni, Deputy City Manager
[February 6, 2010](#)

EXHIBIT X
REPORT BACK MEETING
VIA PRESENTATION: STREET CAR INITIATIVE UPDATE



Inner-City Rail Streetcar Downtown Circulator Study



Modern Streetcar - A Vision for San Antonio

Alamo Plaza



Should San Antonio Undertake Development of a downtown streetcar circulator system?

- What would it cost and how might it be paid for?
- Identify possible corridors and alignments.
- Where is the highest Economic Development Potential?
- What would be the operating and service characteristics?
- Recommend a potential starter project.
- Identify Next Steps for implementation.





Commission On Intra-City Rail & Streetcar

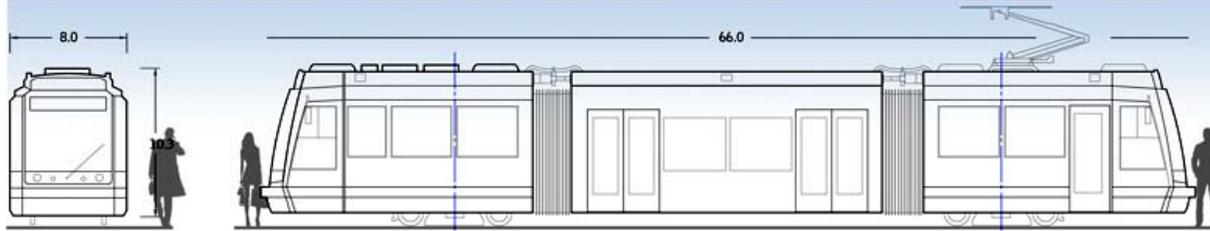
- Charles Martin Wender, Commission Chair
- Mike Novak, Commission Vice Chair
- Darryl Byrd
- Teresa Canales
- Michael S. Edelman
- Dr. Richard Gambitta
- Ed Garza
- Julius Gribou, AIA, IIDA
- Debra Guerrero
- Milton Guess
- Robert J. Kraemer
- Christopher McQueen
- Shokare Nakpodia
- Christopher T. Rice
- The Honorable Chris Riley
- Robert Salvatore
- Margie Shackelford
- Jack Spector
- Rebecca Waldman
- Deborah Seabron
- Gregory Varoz





Inner-City Rail Streetcar

Downtown Circulator Study

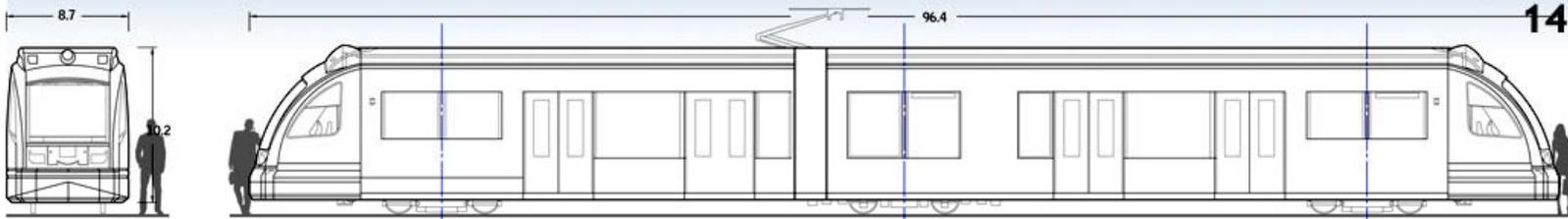


Modern Streetcar
30-150 Capacity
Frequent Stop
Short Trips

Skoda 10 T Tramcar

SCALE: 1/8" = 1'-0"

Overall Length:	66.0 ft	No. of Seats:	30
Width:	8.0 ft	No. of Standing Passengers:	125
		Total No. of Passengers:	157

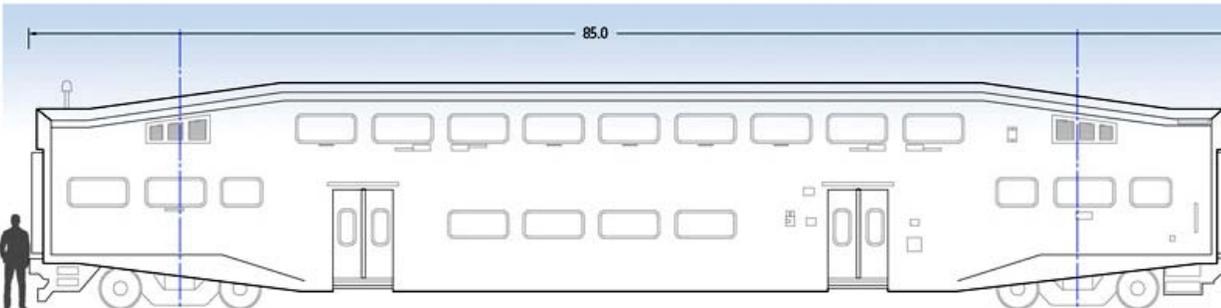


Light Rail Transit
140-480 Capacity
(2 cars coupled)
Limited Stop
Intermediate
Trips

Siemens S70 Light Rail Vehicle

SCALE: 1/8" = 1'-0"

Overall Length:	96.4 ft	No. of Seats:	72
Width:	8.7 ft	No. of Standing Passengers:	169
		Total No. of Passengers:	241



Commuter Rail
600-1600 Capacity
(4 coaches)
Travels between
cities

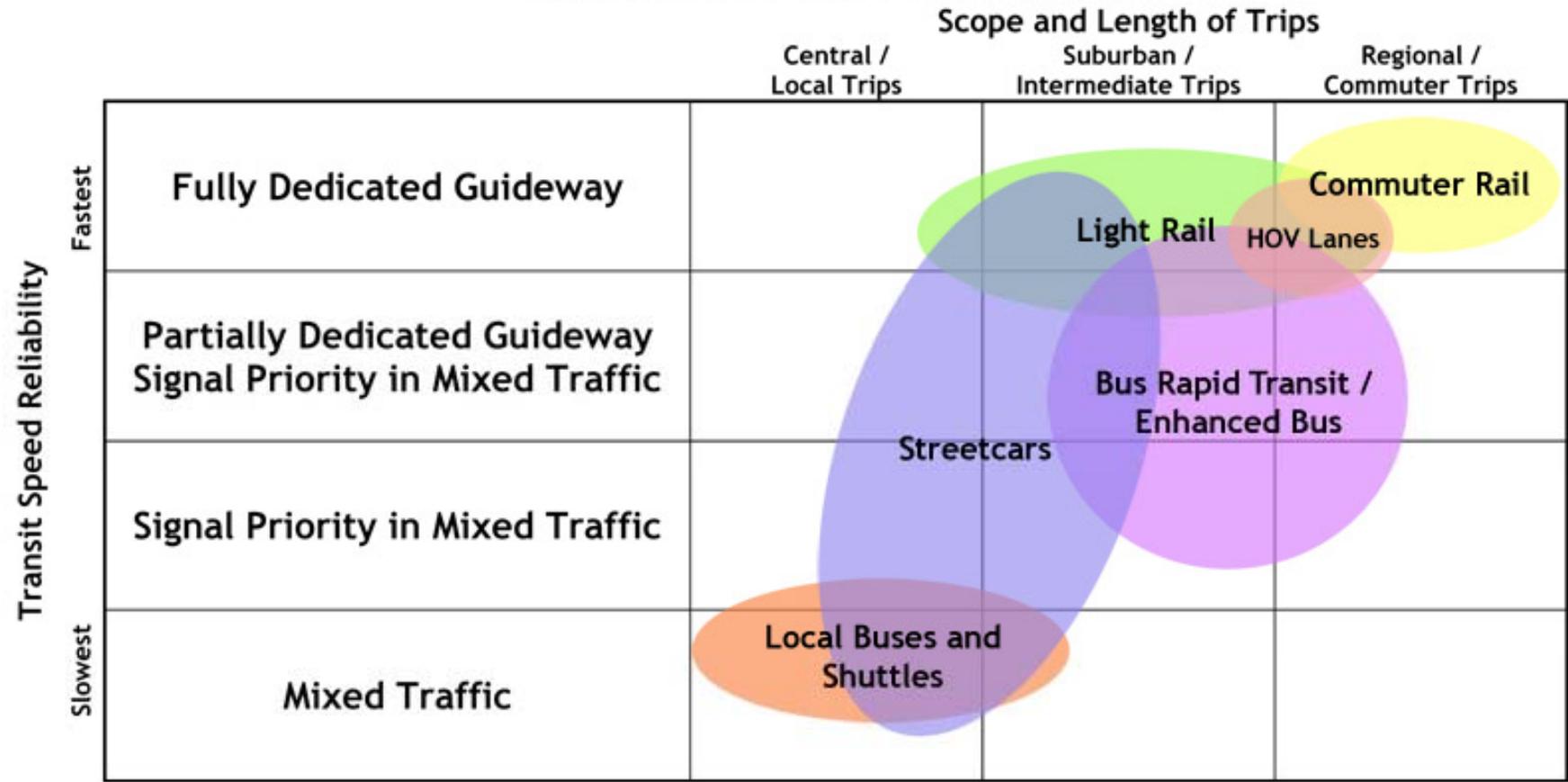
Bombardier BiLevel Coach

SCALE: 1/8" = 1'-0"

Overall Length:	85 ft	No. of Seats:	136 to 162
Width:	9.8 ft	No. of Standing Passengers:	276
		Total No. of Passengers:	412 to 438



Flexibility & Integration of Modes







Portland

Inner-City Rail Streetcar Downtown Circulator Study



Pearl District Portland, OR



BEFORE



AFTER

South Water Front Portland, OR



BEFORE



AFTER



Inner-City Rail Streetcar Downtown Circulator Study



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Posted on Wed, Aug. 06, 2008

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Life on upswing in neighborhoods near center city

Upswing near center city, rail

By Julia Oliver and Greg Lacour
news@eyecharlotte.com

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 - Obituaries
 - Politics
 - Weather
 - Weird News
 - World
- Opinion
- Business
- Sports
- Entertainment
- Living
- Local News
 - Cabarrus
 - Catawba/Gaston
 - Lake Norman/Iredell
 - Southern Meck
 - The City
 - Union
 - UCity/Western Meck
 - York/Lancaster
- Data Center
- Mobile News
- Multimedia
- Blogs

Wilmore and other neighborhoods close to the center city and the light-rail line are improving, but outlying suburbs show signs of decline.

Charlotte's 2008 Neighborhood Quality of Life report, which gauges the social and economic health of the city's 173 neighborhoods, reveals details about those trends and other ways Charlotte is changing.

Wilmore made striking progress since 2006 – home values more than doubled and teen pregnancies disappeared.

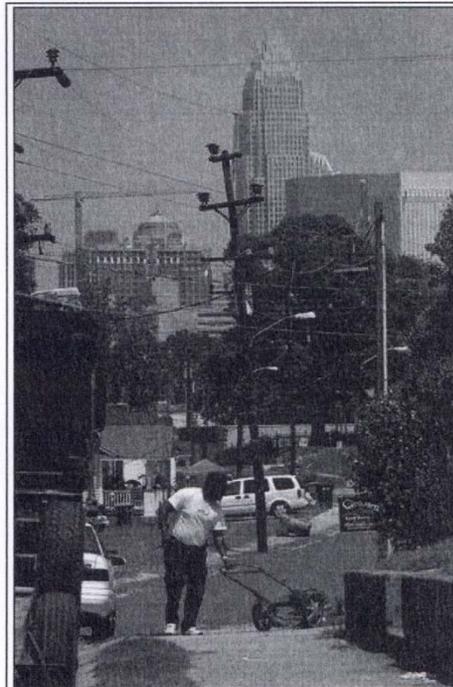
But an increasing number of suburban communities, including those hit hard by the mortgage crisis, show signs of faltering.

The study, produced every two years, grades neighborhoods as stable, transitioning or challenged based on 20 indicators, including crime rates and average home values.

ONLINE EXTRAS

- Today's Paper
- Living Here
- Archives
- Weather

The city uses the study to figure out where it should spend money to help strengthen communities,

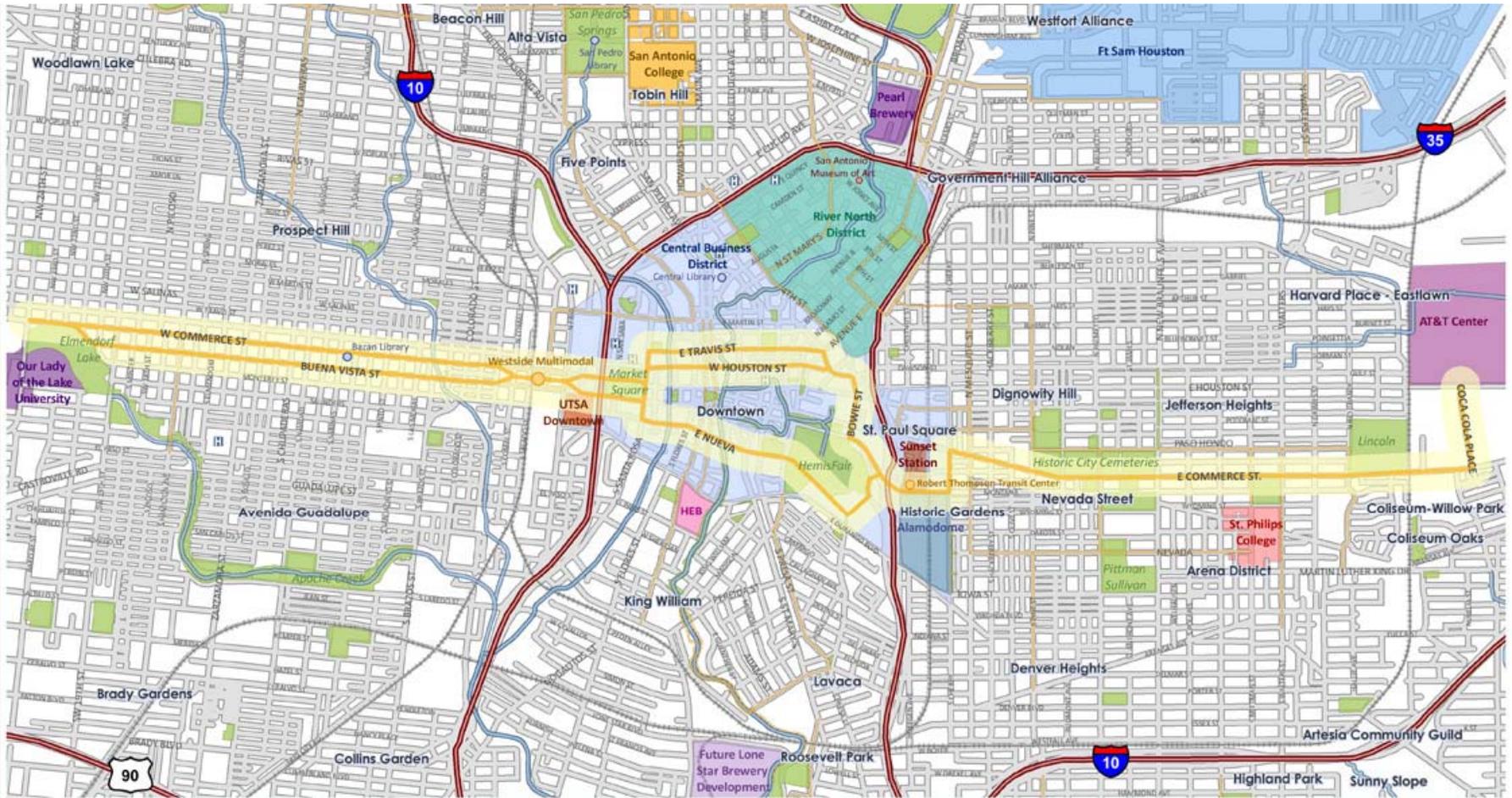


Staff Photographer
Willie Taylor mows his lawn on Merriman Avenue in Wilmore, a neighborhood near uptown where a city study shows an improvement in quality of life.





Inner-City Rail Streetcar Downtown Circulator Study



LEGEND

- East-West Alignment
- Alignment Buffer (450 ft)
- Libraries
- Hospitals
- Parks
- Completed Bike Facilities
- Future Bike Facilities

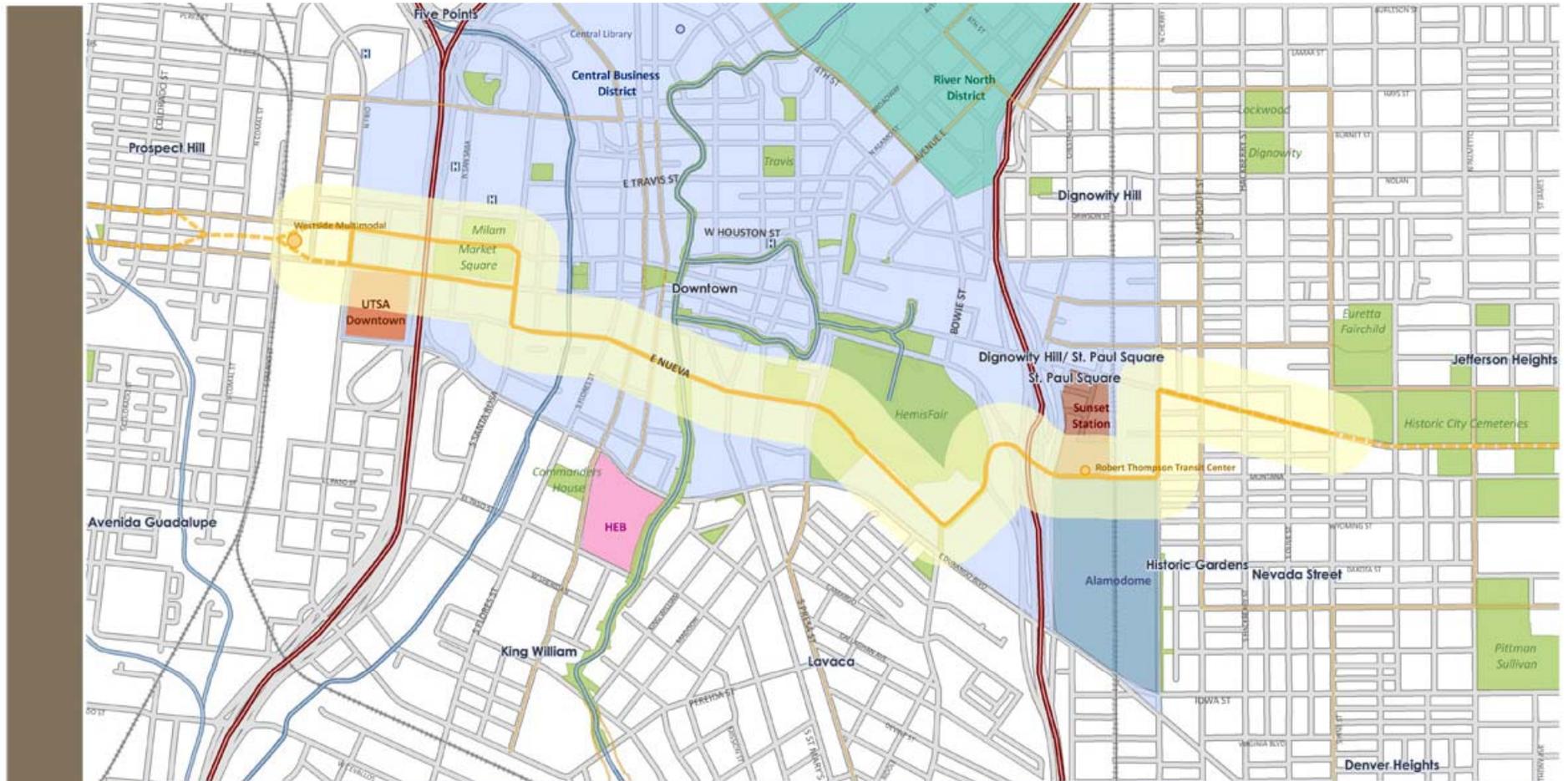
EAST-WEST STREETCAR ALIGNMENT

COMMUNITY ASSETS





Inner-City Rail Streetcar Downtown Circulator Study



LEGEND

- East-West 1a Option
- East-West Alignment
- Alignment Buffer (450 ft)
- Libraries
- Hospitals
- Parks
- Completed Bike Facilities
- Future Bike Facilities

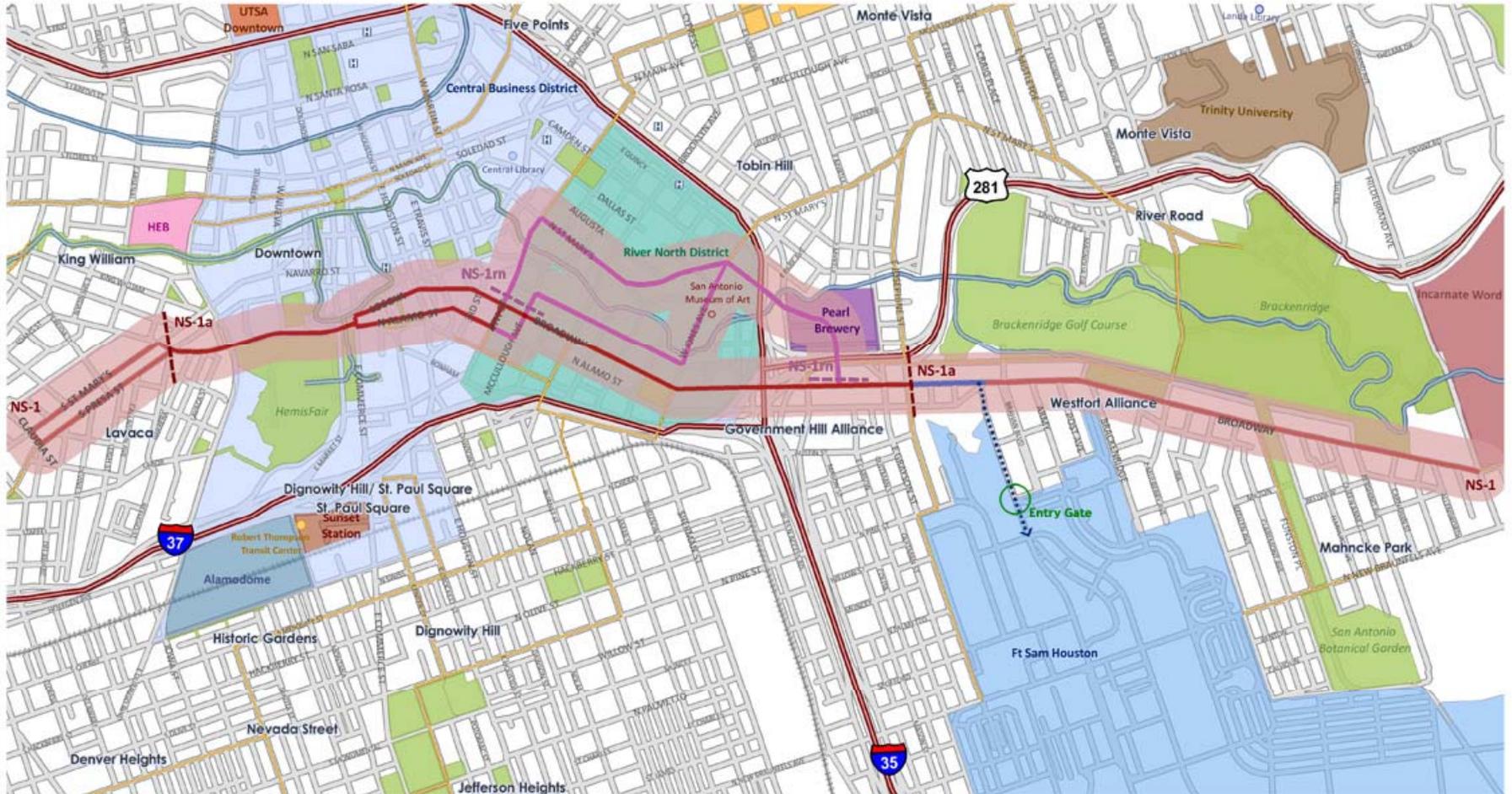
EAST-WEST STREETCAR ALIGNMENT - EW1a Option

COMMUNITY ASSETS





Inner-City Rail Streetcar Downtown Circulator Study



LEGEND

- North-South 1 Alignment
- Alignment Buffer (450 ft)
- Parks
- Hospitals
- Libraries
- Completed Bike Facilities
- Future Bike Facilities
- Possible Fort Sam Houston connection
- ⋯ Proposed Post Shuttle

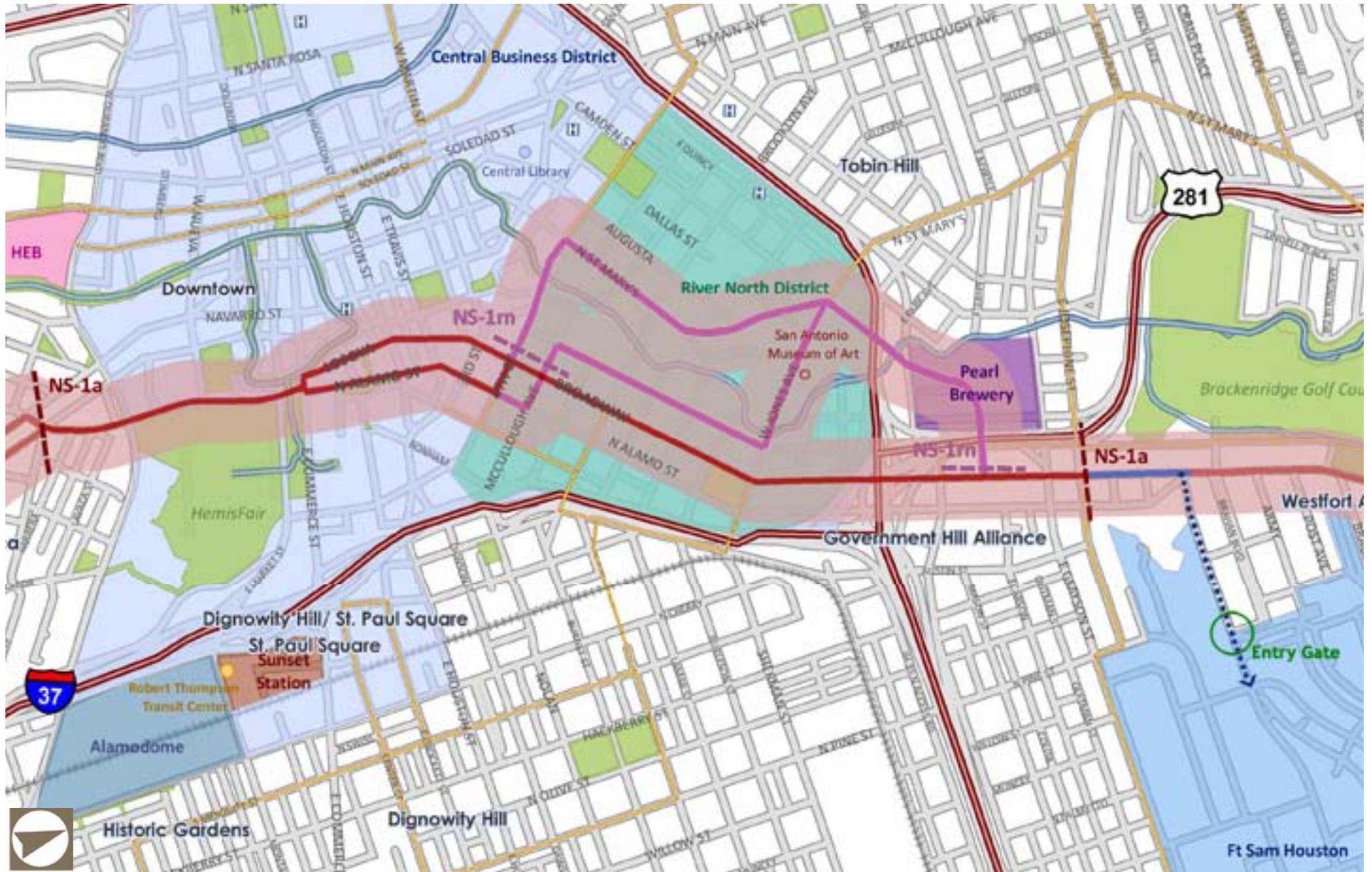
NORTH-SOUTH STREETCAR ALIGNMENT

COMMUNITY ASSETS





Inner-City Rail Streetcar Downtown Circulator Study





Inner-City Rail Streetcar Downtown Circulator Study





Project Investment North-South Starter Line

FTA Circulation Grant	\$25 mil
VIA	\$20 mil
Remaining Funding Requirement	\$37 mil
Estimated Total	\$82 mil
Contingency	\$ 8 mil
Estimated Total Including Contingency	\$90 mil





Next Steps

- Commission Endorsement to Apply – Jan. 19
- Executive Committee grant briefing – Jan. 19
- MPO Endorsement to Apply – Jan. 25
- Board approval for Grant Application – Jan. 26
- **Submit Grant Application – Feb. 10**
- **Complete Economic Impact Analysis**
- **Finalize Streetcar Commission Recommendation**
- **Present to Local Stakeholders**
- **Finalize precise starter alignment**
- **Federal Grant Award Announcements – June 30**
- **Complete Long Range Plan – Summer 2010**





Inner-City Rail Streetcar Downtown Circulator Study



Questions & Comments

EXHIBIT Y

REPORT BACK MEETING

IDENTIFICATION OF 3 MONTH ORGANIZATIONAL ACTIVITIES

Identification of 3 Month Organizational Activities
List underutilized warehouses
Publicize SAWS and CPS incentives
Increase NRC facelift funding
Announce commitment to EW Street Car
Promote medical charter school
Announce successes promptly
Highlight magnet school projects in SAISD
COSA list Eastside available properties (especially foreclosures) and utility incentives
COSA identify historic properties Eastside
Examine historical redevelopment requirements and waive unreasonable ones
Waive or apply variances to promote infill development
Publicize St. Phillips alternative energy program
Establish vehicle(s) for periodic updates
Develop organization to pursue opportunities for small investors/Eastside business owners
Run PSAs in local media
Publicize the Eastside's assets
Monthly meeting
Create media event featuring key stakeholders to build awareness, enhance image, publicize assets
As many neighborhood organizations as possible to be involved in redevelopment/organizational projects. CDCs and others can serve in advisory capacity (adopt a mentoring model by #1)
Active participation will ensure ownership by all stakeholders

Identification of 3 Month Organizational Activities
Organization structure to monitor/track and provide feedback on progress of projects
Communication Communicate the plans and victories of the Eastside Reinvestment Summit Possible mail out in utility bills to targeted neighborhoods
Survey community to obtain a list of services necessary for schools to succeed and create neighborhood identity/cohesion
Look at alternative use for vacant schools
Emphasis on job training as much as formal education
Accountability
Communication Information sharing Awareness – Community, business, schools Dedicated website Community papers – use these to share information TV commercials – targeted market segment
Prioritize by feasibility and impact
Organize community groups, education and business
Clean-up and focus on crime
Create an incubator
“Just Do It”
Develop media campaign for community
Engage schools
Stay consistent
Engage and get banks to commit
Develop a planning process/strategy for solving problems identified in this Summit
Identify timelines and deliverables

Identification of 3 Month Organizational Activities
Feedback, i.e. Community Town Hall Meetings; outline advantages/disadvantages
Consistent accountability
Continue to focus on consensus in community
Method to keep track of progress and results
Continued routine (monthly/quarterly) community/stakeholder meetings
Establish/identify community liaison to bridge city-business activity to neighborhoods
Progress- Selecting Mark Witherall was good
Next Steps- Have Q of L Mark Witherall present to neighborhood Associations to set priorities
Planning group to keep up momentum
How will we be kept informed?
Continued stakeholder (city, county, community, VIA, schools) commitment and accountability
Eastside One Stop for: <ul style="list-style-type: none"> Community dialogue Vetting development projects against community projects/goals Coordinate development procedures
Periodic, formal evaluation of indicators
Increase the quality of education
Improve quality of housing (HUP Zone)
Engage in business development and viable employment opportunities

Identification of 3 Month Organizational Activities
Develop policies with input from all interested parties City Residents (present) Developers BRAC / Fort Sam Houston Military Base Grants for current residents
Develop Walters Street Infrastructure Education Re-brand the area
Willow Springs Start the process Keep communication going
Friedrich Building
Force absentee owners to secure clean-up and use of property
More patrols (police, code, animal services)
Report all dumping to 311 daily until issue is resolved
Organize crime watch/citizens on patrol group(s) for the immediate area
Intense collaboration with public and community organizations and non profits (NPO) and community based (CBO) and neighborhood associations (NA)
Actual engagement with organizational and empowerment leaders
Authentic demand from communities and participatory action
Action Plan – 90 Days
Make Eastside Taskforce Responsible
Eastside Taskforce Website, TV status report every 30 days or 60 days Information dissemination
Meetings every 60 days

Identification of 3 Month Organizational Activities
Consistent timeframes for projects/timelines
Divide into subject matters Transportation Health care Education Economic development Teens/Youth Code compliance
Communication, accountability, sustainability, “grantsmanship “ (secure federal and state funding)
Announcements as goals are achieved
New industry – clean, green, training in new jobs – film district \$
Joint Commission for Eastside combined agreement for implementation
Central information clearinghouse – website/field office
Information and clarity and cohesion of what’s offered
Small business assistance and dedicated support
Organize the developers: minimize impact fees i.e. CPS
District 2 umbrella comprised of community organizations: Dignowity, Government Hills, West Fort, Mahnke Park, etc.
Reconnect South and North New Braunfels through a re-consideration of re-opening the Historic Gate/Entrance to Fort Sam Houston
Individual community organizations should organize their local efforts to re-brand their local areas
Animal care services: facilitate and simplify the process to spay/neuter/register. Stricter policies for pet ownership and accountability: fines
By ordinance, mandate a group similar to the Brooks City Base Group Initiative to manage the “Land Bank”: Identify parcels, design/develop/restore/rehab properties; market and sale/lease to appropriate parties. Led by an urban planner like Howard Peak
Develop /market Mega Warehouse as a site for BRAC-related or cyber-security related activities

Identification of 3 Month Organizational Activities
Community on the Eastside mentor 9 th grade students at Sam Houston High School starting in April and commit to mentor through 12 th grade year, and pay \$3,000 towards trade school, college, university, or military when student graduates
Community commitment to improve schools in SAISD
Residential development in targeted area
Utilize non-profit entities
Focus on youth programs/community job training
Reinvestment team partner with community constituents (profit and non-profit)
Circulate quarterly reports through: Ivy Taylor's office Churches Neighborhood associations
Community board formed to oversee the whole process
Celebrate each event
Appoint youth to community board
Stricter code enforcement
Youth Opportunities for employment Curfews(strict) More community centers
Community component is the "Task Force"
Economic and finance representative for the community
Set another meeting in 3-4 months
Report on progress "Report Card"

Identification of 3 Month Organizational Activities
Support “Centro Partnership”
Convene Eastside Neighborhood Associations to discuss common issues
Bring CPS Energy to “table” (involve in this process)