

NEAR WESTSIDE OPPORTUNITY ZONES INVESTMENT AND NEIGHBORHOOD PRESERVATION PLAN

Wendell Davis & Associates – Westside Development Corporation
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Preface

This report presents a Strategic Plan to assist the Westside Development Corporation (WDC) and the City's Economic Development Department in attracting new private investment into three census tracts – 1105, 1106 and 1701.2 – recently designated as Opportunity Zones on the Near Westside of San Antonio. Sponsored by District 5 Councilwoman Shirley Gonzalez and commissioned by the Economic Development Department, this Plan lays out a comprehensive strategy and plan of action to bring in new investment to enhance economic, business and housing development in the area.

The purpose of the Strategic Plan is to encourage and attract thoughtful investments to the Near Westside, while protecting residents and small businesses from displacement.

The primary goals of this effort include to:

1. Attract investors and economic development; and,
2. Protect the community and neighborhoods.

To achieve these two goals, Consultant sought to determine viable investment opportunities for real estate, economic and business development and meet with community stakeholders to determine what should be preserved, what is sensitive and what developers need to be aware of with regard to community interests, concerns and expectations related to growth and development. Community stakeholders included local leaders, area residents, as well as business and property owners.

The Plan identifies concerns and desires of stakeholders living and working in the Opportunity Zones. It also seeks to address needs of business owners and property owners on the Near Westside to enhance their quality of life and desire to preserve what is best in their community. In addition, the Plan includes implementation strategies to achieve community objectives and recommendations in the Opportunity Zones.

This Strategic Plan is also considered to be a pilot study to assist the City of San Antonio in preparing a city-wide Opportunity Zones

Plan. It will help the City's Economic Development Department, the Westside Development Corporation and other City departments and economic development entities to determine what it will take to initiate policies and strategies to facilitate a successful economic, business and real estate development strategy in all 24 Opportunity Zones in San Antonio.

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- City of San Antonio District 5 Councilwoman Shirley Gonzales
- City of San Antonio Economic Development Department
- Westside Development Corporation (WDC)
- City of San Antonio Neighborhood and Housing Services Department
- City of San Antonio Office of Historic Preservation
- City of San Antonio Department of Planning
- City of San Antonio Transportation and Capital Improvements Department
- Esperanza Peace and Justice Center
- West Commerce Business Alliance
- Mexican American Unity Council (MAUC)
- City of San Antonio Department of Arts and Culture
- City of San Antonio Development Services Department
- Historic Westside Residents' Association
- Prospect Hill Neighborhood Association
- WestEnd Hope in Action Neighborhood Association
- Westside Preservation Alliance

- VIA Metropolitan Transit
- San Antonio River Authority (SARA)
- San Antonio Housing Authority (SAHA)
- The Center for Health Care Services
- University of Texas at San Antonio (UTSA)
- Maestro Entrepreneurial Center
- Museo del Westside
- Bexar Appraisal District
- Weston Urban
- Westside Arts Coalition
- Hispanic Chamber of Commerce
- Guadalupe Cultural Arts Center
- Westside Education & Training Center
- Alazan-Apache Courts Residents Association
- Office of State Representative Diego Bernal

- Alamo Area Resource Center (AARC)
- Your Legacy Corridors Initiative
- Alamo Community Housing Group
- Area Real Estate
- Cano & Company Commercial Real Estate
- Debra Esparza Realty
- Premier Realty Group
- La Familia Cortez
- Luna Enterprises
- Emerging Projects

- Alida Café
- Allen & Allen Company
- Eagle Bail Bonds
- Kitty's Mini Mart
- Lily's Catering
- M&M Weatherization
- McDonald's
- Studio VYH (Architect)

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EXECUTIVE SUMMARY

Overall Goal of the Strategic Plan

To attract Opportunity Zones Investment in the Near Westside of San Antonio that is aligned with community priorities and is sensitive to the existing community's needs to facilitate real estate, business and economic development.

Strategic Plan Goals

- **Economic Development and Revitalization** – Attract investment and stimulate positive community, business and economic growth in the area.
- **Preservation of Neighborhoods** – Preserve the neighborhoods on the Near Westside and reflect a vision that respects cultural and historic relevancy, preserves the area's cultural traditions and reflects other intangibles that allow citizens, young and old, to experience their neighborhood as one that is well regarded and will continue to be recognized for the foreseeable future.

Following is a summary of findings and recommendations for the Opportunity Zones:

Near Westside Opportunity Zones Demographic Profile

- Population – 13,587 in 2010; 14,267 in 2019.
- Projected Population – 14,656 in 2024 – based on historical growth trends.
- Projected Population – 18,128 in 2024 – based on known proposed development projects.
- Households – 60% of the households in the Opportunity Zones have incomes of less than \$25,000 a year. The median household income in 2019 was \$17,785.
- Appraisal District – 44.8% of housing units in the Opportunity Zones have Homestead Exemptions.
- Of the 1805 houses/lots in the Opportunity Zones, 50% are appraised at \$50,000 or less.
- Nearly 79% of lots are appraised at less than \$15,000. Median lot value is \$12,215.
- The average size of a housing unit is 1,049 square feet. Slightly over 20% of single family housing in the area is less

than 700 square feet.

- The median year single-family housing units were built in the Near Westside Opportunity Zones in 1935. For Census Tract 1105, the median year built is 1989.

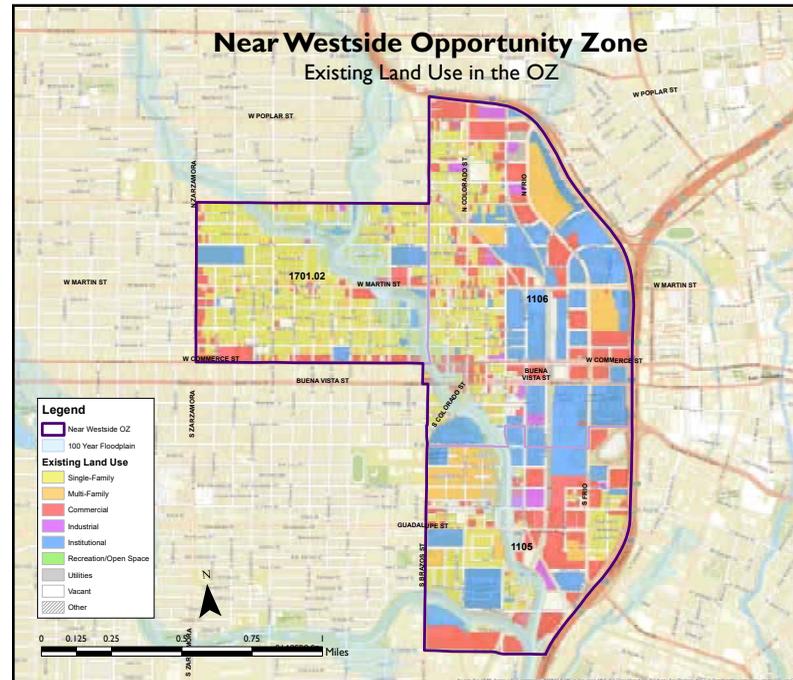


Figure 1: Existing Land Use in the Near Westside Opportunity Zones

Source: ESRI, WDA

Inventory of Parcels

Below is a summary of Land Uses from the Bexar Appraisal District for 2018.

- Of the 2,767 parcels in the Near Westside Opportunity Zones, 1,805 are single family use.
- Total parcel area (excludes ROW) is 712.36 acres. Of this, 39% are classified as Commercial and 31% are single-family.
- Of the \$384 million total appraised value, 55% is Commercial, 26% Single-Family and 14% Multi-Family. The Commercial value totals \$212,432,921.
- There are 459 vacant parcels of which 94 are in the floodplain. The value of these parcels is \$13,990,720.
- There are 4,119,419 square feet of Gross Building Area in the Opportunity Zone's commercial buildings.

Public Participation

The purpose of public participation was to reach a consensus on important issues, problems and challenges facing residents and businesses. Consultant identified and recruited stakeholders for several focus-group sessions. In addition, the Consultant:

- Conducted outreach to community leaders, residents, businesses, employers and property owners. Altogether, First-Class letters were sent to 390 property owners; 259 postcards were sent to homeowners; 35 postcards were sent to selected commercial property owners; and, hundreds of emails were sent to community leaders, residents and businesses in the Opportunity Zones.
- Representatives from 11 non-profit organizations and 20 one-on-one meetings were conducted, almost 1,000 contacts were attempted.
- Six focus group meetings were conducted with 60 total stakeholder attendees in attendance.
- During focus group meetings, a Community Assessment was administered, seeking the opinions of stakeholders in 11 key factors. In addition, an analysis was conducted to list the Strengths, Weaknesses, Opportunities and Threats confronting the Opportunity Zones.
- Questionnaires (in English and Spanish) were prepared and distributed to gain information, concerns and suggestions from employers, real estate professionals, community leaders and residents.

Guiding Principles for Investors

During the public participation process, community concerns and expectations were raised by stakeholders. These included the following:

Stakeholder Input

Community's Concerns for Investors and Developers:

- Do not encourage gentrification and displacement of families and small businesses.
- Provide affordable housing; do not convert existing housing to higher rent.

- Consider the needs and interests of neighborhood property owners.

Community Defined Assets Investors and Developers Should be Aware of:

- Do not take advantage of local property owners.
- Construction should “fit” the neighborhood.
- Current residents want to stay.

Community Assets Investors Must be Sensitive to:

- Vacant Treasures.
- Tienditas.
- Mom-and-pop and other small businesses.
- Cultural icons.
- Intangible community assets.

Community Expectations for Future Growth and Development

- Investors and developers need to be cognizant of their social impact.
- Emphasis should be placed on building affordable housing and rehabilitating existing housing.
- There should be no accommodation of gentrification or displacement

Strengths and Opportunities

- There is a strong sense of cultural solidarity.
- There are a large number of inter-generational families residing in the area.
- Proximity of the University of Texas at San Antonio (UTSA) Downtown Campus.
- Vacant lots for new housing and businesses are available for development.
- There are a number of vacant warehouses and other buildings for adaptive re-use.
- Accessibility to downtown and the rest of the city is excellent.
- There is a diverse workforce in the area.
- Local officials have a positive attitude toward business and economic development.

- Training opportunities for workers in the area are available.
- Incentives and programs are available to expand existing businesses and attract new businesses.

Weaknesses and Threats

- There is limited accessibility for pedestrians due to poor sidewalks, signage and lighting.
- The area has suffered from decades of disinvestment.
- Old housing and commercial buildings dominate.
- Potential displacement of households and small businesses is an ongoing fear.
- Predatory buying practices is a concern.
- Low voter turnout is a major concern.
- There has been little growth in student enrollment in area public schools.
- There is a lack of growing businesses providing good jobs and wages in the area.
- The number of housing choices has declined over the years.
- The tax base is insufficient for local needs.
- The area lacks leadership training programs.
- Rents in the area are not high enough to meet construction costs.
- The homeless population and drug trafficking are major concerns.

Neighborhood Preservation Objectives

- Preserve the livability and walkability of the Near Westside community.
- Protect the equity and wealth of homeowners and small business owners.
- Facilitate the rehabilitation and improvement of owner-occupied housing.
- Facilitate the addition of mixed-use housing and housing choices to achieve desired growth.

Affordable Housing Objectives

- Provide an adequate supply of affordable housing units to achieve desired growth.
- Encourage smaller size affordable houses on smaller buildable lots within single-family neighborhoods.

- Provide incentives for including affordable housing.
- Make the process of construction and rehabilitation simple and affordable.

Economic and Business Development Objectives

- Connect investors and development projects with property owners seeking investment.
- Connect investors and developers with business owners seeking investment.
- Convey to investors a list of viable opportunities for real estate investment.
- Link investors with property owners and business opportunities for partnerships.
- Mitigate commercial and small local business displacement.
- Facilitate vocational and trades programs and apprenticeships for local jobs.
- Facilitate and promote the adaptive reuse of vacant buildings.
- Encourage investors/developers to be cognizant of the social impact of their projects on the neighborhood.
- Facilitate simplification of the project review and approval process.
- Promote and retain uniqueness of local businesses.

Assets and Infrastructure

Initiate the development of several infrastructure projects in the Opportunity Zones listed below:

Proposed Infrastructure Projects

- Refurbish bridges with bike lanes, sidewalks and lighting on Buena Vista and Guadalupe Streets similar to Commerce Street.
- Rebuild the pedestrian bridge for El Paso Street across Alazan Creek.
- Construct new pedestrian bridge for Cesar Chavez Street across Alazan Creek.

Complete Streets

Commercial Corridors prioritized below:

- Commerce and Buena Vista west of bridge.

- Zarzamora – Laredo to Culebra Avenue.
- Colorado/Brazos to Laredo/I-10.
- Martin Street – I-35 to Zarzamora.
- Guadalupe Street – I-35 to Zarzamora.
- Poplar Street – I-35 to Zarzamora.

- Commerce Street – has 14,500 vehicles daily east of the bridge.
- North Colorado Street – has 12,000 vehicles daily at I-10.
- Buena Vista Street – has 11,708 vehicles daily east of the bridge.
- Poplar Street – has 6,000 vehicles daily at Colorado.
- Guadalupe Street – has 5,917 vehicles daily at Frio.
- Martin Street – has fewer than 3,000 vehicles daily.
- Laredo Street – has 9,500 vehicles daily east of Zarzamora Street.

Most of these corridors are proposed to become Complete Streets

Neighborhood Preservation

- Creation of a Neighborhood Empowerment Zones.
- Creation of a Cultural Historic District.
- Affordable housing programs are developed to provide new and rehabilitated housing.
- Administrative programs are provided to protect equity of homeowners and small businesses.
- Accessory dwellings are encouraged along with other small affordable houses on small lots.
- Displacement of local families is mitigated.
- Rehabilitation of owner-occupied homes is facilitated.



Figure 2: VIA Routes, VIA Bus Stops, Sidewalks and Proposed Improved Sidewalk Network Source: ESRI, WDA

Pedestrian/Bike Network

- Develop a pedestrian/bike network with wide sidewalks, lighting and connectivity through neighborhood alleyways.
- Creek bank landscaping and benches on Alazan, Apache and Martinez Creeks.

Commercial Corridors

There are nine commercial corridors in the Opportunity Zones. All are in need of investment. They include:

- Frio Street – This is the busiest corridor with 16,500 vehicles daily.
- Zarzamora Street – has 18,500 vehicles daily but only half the street is in the Opportunity Zones.



Figure 3: Commercial Corridors and Traffic Counts Within the Opportunity Zones Source: ESRI, WDA

in future bond programs.

Implementation Strategies

Two basic strategies are recommended. One deals with neighborhood preservation. The other focuses on economic and business development.

Economic/Business Development

- Public and private projects are connected with property owners.
- Business owners seeking funding are connected with investors.
- A list of opportunities for real estate development is conveyed to investors.
- Investors are linked with property owners and businesses for partnerships.
- Training programs and apprenticeships for local jobs are facilitated.
- Adaptive re-use of vacant buildings is facilitated and promoted.
- Commercial and small business displacement is mitigated.

Investment Opportunities –Viable Properties

Investment opportunities in the Near Westside Opportunity Zones are centered on vacant buildings and vacant lots and land in the Opportunity Zones.

Vacant Buildings

- There are a total of 56 vacant buildings on 36.33 acres of land in the Opportunity Zones.
- Gross Building Area totals 863,516 square feet.
- Buildings range from 600 to 251,421 square feet.
- Total Appraisal Value: \$19,673,038.
- Total Appraised Land Value: \$5,820,240.

Vacant Lots and Land

- There are a total of 36 “viable” vacant lots in the Opportunity Zones encompassing 11.99 acres.
- Lot sizes range from 1,742 square feet to 2.07 acres.
- Total appraisal value of these lots and land is \$4,066,840.
- Most vacant buildings (64%) and vacant lots (56%) are located in Census Tract 1106.

Investment Opportunities –Vacant Buildings



Figure 4: Vacant Buildings and Land Viable for Investment in the Opportunity Zones Source: ESRI, WDA

Vacant buildings in the Opportunity Zones provide excellent opportunities for investment.

Possible Uses for Vacant Buildings

- Multifamily use is suggested for 45% of total Gross Building Area (GBA). This encompasses 15% of the properties in the Opportunity Zones.
- Mixed-use is suggested for 29% of the vacant buildings. This represents about 24% of total GBA.
- Retail use is suggested for 6% of total GBA. This use takes in 27% of all vacant buildings.
- Vocational school is suggested for the Opportunity Zones. This facility will have 51,200 square feet, taking in 6% of GBA and 7% of all available vacant buildings.

Recommended Retail

Based on a Retail Gap Analysis, retail sales Leakage for five industry groups in the Opportunity Zones was approximately

\$29.3 million.

- Industry groups with significant leakage include department/discount stores; clothing accessory stores; shoes and accessories stores; and, books, periodicals and music stores.

Possible uses are based on recommended retail, housing needs, location and other factors.

Investment Opportunities –Vacant Lots

Vacant lots in the Opportunity Zones offer multiple possibilities.

Possible Uses for Vacant Lots

- Multi-family use is suggested for 58.2% of total vacant land in the Opportunity Zones. This encompasses 8.5 acres.
- Mixed-use is suggested for 12.7% of the land in the Zones. This takes in 1.61 acres.
- A parking garage is suggested for the Zones. This facility will take in 12.6% of land area or 1.52 acres.
- Retail is suggested for 10.5% of the Zones’ land area. This encompasses 1.26 acres.
- Office use is proposed for 6.1% of vacant land or 0.73 acres.
- Office/warehouse is suggested for 4.9% of vacant land or 0.59 acres.

Potential Investment Linkages

Potential investment linkages could be developed with key players in the area. These key players include:

- Alamo Colleges.
- Downtown Campus of UTSA. The development of this campus will provide additional opportunities for campus retail, personal and professional services and student housing partnerships.
- The UTSA Downtown Campus Master Plan calls for the potential transfer of land from the City of San Antonio for the development and expansion of the campus.
- CPS Energy’s properties on the Near Westside provide possible linkages with non-profits and private-sector developers.
- VIA Metropolitan Transit’s two buildings in the Opportunity

Zones could be subject to adaptive reuses in North Medina Street.

Funding Opportunities

There are several funding sources the City of San Antonio and the Westside Development Corporation could tap into. These include:

- Qualified Opportunity Zone Funds.
- Tax Abatement and other City incentives.
- Tax Increment Financing (proposed Zones below in lighter pink).

In addition, possible funding could be available from:



Figure 5: Existing Westside Zones and Proposed Westside Zones
Source: ESRI, WDA

University

- The UTSA Institute for Economic Development and the Small Business Development Center at the Downtown Campus is a gateway to federal and state grants and programs. It can also provide access to possible funding sources and technical support.

Challenges

Both the City of San Antonio and the Westside Development Corporation will have to deal with several challenges. These include:

- Attracting investment despite issues dealing with a large homeless population, drug issues, day laborers and other street people in the area.
- The need to mitigate the displacement of households and businesses in the Opportunity Zones.
- Taking advantage of the proposed expansion of the UTSA Downtown Campus.
- The need to accommodate affordable housing in the Opportunity Zones.
- Marketing available properties to investors and maximizing the value of these properties.
- Providing infrastructure improvements to make the Opportunity Zones more attractive for investment.
- The need to balance neighborhood preservation with economic and business development requirements.

Conclusion

This Executive Summary provides an overview of the contents of the Strategic Plan. Subsequent sections provide additional content and details on each of the key points discussed here. The purpose of the Plan is to provide a strategy to enhance the Near Westside Opportunity Zones; to attract private investment to build new affordable housing; and, to expand the Opportunity Zones economic and business development opportunities while protecting the neighborhood and mitigating the effects of displacement. This Plan is also a possible roadmap to accomplish these ends in the Near Westside Opportunity Zones.

**NEAR WESTSIDE OPPORTUNITY ZONES INVESTMENT AND
NEIGHBORHOOD PRESERVATION PLAN**

A. Introduction to the Assignment

In response to 2017 Federal legislation creating Opportunity Zones, District 5 Councilwoman Shirley Gonzales requested City funding for the preparation of a Strategic Plan for the three census tracts that make up the Opportunity Zones in District 5. The City of San Antonio Economic Development Department and the Westside Development Corporation (WDC) issued a request for proposals (RFP) for a consultant to prepare this strategic plan to provide information and guidelines for economic development and neighborhood preservation that would be attractive to investors but not to the detriment of the near Westside community.

In April, the City of San Antonio and WDC engaged the planning firm of Wendell Davis & Associates, with a long-time presence in the City, to work with local leaders, residents, businesses, community organizations and property owners to prepare a strategic plan for the Opportunity Zones consisting of three census tracts in District 5 as shown in Figure 7 on page 17.

With this report, the planning consultant has completed preparation of the Strategic Plan for investment and real estate development in the Near Westside Opportunity Zones. This Federal designation provides investors with tax incentives if the investment is made in a designated Opportunity Zones through a qualified Opportunity Fund.

The goal is to work with leaders and residents, as well as business and property owners, to encourage and attract thoughtful investment in the Westside while protecting residents and small businesses from displacement. Investments can include housing and real estate development as well as partnerships with local businesses.

District 5, the Economic Development Department and the Westside Development Corporation included a detailed scope of work with two important goals for the Opportunity Zones:

1. Attract investors and economic development; and
2. Protect the community and neighborhoods.

To achieve these goals, the Consultant determined viable

opportunities for real estate development by compiling an inventory of vacant land, unoccupied structures and businesses for collaborative project investments and new residential units.

The Consultant also met with with community stakeholders in the Near Westside Opportunity Zones (Opportunity Zones) to determine:

1. What community and culturally relevant infrastructure and spaces should be preserved.
2. What community assets require sensitivity from prospective developers.
3. What must developers be made aware of with regards to community interests, community concerns and community expectations related to growth and development.

The strategic plan will assist the City Economic Development Department, the Westside Development Corporation and economic development entities in determining what it might take to initiate policies and strategies for successful economic development for the Near Westside.

B. Opportunity Zones

The Opportunity Zones Program was created in the 2017 federal tax overhaul by the Trump Administration and Congress as a way to get companies and investors to invest idle unrealized capital gains in low-income underdeveloped areas in urban and rural environments. Under this program, an investor can reduce the capital gains taxes owed by placing those capital gains in a qualified Opportunity Fund. The tax benefit would occur if new investments are made in low-income areas that have been designated as Opportunity Zones.

Under the terms of this tax incentive program, investors benefit by being able to “invest capital in areas of most need, gain a stake in the future of communities and neighborhoods, and align their payoffs by having to paying less in taxes when they cash in their investment/ capital gains.”

The list of eligible activities and projects that investors can invest in are relatively broad and include commercial and industrial real

estate, housing, infrastructure and existing or start-up businesses.

According to Opportunity Zones guidelines, investments can qualify for business designation when:

- A business within the Zones is acquired by purchase;
- Most of the business property is located in the designated Zones;
- At least 50 percent of the business' gross income is derived from its management;
- A substantial portion of the business' intangible property is used in the active conduct of its trade or businesses;
- Less than 5 percent of the aggregate unadjusted basis of their property is attributable to non-qualified financial property; and,
- The business is not listed as an unqualified business.

Tax incentives under the Opportunity Zones program are to attract investors by allowing them to defer taxes on prior capital gains until which time an investment is sold or exchanged, so long as the gain is reinvested in an Opportunity Fund. Also, an investor that holds an investment in the Opportunity Fund will be eligible for an increase in basis equal to the fair market value of the investment on the date that investment is sold or exchanged.

Capital gains on any investment are the profits earned by the investor from the appreciation in value by the investment. This investment can be stocks, bonds or real estate assets. Any of these types of earnings can be directed into a Qualified Opportunity Fund for particular Opportunity Zones. If the investor keeps that investment in a fund for at least 10 years, the amount of taxes on his/her capital gains will be reduced significantly. There are also other exit points with respect to the amount of time an investment is held in an Opportunity Fund.

Currently, investors can invest into the Opportunity Fund/ Opportunity Program until it expires on December 31, 2028. As noted, Opportunity Zones incentives are tied to the length of time the investors keep their investment in an Opportunity Fund,

providing the most benefits to those that hold an investment for at least ten years. Any individual or organization with access to capital gains or equity partners who hold them can establish and invest in an Opportunity Fund. This includes real estate development and investment companies, banks, corporations, community development financial institutions, foundations, non-profit entities and private individuals.

C. Strategic Plan

CI. Introduction to the Report

While this plan is prepared as a guide for the City of San Antonio Economic Development Department to facilitate the investment in and development of the Near Westside Opportunity Zones, it also can be used to accomplish the same goals within the entire Westside Development Corporation boundary. The Near Westside Opportunity Zones is comprised of three Census Tracts covering the area just west of San Antonio's Downtown.

Options examined and discussed in this process include policies to improve facilities and livability of the neighborhoods in order to enhance its attractiveness for new business opportunities, housing, economic revitalization, infrastructure development and quality-of-life assets for local residents. The Plan also examines the Near Westside's trade area, demographics, commercial corridors, housing needs, residential areas and land uses to improve prospects for growth and economic development.

The Plan has identified concerns and desires of stakeholders – those living and working in the Opportunity Zones, as owners of businesses and other property in the Near Westside – to enhance their quality of life and preserve the community. It also includes an Implementation Strategy to achieve community objectives and recommendations. The Plan seeks to attract investment and economic development to the Near Westside (Goal 1) and attract the type of investors that considers the needs, wishes and concerns of the community i.e., Social Impact Investors (Goal 2). Underscoring this is an effort to produce an outcome that prevents displacement, detrimental development and gentrification, while encouraging the growth and development needed. These objectives can obviously be in conflict.

Stakeholder's Input

Consultant worked with WDC staff to identify stakeholders that include community leaders, neighborhood leaders, businesses, employers, investors and other property owners within the Opportunity Zones. Focus groups were formed from stakeholders as they were identified. Six focus group sessions were held to address Goal 2. In addition, questionnaires for different types of stakeholders were placed on the WDC website to be completed by any person or stakeholder with an interest in the Opportunity Zones.

At focus group meetings, a Community Assessment was administered to determine local opinions in the Opportunity Zones covering 11 areas of interest: local economy, education assets, environmental status, local government capacity/outreach, successful community assessment, local housing assets, community assets in talent and resources, leadership assets, business environment, quality of life assets and investment potential. Also, a Strengths, Weaknesses, Opportunities, Threats analysis was conducted in three of the sessions. In each meeting, all participants were encouraged to express their concerns and desires for the future of the neighborhoods. Each of these tools has been analyzed and included in the requirements.

Consultant's Assessment of the Opportunity Zones

Consultant began the inventory of properties by acquiring the 2018 Bexar Appraisal District parcel records. This database was sorted by land use code and used to identify and select the commercial, industrial, multi-family, single-family, vacant lots, public/non-profit owned and other uses for contact. This list also included investor-owners of multiple single-family residential properties and owners of multiple vacant lots. These owners were combined with a list from InfoUSA of businesses located within the Opportunity Zones to create a mailing list of almost 400 contacts.

Consultant's next step in the analysis was to create different lists of properties for a look at identifying viable properties for investment. This step was primarily to eliminate those that were active, long-term occupants – including public and non-profit occupants of the properties. Each member of the consulting team reviewed and edited one or more land-use lists to make an initial judgment of viability. When these lists were reduced to potentially viable investments,

Consultant attempted to contact owners, with modest results. The purpose was to learn if a property was available for investment or purchase.

This very limited information along with windshield surveys was used to determine the viability of a property for investment. The attempts to contact owners required follow-up to provide more information and to gain a better idea of the status of these properties. Most follow-ups yielded dead ends.

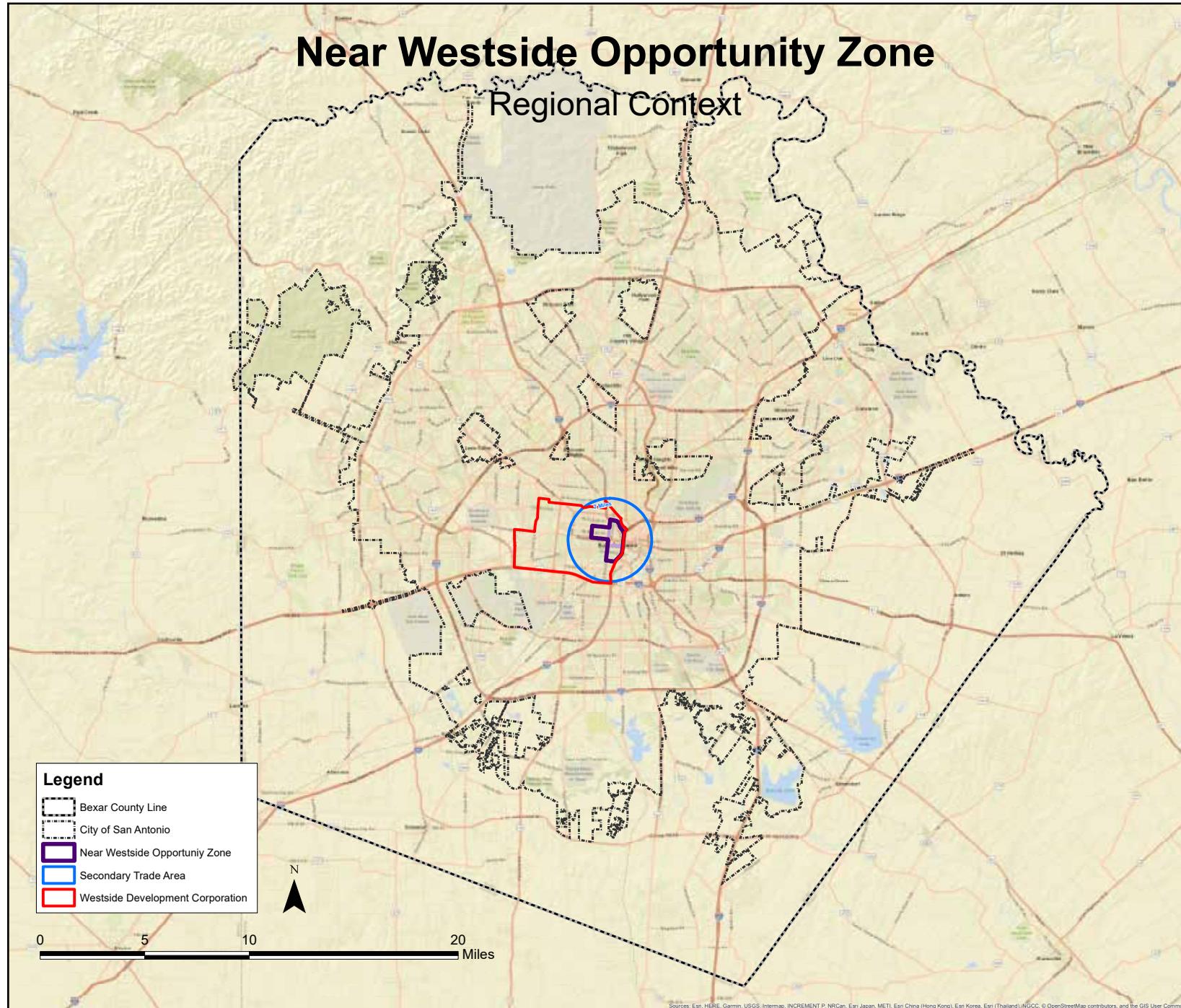
In addition, this report includes policies and recommendations stated by stakeholders (some of which may be in conflict and therefore unable to be implemented) within the Opportunity Zones and summaries of the research conducted to meet requirements of the scope of services, along with observations, analysis and recommendations of the Consultant.

The Appendix to this plan includes additional material and reports that describe and support the WDC's community-identified action steps and recommendations. Also included in the Appendix are several project summaries that are keyed into the plan and provide additional documentation designed to support its policies, recommendations and action steps.

C2. Opportunity Zones Trade Area

Most market studies are conducted around an existing or potential site and the trade area is often defined as a 3-5 mile radius. For this analysis, the Near Westside (Opportunity Zones) is the Primary Trade Area. Since the Near Westside has a limited retail market, the Secondary Trade Area is a 2-mile radius from the approximate center of the Opportunity Zones. Both the Primary and the Secondary Trade Areas are analyzed in demographics and the Opportunity Zones in the retail gap analysis. The retail gap analysis provides detailed data on shopping by area households, but also the retail sales data of local businesses. Figure 7 shows both Primary and Secondary Trade Areas within the regional context of San Antonio and Bexar County.

The Primary Trade Area (PTA) for the Near West San Antonio Opportunity Zones consist of three census tracts in the Near Westside of downtown: Census Tracts 1105, 1106 and 1701.02.



The Secondary Trade Area (STA) for the Opportunity Zones is a 2-mile radius with the center located on West Commerce Street at the intersection of Colorado Street.

Demographic tables found on the following pages are excerpted for both the Near Westside Opportunity Zones PTA and the 2-mile STA to help describe their characteristics.

- **Population:** From 2010 to 2019, the Opportunity Zone's PTA experienced a population increase of 680, or 5% over a 9-year period. An increase of more than 8,000 persons is projected for the STA between 2019 and 2024, which is an optimistic projection of almost 4,000 persons added within the Near Westside Opportunity Zone's PTA.
- **Education:** Approximately one-fourth of the population 25+ in the Near Westside Opportunity Zone's Primary Trade Area have only a high school diploma; one-fourth have some college with no degree; and, 42% have some high school with no diploma.
- **Employment by Industry:** Five major industries employ more than 82% of the employed in the Opportunity Zones. They are predictable because of the dominant occupations.
- **Employment by Occupation:** The top nine occupations in the Opportunity Zones represent almost 87% of the 3,640 employed population over age 16. The same nine occupations in the STA represent 75.4% of those employed, with the most prevalent occupation also in Construction.
- **Income:** Almost 60% of households in the Opportunity Zones have incomes less than \$25,000.
- **Households by Tenure:** There are an estimated 3,687 total housing units in the Opportunity Zones and 22,429 in the STA. In the Opportunity Zones, only 27.7% are owner-occupied with 65.8% renter-occupied, leaving a vacancy rate of 6.5%.
- **Building Permits:** Of the total 216 building permits

issued to locations within the Near Westside Opportunity Zones in the five years from 2014-2018, 29 were for single-family new construction and 40 for existing single-family construction (remodeling).

C3. Demographic Summary

Population

Following a decline between 2000 and 2010, very little population change has occurred in the STA since 2010. There were 63,799 persons in 2019, an increase of 4,438, or 14.2%. During that period, the Opportunity Zone's PTA experienced a population increase of 680, or 5% over a nine-year period. (Table 1)

However, with projected Opportunity Zone's growth in both households and economic development, more optimistic numbers are projected for the Trade Areas. An increase of more than 8,000 persons is projected for the STA between 2019 and 2024, an increase of 12.5% (2.5% annually). This includes an optimistic projection of almost 4,000 persons added within the Near Westside Opportunity Zones PTA. These numbers will make a difference in market activity and jobs. This represents an overall growth of 27.1%, or 5.4% annually.

The STA, which includes the Opportunity Zones, experienced a decline in population from 62,220 in 2000 to 59,361 in 2010. It increased to 63,399 in 2019, a minor reversal in growth. By 2024, it is projected that the STA population will reach 67,114, an increase of 3,315, which would represent more than 1,200 dwelling units. This also reflects an expected increase in population for the City of San Antonio over the next five years. By 2024, the population in the City of San Antonio is expected to increase to 1.6 million. (Table 1)

Being familiar with the methodology used by Environmental Systems Research Institute (ESRI) in "forecasting" demographics, Consultant recognized that low population projections based on recent history would not reflect the known additions proposed for the Near Westside housing market. Thus, collecting a list of proposed minor single-family and more significant multi-family projects, Consultant made projections for the next five and 10 years based on additional households and population moving in to occupy the new apartments to be built. Projections proposed for the Opportunity Zones include

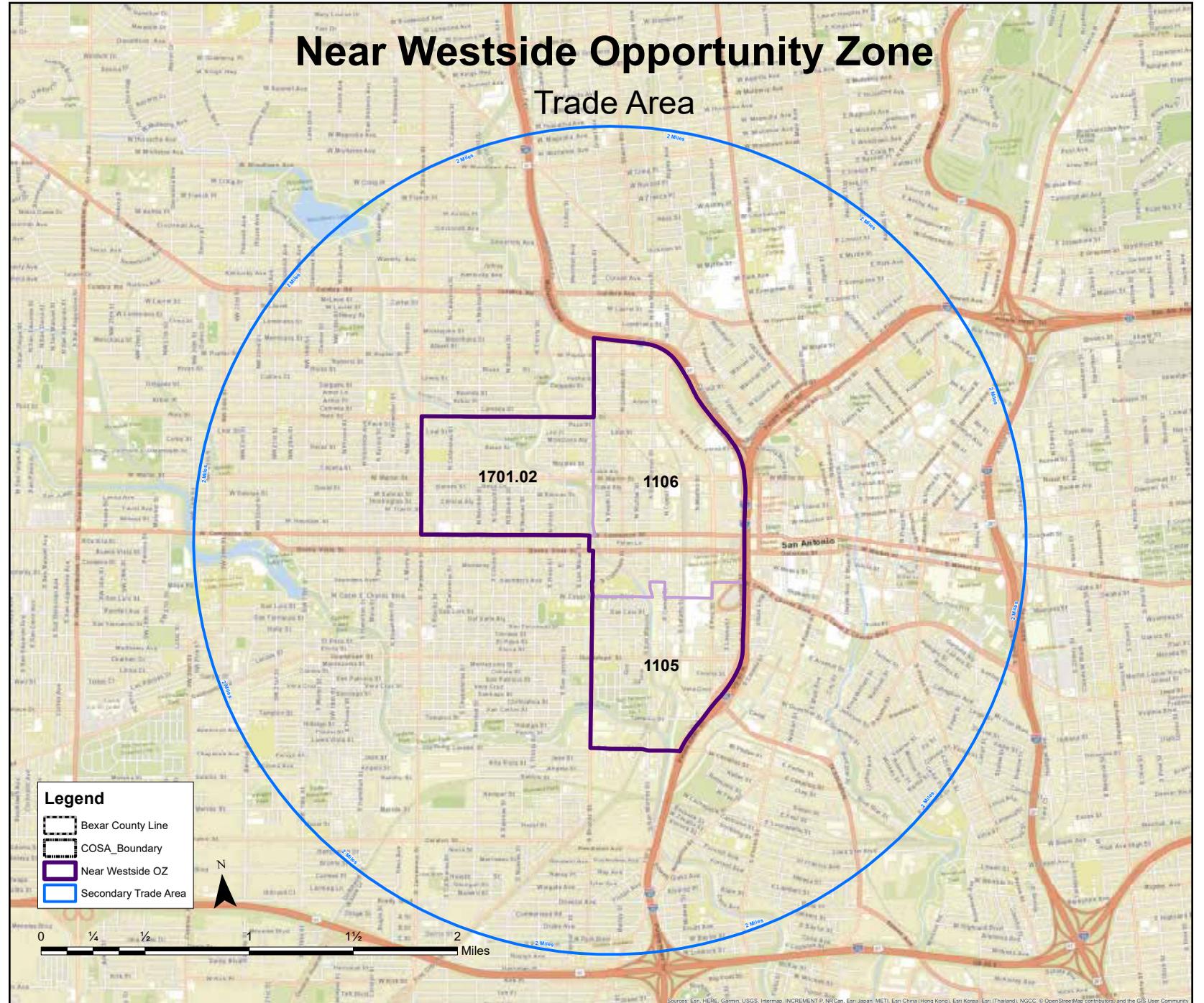


Figure 7: Primary and Secondary Trade Areas

Source: ESRI, WDA

San Antonio Housing Authority (SAHA) projects and two projects to be built by Alamo Housing Corporation. No additional units are included for the Alazan Apache Courts replacement. These projects were estimated to add several hundred new units over the next 5 years; new affordable single-family units by SAAHC and through Neighborhoods and Housing Services Department were estimated to be 25-50 new single family over the next five years. The total number of units was multiplied by the average household size and resulted in additional population to be added over that period. Years five to 10 were mostly based on speculation and optimism that the expansion of the UTSA Downtown Campus would result in additional single- and multi-family housing units within the Near Westside Opportunity Zones. Consultant believes this will be more accurate in terms of growth than the ESRI forecasts.

With a 2019 population of 14,267, the Near Westside Opportunity Zones have experienced a very small increase of 0.6% since 2010 (average of 76 persons annually). The PTA population increased at a lower rate than the City (1.2%). (Table 1)

While Environmental Systems Research Institute (ESRI) projections have always appeared to be trend-line conservative, the revised Opportunity Zone’s projection for 2024 by WDA to 18,129 is a significant increase following the status quo growth pattern of the last 19 years. The increase will be more striking in the Secondary Trade Area where an average of 772 persons will be added compared to 493 annually from 2010 to 2019. The table shows slower growth also in the STA, reflecting the status quo growth in the Opportunity Zone’s Primary Trade Area.

The Primary Trade Area population grew very modestly from 2010

Table 1: Total Population and Projections - 2000, 2010, 2019, 2024

Site	2000	2010	2019 (ESRI Projections)	2024 (ESRI Projections)	2024 (WDA Projections)	2029 (WDA Projections)	Avg Annl Pct Chng 2010-19 (WDA Projections)	Avg Annl Pct Chng 2019-24 (WDA Projections)
Near Westside OZ (ESRI Projections)	13,684	13,587	14,267	14,656	18,128	21,324	0.50%	4.5%
Secondary Trade Area	62,220	59,361	63,799	67,114			0.7%	0.9%
City of San Antonio	1,150,947	1,327,407	1,465,079	1,546,517			1.7%	1.3%

Source: U.S. Census Bureau, Environmental Systems Research Institute (ESRI) forecasts for 2019 and 2024, Alternative Projections for 2024 and 2029 by WDA

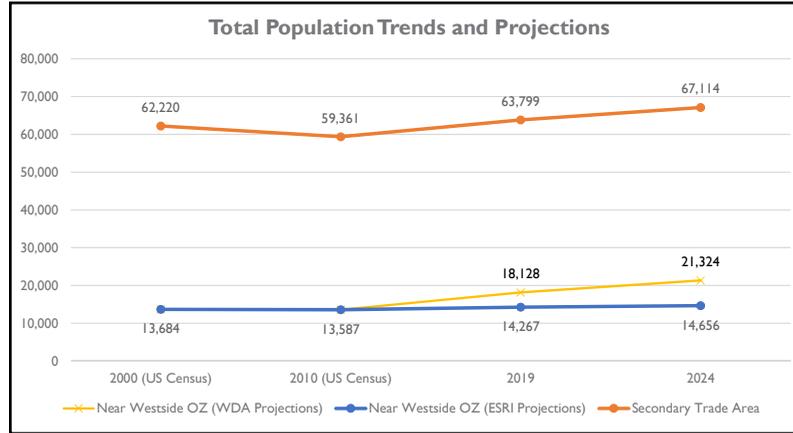


Figure 8: Total Population Trends and Projections - 2000, 2010, 2019, 2024

Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

to 2019. The City population increased from 1,327,407 in 2010 to 1,457,400 in 2019, an average of 16,249 annually. One of the areas that will benefit from the City’s expected growth of more than 18,000 annually over the next five years will be the Westside and the Near Westside Opportunity Zones. (Table 1) This is based on the following assumptions:

1. The Near Westside is the last of sectors near downtown to grow;
2. Expansion of UTSA Downtown Campus and related growth;
3. and Opportunity Zone designation and recent investor interest in the Near Westside.

Households

The number of households in the Opportunity Zones have seen

very small increases since 2000 when there were 3,186, increasing by only 262 households in the 19 years since 2000. Anticipated growth in the Opportunity Zones over the next five years due to currently planned multi-family projects responding to the stimulus for affordable housing by the City and growth of the UTSA Downtown campus is projected to be 4,857 by 2024, an addition of more than 1,400 housing units. (Table 2)

Household Size

The Opportunity Zone’s household size declined only slightly from 2.75 in 2010 to 2.71 in 2019. The Secondary Trade Area was higher at 2.83 and 2.79. Household size is lower in Tract 1106 due to the County Jail. Tract 1701.02 has the highest household size at a steady 3.19. The City’s average household size is 2.71 in 2019 and is expected to remain at that level into 2024. (Table 3)

Race and Ethnicity

The population composition of the Opportunity Zones generally reflects that of San Antonio’s Westside more than the City. In

Table 2: Total Households - 2000, 2010, 2019, 2024

Site	2000	2010	2019	2024
Near Westside OZ	3,186	3,227	3,448	4,857
Secondary Trade Area	18,493	18,712	20,540	22,139
City of San Antonio	407,506	479,271	531,026	561,673

Source: U.S. Census Bureau, Esri forecasts for 2019 and projections for 2024

2010, the Hispanic population represented 97% of total population in Census Tract 1701.02, slightly over 70% of the population in Census Tract 1106 and nearly 90% of the population in Census Tract 1105. In the STA, Hispanics made up 88% of the population. In the Near Westside Opportunity Zones, they comprised 81% of the population. Almost all of the Hispanic population in the area is of Mexican- American origin. (Table 4)

Table 3: Average Household Size - 2010, 2019, 2024

Site	2010	2019	2024
Near Westside OZ	2.75	2.74	2.74
Secondary Trade Area	2.83	2.79	2.74
City of San Antonio	2.71	2.71	2.70

Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

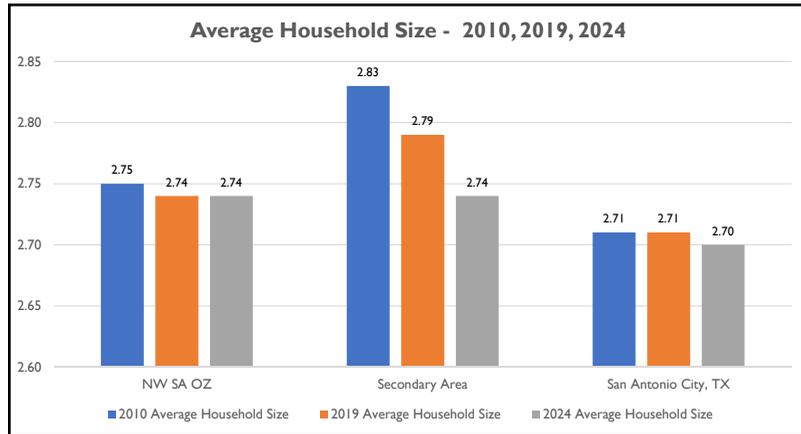


Figure 9: Average Household Size Comparison
Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

In 2019, the race/ethnicity composition of the population in each Tract and the Opportunity Zones were similar to 2010, when Hispanics were 91% of the population in Tract 1105, about 73% of the population in Tract 1106 and nearly 98% of the population in Tract 1701.02.

In the STA, Hispanics comprised almost 89% of the population. In the Opportunity Zones, Hispanics made up 83% of the population. These figures reflect about a 2% increase over that reported in 2010. In comparison, the Hispanic population comprised about 66% of the population in the City of San Antonio in 2019. Estimates for 2024 indicate the Hispanic population will comprise about 84% of the population in the Near Westside Opportunity Zones.

Median Age

The median age of the population for the STA, the Opportunity Zones and the City of San Antonio for 2010, 2019 and 2024 is described in Table 5. Projections for 2024 show median age increase to 32.5 years. When compared to the City of San Antonio, the median age for the Opportunity Zones is younger. For example, the median age for the City of San Antonio in 2019 is 34.2. (Table 5)

Median age in the Opportunity Zone's Trade Area is slightly lower than the City and trending lower. The gap in Median Age between

Table 4: Population by Race and Ethnicity - 2019

Site	Total Population	White	Black	American Indian	Asian & Pac Islander	Some Other Race Alone	Two or More Races	Hispanic Origin
Near Westside OZ	10317	72.3%	8.9%	1.0%	0.4%	15.0%	2.3%	83.0%
Secondary Trade Area	44639	70.0%	4.1%	1.4%	6.0%	21.2%	2.9%	89.0%
San Antonio City, TX	1034441	70.6%	7.2%	0.9%	3.1%	14.4%	3.7%	65.7%

Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

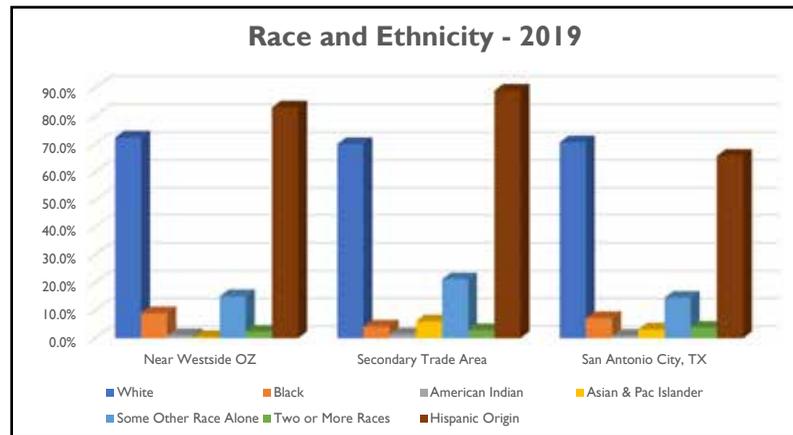


Figure 10: Population by Race and Ethnicity Comparison - 2019
Source: U.S. Census Bureau, Esri forecasts for 2019

the PTA population and the City is widening. Where the Trade Area median age was 31.4 years in 2010 and 31.9 years in 2019, the City median was 32.8 years in 2010 and 32.4 in 2019. The Opportunity Zones are slightly younger in median age than the STA, but still higher than the City. (Table 5) Highlights in red are for emphasis. The median age geographic distribution shows that within the Opportunity Zones, the population is younger in Tract 1105. In addition, apartment complexes in Tract 1106 tend to house an older population. In Tract 1105, the newest apartment complex houses a younger population. All these factors have a bearing on the age structure of the population residing in the Opportunity Zones.

Educational Attainment

The Opportunity Zone's Trade Area has a lower percentage of high school graduates (25.5%) and college graduates (4.3%) than the

Secondary Trade Area at 32.7% and 10.1%. Somewhat unexpected is that the Primary Trade Area has a higher percentage of persons with some college/no degree (26.7%) than the Secondary Trade Area as a whole (23.2%), but, as expected, a lower percentage of grad/prof degrees (1.5% to 5.8%). These rates of college graduation are considerably lower than the City, which has more than 21% with a bachelor's degree. (Table 6)

Table 5: Median Age - 2010, 2019, 2024

Site	2010	2019	2024
Near Westside OZ	31.4	31.9	32.5
Secondary Trade Area	32.6	33.8	35.1
City of San Antonio	32.8	34.2	34.9

Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

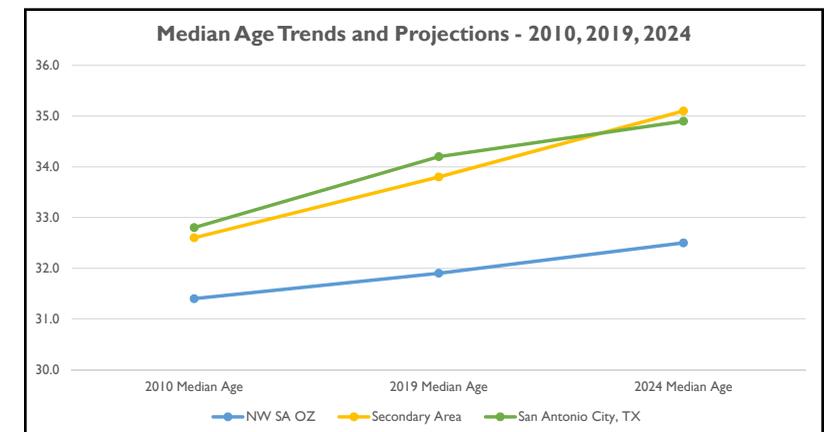


Figure 11: Median Age Trends and Projections - 2010, 2019, 2024
Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

Approximately one-fourth of the population 25+ in the Near Westside Opportunity Zone's Primary Trade Area have a high school diploma; one-fourth have had some college with no degree; and, 42% have some high school with no diploma. Only 4.3% have a bachelor's degree and 1.5% have a graduate or professional degree. By contrast,

median household income reaches \$20,053 compared to \$54,979 in the City. Median Household Income in this area has been consistently lower than City incomes since at least 2000.

Zone's 14.6%. (Table 10) The 2019 Median Household Income in the Opportunity Zones was \$17,785, but the Secondary Trade Area Median Household Income was 27% higher at \$26,915. (Table 7)

Table 6: Educational Attainment - 2019

Site	Total Persons 25 yrs and over	Some College/ No Degree	9-12th Grade/ No Diploma	High School Diploma	Bachelors' Degree	Grad/Prof Degree
Near Westside OZ	6,048	26.7%	41.9%	25.5%	4.3%	1.5%
Secondary Trade Area	28,102	23.2%	28.1%	32.7%	10.1%	5.8%
San Antonio City, TX	754,056	27.6%	11.5%	27.2%	21.6%	12.1%

Source: U.S. Census Bureau, Esri forecasts for 2019

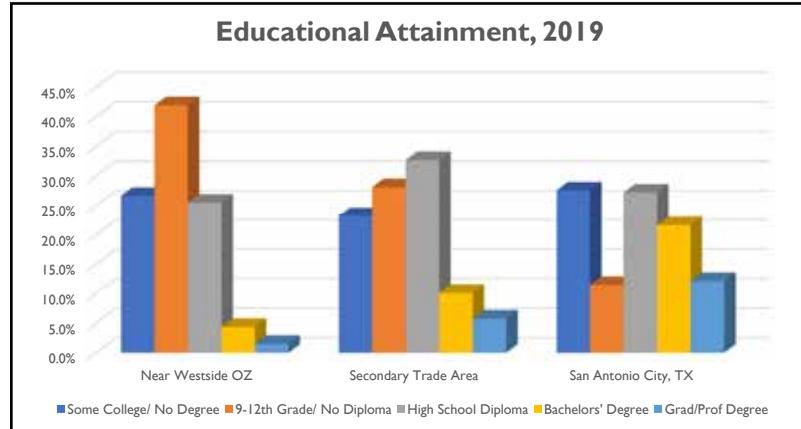


Figure 12: Educational Attainment Comparison - 2019

Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

one-third of the Secondary Trade Area population over age 25 have a high school diploma and less than one-fourth have some college with no degree. Among this same group, 28.1% have some high school with no diploma. More than doubling the Opportunity Zone's PTA in those with a high school diploma, the STA have 10.1% with a bachelor's degree and 5.8% with a graduate or professional degree.

Median Household Income

The Opportunity Zone's Median Household Income (\$17,785 in 2019) has been consistently lower than the City and is expected to see a greater difference by 2024 when the Primary Trade Area's

Income

Almost 60% of Opportunity Zone households have incomes less than \$25,000. In the Secondary Trade Area, 58% earn less than 25,000. More than 25% of households in the Secondary Trade Area have incomes greater than \$50,000, compared with the Opportunity

Census Tract 1106, with its low household size and other factors, has the highest percentage of households in the Opportunity Zones with incomes below \$15,000. Tract 1701.02 has the highest share of households with incomes of \$50,000 to \$75,000 at 15.7%

Households by Tenure

There are an estimated 3,687 total housing units in the Opportunity Zones and 22,429 in the STA. In the Opportunity Zones, 27.7% are owner-occupied and 65.8% are renter-occupied, leaving a vacancy rate of 6.5%. The STA is less dominated by renters at 53.8% and more owner-occupied (37.8%). Both of these are substantially lower than the City's owner-occupied rate of 49.4%.

Table 7: Median Household Income - 2010, 2019, 2024

Site	2010	2019	2024
Near Westside OZ		\$17,785	\$20,055
Secondary Area		\$26,915	\$30,480
San Antonio City, TX	\$43,152	\$49,884	\$54,979

Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

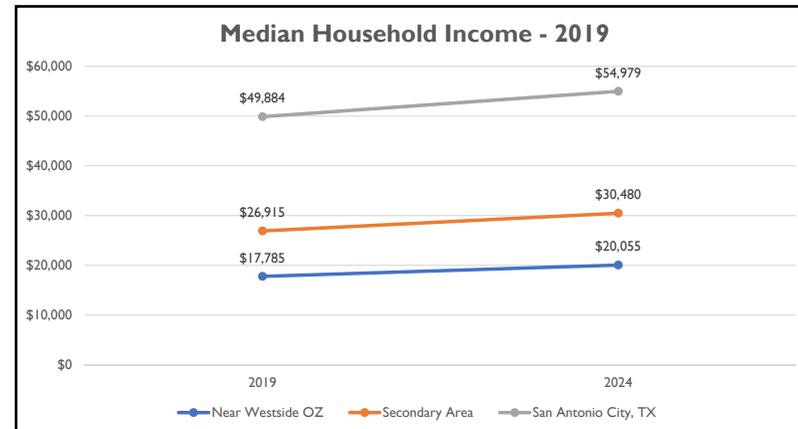


Figure 13: Median Household Income - 2019

Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

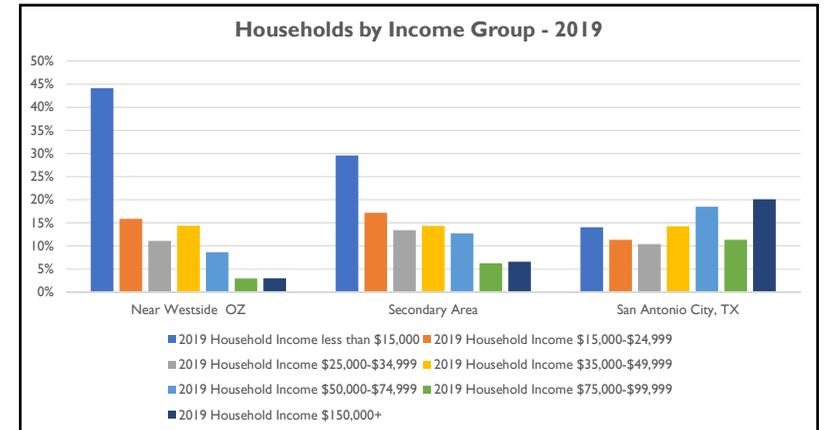


Figure 14: Households by Income Group - 2019

Source: U.S. Census Bureau, Esri forecasts for 2019

Table 8: Households by Income Group - 2019

Site	Total Households	<\$15,000	\$15,000-\$24,999	\$25,000-\$34,999	\$35,000-\$49,999	\$50,000-\$74,999	\$75,000-\$99,999	\$100,000-\$149,999	\$150,000+
Near Westside OZ	3,448	44.1%	15.9%	11.1%	14.4%	8.6%	2.9%	2.3%	0.6%
Secondary Area	20,540	29.6%	17.2%	13.4%	14.3%	12.7%	6.2%	3.9%	2.7%
City of San Antonio	531,016	14.0%	11.3%	10.4%	14.3%	18.5%	11.3%	12.2%	7.9%

Source: U.S. Census Bureau, Esri forecasts for 2019

Trade Area (14.4%) and the City (6.7%). Second to construction in the Opportunity Zones is Office and Administrative Support occupations with 14.9%, which is higher than the STA but slightly lower than the City. Five occupations in the Opportunity Zones are in the 8-9% range, including Food-Related, Building and Grounds Maintenance, Sales and Sales-Related, Production and Transportation and Material Moving occupations. The same nine occupations in the Secondary Trade Area represent 75.4% of those employed, with the most prevalent occupation also being Construction. (Table 10)



Figure 15: Housing Units by Tenure and Mortgage Status - 2010
Source: U.S. Census Bureau

Employment by Occupation

The top nine occupations in the Opportunity Zones represent almost 87% of the 3,640 employed population over age 16. The Opportunity Zones, with 19% construction occupations, has a larger number of people in construction than does the Secondary

Table 9: Employment by Industry - 2019

Site	Empl Civ Pop 16+	Constr	Manuf	Retail Trade	Health/ Soc Asst	Accom/ Food	Other Indus	Cumulative Pct Top Ind
Near Westside OZ	3,640	19.1%	8.1%	13.7%	15.5%	14.6%	17.9%	82.1%
Secondary Area	23,541	16.1%	6.8%	11.5%	11.8%	13.2%	31.2%	68.8%
San Antonio	682,877	8.9%	5.6%	11.8%	13.7%	10.8%	46.0%	54.0%
Bexar County	934,646	8.3%	5.6%	11.7%	14.0%	9.9%	47.9%	52.1%

Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

Employment by Industry

Five major industries employ more than 82% of those employed in the Opportunity Zones. They are predictable because of the dominant occupations. These industries are: Construction (19.1% of the employed), Health Care and Social Assistance (15.5%), Accommodations and Food-Related (14.6%), Retail Trade (13.7%), and Manufacturing (8.1%). The same industries in the STA employ 59.4% with the highest share in Construction at 16.1%. With these industries, the Opportunity Zones not only needs affordable housing but also workforce housing to accommodate employees. (Table 9) Numbers in red are for emphasis.

The Construction industry employs 22% of workers in 1701.02. Tract 1105 has more than 20% employed in three industries: Retail Trade (21%), Health Care (21.6%) and Food Related (22.5%).

Table 10: Employment by Occupation - 2019

Site	Pop Age 16+	Mgmt	Health care Support	Food Prep/ Serv-Related	Bldg/ Grnds Cng/ Maint	Sales/ Sales Related	Office/ Admin Support	Constr/ Extractn	Produ ction	Transp/ Material Moving	Percent Other Occup	Cumulati ve Pct of Top Occup
Near Westside OZ	3,640	4.7%	5.1%	8.9%	9.2%	8.2%	14.9%	19.0%	8.5%	8.1%	13.4%	86.6%
Secondary Trade Area	23,541	4.5%	3.8%	8.7%	7.1%	9.7%	12.6%	14.4%	6.0%	8.6%	24.6%	75.4%
San Antonio City	682,873	7.8%	2.9%	8.0%	4.3%	11.5%	15.2%	6.7%	4.1%	5.9%	33.7%	66.3%
Bexar County	934,646	8.5%	2.7%	7.3%	3.9%	11.4%	15.2%	6.1%	4.0%	5.7%	35.1%	64.9%

Source: U.S. Census Bureau, Esri forecasts for 2019 and 2024

C4. Existing Plans, Existing Programs and Best Practices

As part of the scope of work, Consultant researched and reviewed existing plans that address all or a part of the Opportunity Zones. In addition, Consultant conducted research for best practices related to neighborhood revitalization, economic development, and current policies and programs that address neighborhood preservation and displacement due to gentrification. Consultant reviewed more than 15 plans to provide relevant policies and recommendations to the Opportunity Zones Strategic Plan, including the 1999 Downtown Neighborhood Plan and its 2009 Westside update. Of these, six plans were selected for the Strategic Plan. After the existing plans were reviewed and analyzed, selected policies and critical data elements from each of these plans were selected to complement the Opportunity Zones as attractive for investments to stimulate positive community and economic development. Detailed maps of area coverage for these plans are in the Appendix. Approximate coverage is shown in Figure 16.

Selected Existing Plans

1. Vista Verde South Neighborhood Master Plan (2000)– Geographic area: Between Alazan Creek and IH-35, from Laredo to Martin Street (Adopted by the City in May 2007).
2. Avenida Guadalupe ULI Advisor Panel Plan (2005)– Geographic area: Guadalupe Street corridor between Frio and Brazos is two blocks wide along Guadalupe between El Paso and Colima Street and is located within the Opportunity Zones. This was an unofficial plan not adopted by the City (Not adopted).
3. Guadalupe Westside Community Plan (May 2007)– Geographic area: South of West Commerce Street and west of Alazan Creek to South Brazos and South Laredo Street (Adopted by the City in May 2007).
4. Westside Reinvestment Plan (September 2009)– Prepared to assist in the creation of the Westside Tax Increment Reinvestment Zones. Geographic area: Census Tract 1105 and the southeast portion of Census Tract 1106, plus the north side of the West Commerce Street corridor from Brazos to Zarzamora within the Opportunity Zones

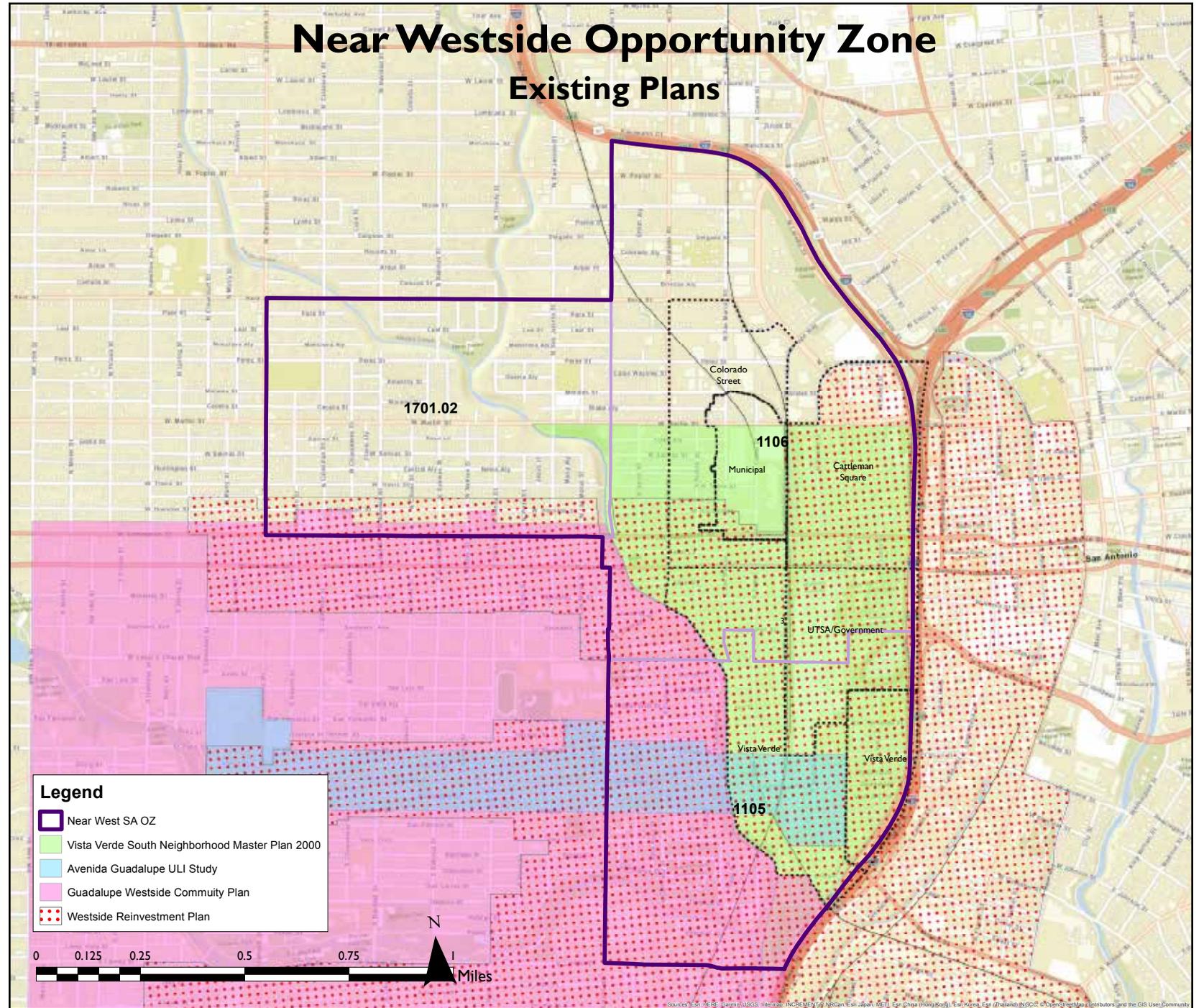


Figure 16: Existing Plans in the Near Westside Opportunity Zones

Source: ESRI, WDA

(Adopted by the City in September 2009)

5. Downtown Neighborhood Plans (May 1999)– Geographic area: West of IH-35 to Alazan Creek to Brazos and north to Martin Street (Adopted by the City in May 1999).
6. Downtown Neighborhood Plan Westside Update (2009) – Geographic area: West of IH-35 to Alazan Creek to Brazos and north to Martin Street (Adopted by the City in January 2009).

Existing Incentives and Programs — City of San Antonio

Consultant also reviewed current City of San Antonio economic incentive programs, underlined below, as shown in Figure 17.

- Center City Housing Incentive Policy (CCHIP). Geographic area: Parts of tracts 1105 and 1106 between IH-35 and Alazan Creek to San Marcos to Martin to Colorado Streets to IH-10.
- City of San Antonio Fee Waiver Program. Geographic area: San Antonio city limits.
- Neighborhood Bond Improvement Areas. Geographic area: Selected areas south of Commerce, primarily between the railroad tracks and Alazan Creek/San Marcos with some scattered areas north of Commerce (Figure 17).
- Tax Abatements. Geographic area: All the Opportunity Zones plus selected census tracts inside Loop 410 and outside Loop 410.
- Westside Tax Increment Reinvestment Zones (Zones). (Figure 17).

Summary of Best Practices

Consultant conducted research on best practices to prevent residential and business displacement. All of these strategies have been recommended in the Near Westside Opportunity Zones Strategic Plan. These are as follows:

Strategies to Prevent Residential Displacement

- Community notification and involvement from conception

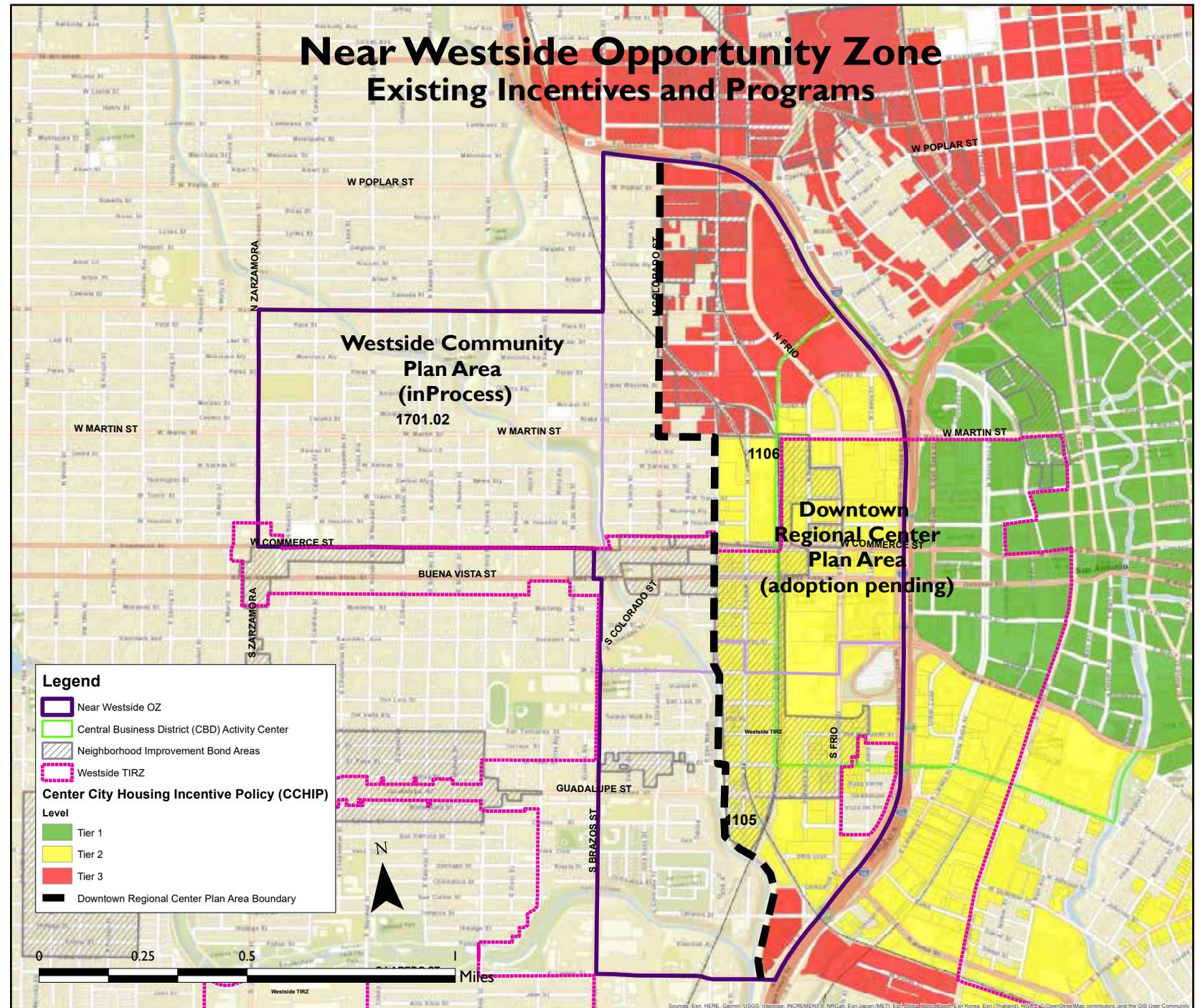


Figure 17: Existing Incentives and Programs in the Near Westside Opportunity Zones

to completion.

- Equity Protection to help homeowners with administrative issues such as titles, liens and mortgage delinquencies.
- First Source Hiring programs to facilitate recruiting, screening low-income job seekers, job training and support services with agreements with local employers to hire through First Source Hiring prior to advertising publicly.
- Housing Trust Fund to assist home buyers with down-payments, land acquisition and forgivable home repair grants to help them stay in the neighborhood.
- Social Impact Scoring element in RFPs.

Strategies to Prevent Business Displacement

- Inclusionary Business Development to include locally-owned small business and achieve a percentage of local retail.
- Cooperative Marketplace (not included in Strategic Plan).

Strategies to Prevent Cultural Displacement

- Neighborhood Design Guidelines so that development reflects the social, cultural and historical characteristics of the neighborhood.
- Sense of Place gateway or entrance to define an area as significant.
- Co-ownership Requirements to provide co-ownership opportunities with local community organizations in development (not included in Strategic Plan).
- Neighborhood Empowerment Zones to create affordable housing; increase economic development and quality of social services; and, holding certain necessary powers.
- Neighborhood Conservation District (this was not included in the Strategic Plan because it is not as effective as NEZ or Historic District).

C5. Public Participation and Stakeholders

Key to any successful plan is involvement of the community in its preparation and implementation. No one better understands the complexity and the dynamic interplay of interests that take place at the neighborhood level than the people who live and work there. In developing this Strategic Plan, stakeholders were identified in the

Near Westside Opportunity Zones and a team was created for the Plan. Neighborhood and community leaders in the Opportunity Zones were asked to serve on the focus group.

The goal of the focus group sessions was to cultivate a consensus on important issues, problems and challenges facing local residents and business owners in the Opportunity Zones. The process centered on conversations among the participants to come up with answers to complex problems impacting the area. Intensive research was done on existing plans, policies and programs currently affecting development in the target area and were presented to stakeholders at focus group meetings.

Community/Stakeholder Input

Community/stakeholder input was used to gather information and insights on the targeted area for this Strategic Plan. These inputs include the use of focus groups, SWOT analysis, a Community Assessment, and questionnaire surveys to solicit information from residents, as well as neighborhood, community leaders and business leaders in the Opportunity Zones. The information gathered from these sources was used to develop this Plan. This information will also be useful for investors and developers looking to undertake projects in the area. The information gathered through these approaches was used for developing strategies to preserve community infrastructure,



Figure 18: Session I - SWOT and Community Assessment
Source: WDA ,WDC

valuable open spaces and the culture of the Community.

Focus Group Sessions

One of the approaches used for gathering input from neighborhood residents and community stakeholders was the use of focus groups. They provide an environment for discussion of issues, while allowing participants to voice their concerns, share information and ideas and develop a consensus on important issues being addressed.

In developing the Plan, six focus group sessions were convened from mid-July to late September. The number of participants at meetings ranged from a few to as many as 36. Extensive efforts were made to inform and invite leadership, residents, property owners, businesses, employees and employers. Letters and postcards were sent and telephone calls were made, but the most effective form of communication was email. Hundreds of emails were sent inviting participants from the target groups. Initially, an effort was made to gain representation geographically by Census Tract. However, this was not the most effective way to target potential stakeholders. Staff reached out to and attended homeowners association and other organization meetings. Promotion of focus group meetings also occurred at corridor and business meetings. Altogether, nearly 1,000 individuals, businesses and property owners were contacted through mail, meetings and emails. This resulted in a total of 88 individuals participating together and separately in the process. Among those 88, were 32 leaders and residents, 18 stakeholders working in the Opportunity Zones and 18 individuals representing businesses and property owners. Others involved were investors/real estate developers, City staff from various departments and other general stakeholders. Eighteen organizations were represented among the 88 individuals, 14 represented different businesses.

SWOT Analysis

This analysis examines the strengths, weaknesses, opportunities and threats impacting a particular geographic area or community. In this case, it was the three census tracts that comprise the Near Westside Opportunity Zones. Planners and other decision makers use it because the opinions and views expressed are an important planning resource. It also is a good way to listen to the community. Following is a summary of major points the SWOT Analysis participants agreed

on. A more detailed report is included in the Appendix.

1. Strengths

- There is a strong sense of cultural solidarity and pride on the Near Westside.
- Alazan and Apache Creeks provide great potential for creating additional park and recreational facilities.
- The Near Westside contains a number of beautiful and historic homes.
- The Opportunity Zone's location near Downtown provides incentives to invest in the Near Westside.
- The Opportunity Zones houses a large number of inter-generational families providing stability to the Near Westside.

2. Weaknesses

- There is limited access to grocery stores and quality food, creating a "food desert."
- Area infrastructure needs are critical.
- Accessibility for pedestrians is limited, due to insufficient sidewalks, signage and lighting.
- The Near Westside has suffered decades of disinvestment, as reflected in housing and infrastructure needs.
- The area has old housing stock, many of which are in need of maintenance and rehabilitation.
- Floodplains are an obstacle to development.

3. Opportunities

- There is a need for additional grocery and retail stores to serve the local population.
- Development and improvement of the creekways provide an opportunity for generating additional jobs and providing park and recreational facilities for the local population.
- There is a diverse workforce that can be mobilized to build assets in the area.
- A public/private partnership should be formed to rehabilitate existing owner-occupied homes, provide jobs for local workers and revitalize housing in the area.
- Conversion of the many lighted alleyways into pedestrian



Figure 19: Session 2 - Focus Group Meeting Source: WDA, WDC and bicycle thoroughfares.

4. Threats

- Potential displacement of residential properties and existing small businesses in the area pose a threat to those now residing and working on the Near Westside.
- Predatory buying practices by some investors pose a real threat to homeowners and businesses.
- Expansion of UTSA's Downtown Campus poses a possible threat to the area's homeowners and businesses due to the type of change it will attract, according to some stakeholders.
- The possibility of "Not in My Back Yard: "(NIMBY)" projects without public input or support is enhanced if input is not sought.
- Expansion of CENTRO to the Westside.

The full SWOT Analysis in the Appendix provides observations for each Census Tract in the Opportunity Zones. The intent is to build on strengths while minimizing weaknesses and to take full advantage of opportunities while mitigating threats. Careful planning and close attention to the needs of existing residents in the Opportunity Zones are critical. Equally important is the need for new investment

in the area to enhance its growth and quality of life.

Opportunities for Investment from SWOT Analysis

- Huge business potential with UTSA Downtown.
- Untapped Arts District to develop in addition to Zona Cultural.
- Upgrade and expansion of businesses.
- Potential for new multi-family housing along South Frio Street.
- Vacant lots developable for new housing and business enterprise.
- Community reinvestment.
- Warehouses and vacant buildings along the railroad track to adapt for business or residential use.
- Public/Private Partnership potential.
- Small business environment.
- Placemaking under I-35/I-10 underpass.
- Internet connectivity.
- Housing incentives.
- New businesses.
- The Parish.
- Economic revitalization.
- Development of Alazan Creek into linear park.
- Presence of hospital/medical facilities.
- Proximity to UTSA expansion driving demand for housing and commercial development.

Community Assessment

There were between 30 and 40 individuals that completed the Community Assessments and a comparable number participated in the SWOT. The questionnaires, placed on the WDC website in English and Spanish, were primarily completed online. However, there were some hard-copy questionnaires submitted from meetings, where copies were made available. Consultants and staff also used the questionnaires as guides in one-on-one interviews. An estimated 20-30 individuals, separate from those participating in meetings, completed questionnaires.

This assessment was used to gain an understanding of stakeholders' opinions in the Opportunity Zones and address issues and concerns.

It also helped identify and evaluate the kinds of assets, resources and talent available to address these issues.

The assessment was provided to participants in six focus group sessions convened to address issues and concerns in the Opportunity Zones. Additional assessments were also submitted from outside of the focus group process, and are included in the Appendix.

Eleven key factors are addressed in the Community Assessment, summarized below.

1. Local Economy
 - Local Economy is limited; very few good stores.
 - Lacks growing businesses, good jobs and wages.
2. Education Assets
 - Increases in school taxes are of concern.
 - Very little increase in student enrollment.
3. Environmental Status
 - Overall environment has improved.
 - Neighborhood appearance improved significantly.
4. Local Government Capacity/Outreach
 - Voter turnout is very poor.
 - Most residents are not aware of what's going on.
 - City of San Antonio's outreach is lacking.
5. Successful Community Assessment
 - Community is actively involved in helping business.
 - Community is open to new ideas.
6. Local Housing Assets
 - Housing quality has declined.
 - Housing choices have declined (also more expensive).
7. Community Assets, Talent and Resources
 - Local tax base is not sufficient to local needs.
 - Lacks area leadership training programs.
8. Leadership Assets
 - Leadership is willing to take action.
 - Leadership is aging.
9. Business Environment
 - Local officials have positive attitude toward business and economic development.

- Incentives and programs designed to expand existing and attract new businesses are in place.

10. Quality-of-Life Assets

- Good housing for all incomes is nonexistent.
- Vibrant civic culture, good medical and senior care facilities are in place.

11. Investment Potential

- Strong potential for long-term growth.
- Room for new development.
- Community has lots of poverty.

Questionnaire Response Summary

In developing this Strategic Plan, key groups in the area were asked questions about their views on the Opportunity Zone's potential. These groups included major employers; business owners and managers; investors; realtors and developers; and, community and neighborhood leaders. Individuals filled out questionnaires that asked for their perceptions on needs, concerns and issues impacting the Opportunity Zones. Questions also were asked for ideas on how best to proceed in developing the area. Most of the questionnaires were completed online through the Westside Development Corporation's website.

There were a total of 32 respondents to the questionnaire. Twenty-four respondents (75%) own property in the Near Westside and 50% had property in the Opportunity Zones.

Below is a brief summary of the responses. A complete summary of questionnaire responses is in the Appendix.

Questionnaire Responses

1. How can the City of San Antonio assist major employers in the Opportunity Zones?
 - Provide assistance to local businesses for upgrading properties.
 - Assist current business owners in seeking investment.
 - Upgrade locations with tax deferments to attract new investors.
 - Provide training opportunities for workers in the

Opportunity Zones for higher paying jobs.

Businesses in the area are willing to work with investors to enhance its economic growth.

2. Why did you locate your business here? (**Business Owners/Managers**)

- Good area to invest in.
- Location.
- Low start-up costs.
- Love the area
- Close to downtown.

3. As a business owner, what improvements would you like to see in the area?

- Need to deal with the homeless and street people.
- Need better street infrastructure.
- Need better lighting.
- Need more access to capital.
- Need more mainstream services.
- Improve overall appearance — the area does not look inviting.
- Need to address floodplain development obstacle.

4. What makes your business location work for you?

- Near downtown.
- Good traffic flow in the area.
- Downtown growth and spillover is energizing for the area.
- Variety of businesses and housing.

5. What makes the area unattractive for businesses? (**Business Owners/Managers**)

- The homeless population issue in the area needs to be addressed.
- Problems related to drug use, crime, graffiti and access to services.
- Lack of creekway restoration.
- Blighted alleyways.

Respondents agreed these issues and concerns can be addressed by providing more police patrols in the area, better services and

more facilities to house the homeless population.

6. What are some of the assets the Opportunity Zones area offers for investment? **(Investors/Realtors/Developers)**

- Vacant properties/buildings.
- Properties for rehab and re-adaptation.
- Grid street patterns, short blocks, good public transit, UTSA campus, proximity to downtown and good cultural facilities.

7. What are some of the obstacles to developing and increasing investment in the Opportunity Zones area?**(Investors/Realtors/Developers)**

- Inflated property costs.
- Lack of COSA incentives.
- Floodplain issues.
- Location of jail and homeless shelter.
- Day laborer issues.
- Lack of adequate infrastructure.
- Negative perceptions of the area.
- Fear of change.
- Homeless population in the area.
- Deteriorating neighborhoods.
- Deteriorating houses.
- Low-income population in the area.
- Rents not high enough in the area to meet construction costs of any commercial or multi-family use.

8. Where are some of the more attractive areas nearby? **(Investors/Realtors/Developers)**

- All of the commercial nodes in the area.
- West Commerce – Buena Vista, Colorado and Martin Street corridors.
- Cultural buildings and assets on Guadalupe Street.
- Market Square.
- UTSA Downtown Campus.

9. What long-term investment type projects – public/private— could be ripe for additional development? **(Investors/Realtors/Developers)**

- Alazan Lofts.

- Alazan-Apache Creeks.
- Downtown Campus of UTSA and the surrounding area.
- Warehouse district along the railroad tracks.
- Basila Frocks property on Martin Street/Zarzamora Street.
- Properties along Frio Street Corridor.

There is a need for additional retail and professional offices in the Opportunity Zones. Developers also need to be aware of their impact on the area and should not focus on preconceived cultural vernacular design as part of the overall visual evolution of the area.

Community/Neighborhood Leaders was the largest category of respondents largely reflected on social, economic and cultural needs of the area.

1. How would you characterize your neighborhood?

- The neighborhood is a mix of new construction and older facilities.
- In need of cleaning and rebuilding.
- A changing community.
- Slowly on the up-and-coming.
- A lot of the Westside has been forgotten and neglected.
- Older neighborhoods with families, but lack businesses.
- Aging and not well maintained.
- Has troubled areas, but with support from local organizations, activity is growing.
- Creeks/ floodplains.
- Alleyways.

2. What are some of the issues, concerns and/or problems you and other local leaders are dealing with?

- Homeless people, drug trafficking and unkept houses.
- Safety, accessibility and transportation.
- Abandoned properties.
- Too many vacant buildings and lots.
- Illegal activity on the streets and sidewalks.
- Bad streets, lack of low-income housing and few youth training programs.
- Lack of investment in the area.

3. What can the City of San Antonio do to make your neighborhood a better place to live?

- Keep it safe and do away with vacant non-historic houses.
- Increase investment.
- Maintain infrastructure.
- Maintain the streets; fix the potholes.
- Street improvements. Also need to do something about the homeless problem.

- Bring businesses into the rundown and vacant buildings.
- Complete the sidewalks; need more street lighting.
- More police and security needed.
- Give local schools more funding.

4. What conditions are hampering business development and investment in your neighborhood?

- Poverty.
- Zoning or rezoning – lots are too small.
- Rundown buildings.
- Homelessness is a huge problem in the area.
- Safety issues.
- Lack of imagination and people stuck in their old ways.
- Bank lending practices.
- Stereotypes about the neighborhoods.

5. What would you like to see in the way of new development in your neighborhood or community over the next five years?

- Modern houses or remodeled homes.
- Better houses, more small businesses and a safer community.
- Revitalization of residential areas and street improvements.
- More higher-paying jobs.
- Help repair senior houses.
- An urban renewal program.
- More retail businesses and restaurants.
- Low cost health-food grocery, low-cost gym, maybe another YMCA.

More responses to various issues and concerns are included in the questionnaire summary in the Appendix.

C6. Community Stakeholders Input

This section addresses the issues, concerns and expectations of stakeholders that should be addressed by investors and developers in the Opportunity Zone on the Near Westside. It also focuses on community assets and challenges they should be aware of in dealing with the community. The goal is to stimulate positive community, business and economic growth in the area while preserving the neighborhood.

Guiding Principles For Investors and Developers (What The Community Said It Needs)

Investors willing to provide a benefit to distressed census tracts within the Opportunity Zone—new construction and other development activities—must not accommodate or encourage gentrification and displacement of families or small businesses, but also provide affordable housing rather than converting affordable to high-rent units.

Gentrification, as it applies to this market area, is the acquisition of local property by outside interests for the purpose of increasing the value of the property they acquire for investment.

This premise above reflects the views of those who participated in the focus group sessions convened to seek input from residents and local neighborhood leaders to prepare this Plan. It also reflects the ideas and wishes of those who completed the questionnaires and assessments discussed earlier.

Residents and local leaders in the Opportunity Zone want investors and developers to take into account the needs and interests of neighborhood property owners; be concerned about the well-being of those who live in the area; ensure new housing reflects, to the extent possible, those homes already in the area with respect to their size, design and affordability; and, to make every effort to ensure that local residents are able to stay in their neighborhoods if they desire to do so.

The community wants to minimize high intensity/high density growth in the area west of San Marcos Street, south of Martin Street and west of Colorado Street north of Martin; new projects to “fit” in with the neighborhood character; and, investors and developers to be cognizant of the social impacts their construction and development

activity will have on neighborhoods in the area. This applies to both single-family and multi-family units. Rehabilitation of existing homes in the area should be affordable for current owners and renters.

Investors and Developers Should be Aware of These Community Concerns

Those interested in investing in the Opportunity Zone can be key players in addressing community concerns. To be successful, this investment must be aligned with community priorities and sensitive to the needs of residents in this community.

1. Neighborhood property owners must not be taken advantage of.
2. Be a compassionate developer rather than a “flipper” who strips quality and history from the neighborhoods.
3. Designs and materials similar to styles in the neighborhood should be used in renovation and new construction.
4. Design and build a gateway/entrance to define area as significant and important.
5. Current and previous residents want to stay in their Westside neighborhoods.
6. Laundromats and day-care centers are very important to daily lives within the community.

Community Assets That Investors and Developers Must Be Sensitive to

Vacant Treasures such as:

- Basila Frocks building at West Martin and North Zarzamora.
- Richbook Building (Avance Building)*.
- Scobey Complex*.
- National Grocers Building*.

Tienditas

- Botello Food Store.
- Coahuila Grocery Store.
- Ruiz Foods.
- Perez Street Grocery & Bakery.

Mom-and-Pop and Other Small Local Businesses

- Mi Casa Mexican Restaurant.

Cultural Icons

- Davila Pharmacy.
- Laundromat.
- La India Herbs.
- Bolner Fiesta Products (spices).
- Pico de Gallo Restaurant.
- Piedras Negras Café.
- Chicho Boys Fruit Market.
- Finck Cigar Company.
- Golden Star Chinese Restaurant.
- CD Tire Shop.
- Estrada Hardware*.
- Building Exterior Wall Mural Art.

Intangibles

- People of the Westside.
- The Culture of the Westside.

Historic Landmarks, Churches & Schools

- Escobedo Creamery*.
- San Antonio Fire Station #11*.
- Basila Frocks building.
- Keyhole Club (Café Don Juan Building).
- Shotgun Houses, 1107 Guadalupe.
- Rinconcito de Esperanza/Ruben’s Ice House.
- Contreras Ice House, 1617 W. Commerce.
- Buena Vista Garden Building.
- 1001 N. San Marcos/401 Arbor Place.
- Birdsong Peanut Factory*.
- Navarro (Jose Antonio) School*.
- JAG Produce Building*.
- Dielmann & Company*.
- Toudouze Market and Buildings 2, 3 and 4*.
- Talerico Store and Homestead*.
- Brown Cracker and Cookie*.
- Nationwide Paper Company*.

* Designated Historic Landmarks

This list is not comprehensive but only provides examples of types

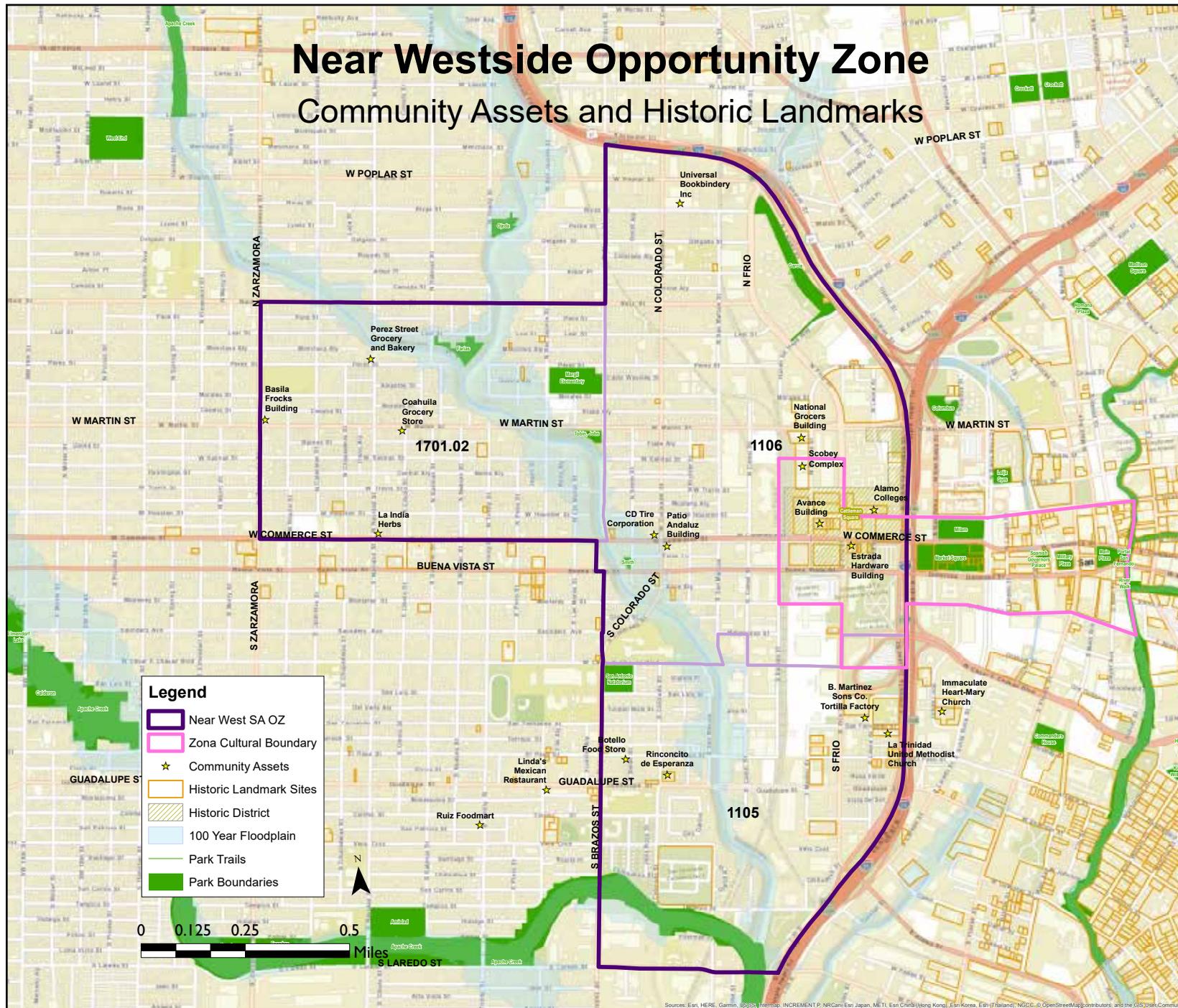


Figure 20: Community Assets and Historic Landmarks

Source: ESRI, WDA

of tangible and intangible assets with meaning to the Community. Demolition of existing buildings, whether designated or not, requires review by the OHP to ensure against demolition of a potential historic structure.

The Culture of the Westside includes, but is not limited to music, cuisine, spirituality, building trades and art. Some of the listed community assets are designated historic landmarks. While this plan identifies cultural resources previously designated by the City of San Antonio, it is not a comprehensive list of Westside properties eligible for designation as local landmarks or historic districts.

Some of these buildings are historical, as well. They are part of the overall fabric of the community. Many can also be adapted for other purposes while preserving their exterior façades. All are important to the residents on the Near Westside. (Figure 20)

Community Expectations For Future Growth and Development

Based on focus group sessions, the community in the Near Westside Opportunity Zone has certain expectations regarding the future growth and development of this area. The community does not expect to see new high-intensity/high-density growth and development in the Opportunity Zones, especially in the western part.

- The new projects will “fit” within the existing neighborhood character rather than high-density development in or near low-density neighborhoods in the area.
- Investors and developers will be cognizant of the social impact of their construction and development activities in the Zone.
- Most new housing in the area will be affordable, whether single-family or multi-family units.
- The rehabilitation of existing housing will be affordable for current owners and renters.
- Affordable Accessory Dwelling Units (ADU) or similar small houses will be built within the local neighborhoods when feasible.
- Investment and development in the Opportunity Zone will not be used to accommodate or encourage gentrification.

In addition, residents and neighborhood leaders in the Opportunity Zones expect that investment and development in the area to be in alignment with community priorities and sensitive to the needs of those living in the area.

Strategies That Should be Used to Preserve Community Infrastructure Spaces and Culture in the Opportunity Zones

Throughout the community/stakeholder input phase of this project strategies that could be used to preserve community infrastructure, spaces and culture in the Opportunity Zones were examined.

Strategies were developed and incorporated into this Plan; most are listed in the Appendix. A discussion of these strategies is provided in the following sections of this Plan.

Neighborhood Strategies – Opportunity Zones

According to stakeholders, strategies used to preserve community infrastructure, spaces and culture should look at the total picture of what is needed in the Opportunity Zones. Based on community and stakeholder input, the following-neighborhood centered strategies are proposed.

- a. Preserve and protect neighborhoods within the Opportunity Zones by encouraging infill housing and the adaptive reuse of properties when feasible.
- b. Rehabilitate existing substandard single-family housing in neighborhoods to maintain neighborhood integrity and character.
- c. Promote home improvement and maintenance.
- d. Promote home ownership within the Opportunity Zones.
- e. Provide ongoing counseling and assistance to homeowners in the Opportunity Zones to enable them to effectively deal with complex issues such as budgeting, credit issues, mortgage delinquencies, payment plans and default resolution.
- f. Put in place a one-stop housing center that can provide services for clear title issues, property taxes, tax liens,

property tax exemptions, home improvement and rehabilitation counseling.

- g. Undertake a comprehensive infrastructure assessment of neighborhoods in the Opportunity Zones to determine/inventory specific needs and requirements and put in place a five-year plan to address any deficiencies found.
- h. Promote cultural arts programs in the Opportunity Zones and create an arts district that will accommodate and feature local artisans and the cultural heritage of the Near Westside.

The goal is to create a livable and exciting area for residents and to enhance quality of life by improving the environment. Underscoring this is an overall strategy to improve the area’s housing, infrastructure and economic environment for current residents of the Opportunity Zones.

The strategies discussed and proposed during the focus group sessions were consensus-focused. In other words, efforts were made to develop a consensus among the participants engaged in the sessions. These strategies were also presented and discussed among the participants to determine their feasibility. Additional focused conversations and strategic management of issues throughout the meeting process were used to establish a consensus on the strategies proposed in this Plan.



Figure 21: Session 3 - Focus Group Meeting Source: WDA, WDC

C7. Development Patterns Near-Term and Long-Term Development Patterns to Enhance Opportunities

Recent Development Pattern. Over the past five -10 years, the development pattern east of San Marcos Street has been mostly institutional construction. Also, there were a new Peanut Factory multi-family project on South Frio Street in 2014 and Zima Real bus station at 1102 S. Frio in 2013. North of Buena Vista Street, new projects have been built for non-profits such as Haven for Hope and Haven apartments in 2011. A new facility was built by Bexar County for the Department of Mental Health Mental Retardation at 601 N. Frio in 2012. VIA Metro Transit purchased the old Union Pacific Railroad Station on North Medina and has remodeled the structure for administrative offices and built a multi-modal transit center at West Houston and North Medina. In the western part of the Opportunity Zones, only a retail center at 210 N. Zarzamora built in 2017 has been added in the last 10 years.

The pattern of the past 10 years has been very scattered with 50-100 single homes built in the southwest part of Tract 1105 by San Antonio Alternative Housing and SAHA. Most other development of the last 10 years has been within a block of South Frio, north of Buena Vista and Commerce Streets.

Near-Term Development Pattern (next 3-5 years)

In order to enhance investment and strategic opportunities, small commercial projects and single-family construction/rehabilitation and multi-family projects currently proposed will have the most immediate positive impact on investment opportunities.

The San Antonio Housing Authority (SAHA) is building three multi-family projects in Tract 1105 that should be completed within the next five years: Alazan Lofts, Tampico Lofts and demolition/replacement of Alazan-Apache Courts. In addition to new multi-family in Tract 1106, Alamo Housing will build 165 (60 units for 80% construction AMI) apartment units on Houston Street west of McDonalds on property acquired from Alamo Colleges. As UTSA Downtown gears

up, new development to support that growth is expected in a focus area around Frio Street near Commerce and Buena Vista Streets. Scattered small commercial projects such as a proposed bar and grill and a proposed craft brewery could be developed west of San Marcos Street in neighborhoods where new single-family residences will be built and owner-occupied homes will be rehabilitated. Small projects could be developed west of Frio Street in the El Paso and Guadalupe area as entrepreneurs begin to adapt old buildings and warehouses to live-work projects.

Long-Term Development Patterns (next 5-10 years).

In the long-term, both large and small development/construction projects will enhance investment and strategic opportunities. Public/private partnerships should be long-term and have more significant impacts on the Opportunity Zones. Continued development should occur along the Frio Corridor, including redevelopment of the Scobey property on North Medina Street; the Toudouze property at Commerce/North Leona (possibly student housing); and the Cattleman Square area consisting of two-four blocks. Additional multi-family housing including student and other market-rate units, are likely to be built as near to Commerce and Frio as possible. During this time frame, more significant construction and renovation will likely occur in the Frio Corridor near El Paso and Guadalupe Streets.

Mixed-use development will be focused on the area around Frio Street and the Commerce/Buena Vista corridor as Cattleman Square, Avance, multi-use parking garage and other nearby properties are included. Furthermore, beyond 10 years, there could be additional multi-family in the North Colorado corridor and innovative new enterprises could discover the West Poplar corridor. Apartments could be developed at the old Bowie Elementary School property and there should be increased mixed-use activity along Zarzamora and at the planned transit node near Commerce and Buena Vista Streets.

As momentum builds from catalysts such as the Opportunity Zones, City of San Antonio priority initiatives and UTSA growth, these development patterns should have synergy and new development projects will grow in number.

C8. Strategic Plan Goals, Priorities, Recommended Policies and Actions

This report provides the EDD and WDC with a clear, comprehensive Strategic Plan and will enable it to proactively attract investment to the West Side and stimulate positive community, business and economic growth in the area.

The Strategic Plan complements other efforts being undertaken in the area. By coordinating with others, it reflects a master vision for area stakeholders that respects cultural and historic relevancy while positively impacting the community.

This section represents almost four months of intensive work with the WDC and EDD stakeholders and focus groups in the Near Westside Opportunity Zones. Objectives and recommendations are based on meetings, interviews, questionnaires, existing plans, best practices research and City of San Antonio policies. The content was presented to a group of stakeholders at the MAUC Community Room on September 25, 2019, and was subsequently revised based on comments received from stakeholders at that meeting.

Tactics

- I. New construction and development will occur without accelerating gentrification and displacement of families or small businesses.
- II. Affordable housing will be developed and renovated without being converted to expensive rentals.

Overall Goal of the Strategic Plan

To attract Opportunity Zones investment in the Westside of San Antonio – Consultant recommends that investment that is aligned with community priorities and is sensitive to the existing community. Investment opportunities and strategies must relate to:

- Development Projects seeking investment, such as housing development and real estate development.
- Businesses seeking investment.

Strategic Plan Goals

Economic Development and Revitalization Goal

- Attract investment and stimulate positive community, business and economic growth in the Near Westside Opportunity Zones.

Preservation of Neighborhoods Goal

- It is the desire of this Community to preserve our neighborhoods and reflect a vision that respects cultural and historical relevancy.
- We want to preserve our neighborhoods in tradition, culture and other intangibles in a manner that allows citizens, young and old, to experience their neighborhood as one that is respected and will continue to be recognized for the foreseeable future.

A. Housing and Neighborhoods

I. Objectives to Preserve the Neighborhood (Culture and Character)

- a. Preserve the livability and walkability of the Westside community.
- b. Protect the equity and wealth of homeowners and small-business owners.
- c. Provide the needed quality of social services, education, and public safety to enhance the lives of residents.
- d. Prevent or minimize displacement of residents.
- e. Mitigate the negative effects of gentrification.
- f. Provide an adequate supply of affordable housing units to achieve desired growth within the Opportunity Zones.
- g. Facilitate the rehabilitation and improvement of owner-occupied housing where renovation or assisted demolition is required.
- h. Facilitate the addition of mixed-income housing and housing choices to achieve desired growth.
- i. Make the process of construction and rehabilitation simple and affordable.
- j. Protect and “grandfather” existing residential units.

2. Affordable Housing Objectives

- a. Encourage smaller size affordable houses on smaller buildable lots within single-family neighborhoods.
- b. Encourage the Westside Zones Board to become proactive in the implementation of this plan.
- c. Provide incentives for including affordable housing within housing projects that are primarily market rate.
- d. Define Affordable and Workforce Housing according to The City of San Antonio’s Unified Development Code definition: Affordable and Workforce Housing = 30%-120% of AMI; Affordable = 30-80% of AMI; Workforce = 80-120% of AMI.

B. Economic and Business Development

- a. Connect investors and development projects with property owners seeking investment.
- b. Connect investors and developers with business owners seeking investment.
- c. Convey to investors a list of viable opportunities for real estate development.
- d. Link investors with property owners and business opportunities for partnerships.
- e. Mitigate commercial and small local business displacement.
- f. Community desires that new development respect and be compatible with the neighborhood.
- g. Facilitate simplification of the project review and approval process.
- h. Facilitate an organization of businesses within the Near Westside Community.
- i. Inform property owners of highest and best use of property.
- j. Apply Zones or other funds for demolition of non-usable structures.
- k. Apply Zones or other funds to mitigate environmental issues on designated sites.
- l. Promote inclusionary business development.

- m. Retain the uniqueness of local businesses.
- n. Increase participation of financial institutions in local Westside development.
- o. Facilitate training programs and apprenticeships for local jobs.
- p. Facilitate and promote adaptive reuse of vacant buildings.
- q. Encourage developers and investors to be cognizant of the social impact of proposed projects on the neighborhood.
- r. Conduct an employer survey to determine which blue-collar jobs are not being filled and arrange for vocational training. Many businesses are desperate for trades people. It is easier to hire trained workers from other companies than to train them.
- s. Provide incentives for developers to hire local residents at all levels; First Source Hiring (hire local) is a strategy to encourage developers to hire low-income residents for construction and permanent jobs. A hiring source (such as MAUC or other non-profit) would recruit and screen applicants, coordinate job training and offer jobs to applicants in the area before the general public. The San Antonio Housing Authority implements HUD Section 3 Law that requires project developers to employ 30% from the target area.

C. Culture and Arts - One aspect that makes a community attractive for investment is its culture and arts programs.

- a. Promote the cultural and arts assets of the community.
- b. Create a livable community for residents and business prosperity through arts and culture.
- c. Support the proposed Art Walk of the City’s Arts and Culture Department.
- d. Support local artists.
- e. Identify correct organization to operate the

Cultural Arts District.

D. Open Space and Recreation - Another aspect of an attractive community for investment is its open-space network and recreational facilities.

- a. Develop, enhance and extend a well-rounded, walkable, pedestrian-friendly open-space recreational network that serves the neighborhoods.
- b. Balance pedestrian and vehicular needs within commercial corridor rights-of-way with complete streets in selected locations.
- c. Provide Safe Bicycle Networks that connect places of interest and places of work within the community.
- d. Provide walkability with functional sidewalks and ramps in the neighborhood that connect important locations for residents as well as disabled people.

E. Infrastructure, Facilities and Assets

- a. Preserve, build and maintain public infrastructure for the safety and well-being of residents and other users of infrastructure.
- b. Invest in public infrastructure improvements to catalyze additional private investment.
- c. Protect and be sensitive to community assets.
- d. Provide complete streets where appropriate.
- e. Restore creeks.
- f. Develop blighted alleyways.

F. Implementation

- a. Recognize that administration, communication and marketing of economic development and preservation of the neighborhood are critical to the success of the strategic plan goals.
- b. Adopt affordable Historic Preservation strategies that balance preservation and redevelopment to achieve goals of the Community.
- c. Propose bond-funded projects to accelerate

- development.
- d. Find ways to fund these programs and capital improvements to implement the plan.
- e. Identify and create Special Districts or Overlay Zoning District to achieve objectives.
- f. Arm homeowners and small-business owners with information by offering counseling on administrative and financial issues such as property taxes, title protection, liens, mortgage delinquencies, budgeting, credit, home improvement, default resolution, etc.
- g. Community Land Trust – assign the San Antonio Housing Trust to act as a Community Land Trust to purchase land/lots and remove them from tax rolls. The Housing Trust does this with the NRP Group and doesn't require much in the way of affordable housing. It should take the Trust in a new direction.
- h. Persuade BCAD to increase values gradually (1-3% annually) to prevent sudden spikes in values that result in displacement.

Create a Neighborhood Empowerment Zones (NEZ) and/or Zoning Overlay District that can:

- a. Create a Neighborhood Empowerment Zones (NEZ) for neighborhood improvement, guidelines and limited tax freeze similar to Fort Worth's NEZ Program.
- b. Create a Cultural Historic District zoning overlay to do something similar, but have ordinance power behind it.
- c. Waive or adopt low fees related to the construction of buildings, inspection of buildings and impact fees.
- d. Enter into agreements that benefit the Opportunity Zones for refunds of municipal sales tax on sales made in the Opportunity Zones.
- e. Enter into agreements abating municipal property taxes subject to duration limits.
- f. Set baseline performance standards for use

- of alternative building materials or building costs, maintenance or energy consumption.
- g. Ensure accountability to the public.
- h. Formulate and develop positive solutions for the day-labor site issue to enhance the existing neighborhood environment.
- i. Prepare handout materials to describe historic sites and promote the historic significance in all projects and inclusion in city visitor materials.
- j. Partner with Alamo Colleges and others to provide a Small Contractor Training and Certification Program.
- k. Recruit willing workers to increase the number of small, reliable, committed contractors to build and rehabilitate affordable housing.
- l. Establish a dedicated Westside small development fee waiver fund to include SAWS impact and CPS fees to support affordable and workforce housing construction and rehabilitation.
- m. Study the impacts of proactive large area zoning to determine if it has had a positive effect on the neighborhood prior to pursuing a costly and time-consuming task.

C9. Commercial Corridors

As shown in Figure 22, there are nine commercial corridors within the Opportunity Zones, with Average Daily Traffic (ADT) volumes ranging between 5,917 and 18,500. Typical corridor depth is one lot to one block with the exception of larger properties, such as H-E-B and most properties along Frio Street.

- a. Frio Street, both North and South, appears to be the busiest corridor with 16,500 ADT south of Buena Vista and 12,000 ADT north of West Martin Street.

Frio Street is a two-way, north-south corridor that lies entirely within the boundaries of the Opportunity Zones. Most of the traffic is due to UTSA's Downtown Campus located south of Buena Vista Street and the University Hospital Complex located north of West Martin Street.

Land uses within the North Frio Street Corridor are major institutions, apartments and mixed-uses, such as the University Hospital complex, the Bexar Appraisal District, VIA Metro Transit Center and Haven for Hope. Within the South Frio Corridor are the UTSA Downtown Campus, City of San Antonio Municipal Courts, Police Station and other City offices, a major hotel and two motels, the Peanut Factory Lofts, a fire station, auto parts warehouse, Rosa Verde single-family residential neighborhood, a funeral home, Bexar County Elections Department, Sherwin Williams Paints and Zima Real bus station. Table 11 shows a range of traffic counts for the commercial corridors.

- b. Zarzamora Street north of West Commerce Street, has the highest traffic volumes in the Opportunity Zones with 18,500 ADT, but only the east side of Zarzamora is within the Opportunity Zones. Therefore, it is not as significant to the Opportunity Zones as Frio Street. VIA Metropolitan Transit has designated Zarzamora to become a significant transit corridor and plans a transfer station between West Commerce and Buena Vista Streets.

Land uses on North Zarzamora within the Opportunity Zones include Bill Miller BBQ and parking, a small retail center built in 2017, convenience stores, tire shops, Basila Frocks vacant historic building, restaurants, insurance agencies and other personal service establishments. While this is a relatively high-traffic corridor, it is a minor corridor in terms of economic activity.

- c. Commerce Street, a westbound one-way street, has the third highest traffic volume within the Opportunity Zones with 14,500 ADT. A corridor with few high-traffic generators, West Commerce has an H-E-B grocery store located one block east of Zarzamora.

Both the north side and south side of West Commerce are within the Opportunity Zones east of Brazos; only the north side of West Commerce is within the Opportunity Zones between Brazos and Zarzamora. In addition to H-E-B and near Zarzamora, land uses include a mix of residential,



Figure 22: Commercial Corridors and Traffic Counts Within the Opportunity Zones

Source: ESRI, WDA

churches, non-profits, car washes, restaurants, tire shops professional services, insurance agencies and other personal service establishments.

d. North Colorado Street, both north and south of West Martin Street, ranks as the fourth highest traffic volume in the Opportunity Zones with 12,000 ADT as it goes under IH-10 to connect with Culebra and Fredericksburg Road north of the Opportunity Zones.

Colorado is less significant south of Buena Vista as it crosses Alazan Creek and traffic merges with South Brazos Street. Land uses along Colorado includes retail, single-family residential, auto repair and industrial uses near IH-10.

e. Buena Vista Street is an eastbound one-way street between Zarzamora and IH-35 with traffic counts ranging from 8,690 to 11,708 ADT. Buena Vista Street begins west of the Opportunity Zones at 19th Street near Elmendorf Lake and extends to IH-35 at its east end. Similar to Commerce Street, Buena Vista Street is a bridge for several blocks as a between Frio and Richter Streets.

Land uses fronting Buena Vista include the popular Pico de Gallo Mexican restaurant, UTSA Downtown Campus from IH-10/IH-35 to South Comal Street below the bridge and a non-profit mental health center at Frio Street. West of the bridge is a Mexican restaurant and a mix of small-scale retailers and services.

f. Laredo Street South is the southern boundary of the Opportunity Zones and traffic counts average 9,500 as it approaches Zarzamora. South Laredo extends from Arsenal north of Guadalupe Street south and west toward Southwest 19th Street.

Properties on the north side of South Laredo are in the Opportunity Zones. Land uses on South Laredo include a fresh fruit and vegetable market, a Mexican restaurant, a building contractor, the Maestro Center for events and meetings, a major food processing facility and the Union

Pacific Railroad track grade crossing.

- g. **South Brazos**, after merging with South Colorado Street, has as many as 7,000 ADT north of Guadalupe is one of the western boundaries of the Opportunity Zones. South of Commerce, the east side of the street is within the Opportunity Zones and extends toward the south beyond the Opportunity Zones boundary to the U.S. Highway 90 West access road.

Along the east side of South Brazos are Warehouse 5, a renovated historic commercial building; Tafolla Middle School, SAISD Natatorium; Alazan-Apache Courts low-income housing; and, a senior center.

- h. **Poplar Street** is a significant corridor in the Opportunity Zones with 5,000 to 6,000 ADT between Colorado and Sabinas as it extends westward to Southwest 29th Street while crossing Zarzamora, Southwest 19th and Southwest 24th Streets.

Land uses along Poplar Street include SA Youth, a cement mixing operation, a vacant building that was formerly Ace Mart, Bolner's Fiesta Spices, Toucan Recycling and Automated Cleaning Technologies on the north side of the street. The south side includes City Electric Supply, Cisneros Training Group, Rufus Walker Construction Supplies and a vacant building.

- i. **Guadalupe Street** has the lowest volume of the commercial corridors selected within the Opportunity Zones with as few as 362 ADT west of Frio and as high as 5,917 ADT as it nears Zarzamora. It is more commercial west of the bridge than east. Corridor status for Guadalupe Street is suspended for four blocks at it becomes a bridge over the Union Pacific Railroad tracks and Alazan Creek west of Frio Street. Land uses along Guadalupe Street include neighborhood, commercial and single-family housing.

The commercial Corridors in the Opportunity Zones function mostly as Commercial but are not completely commercial. Martin

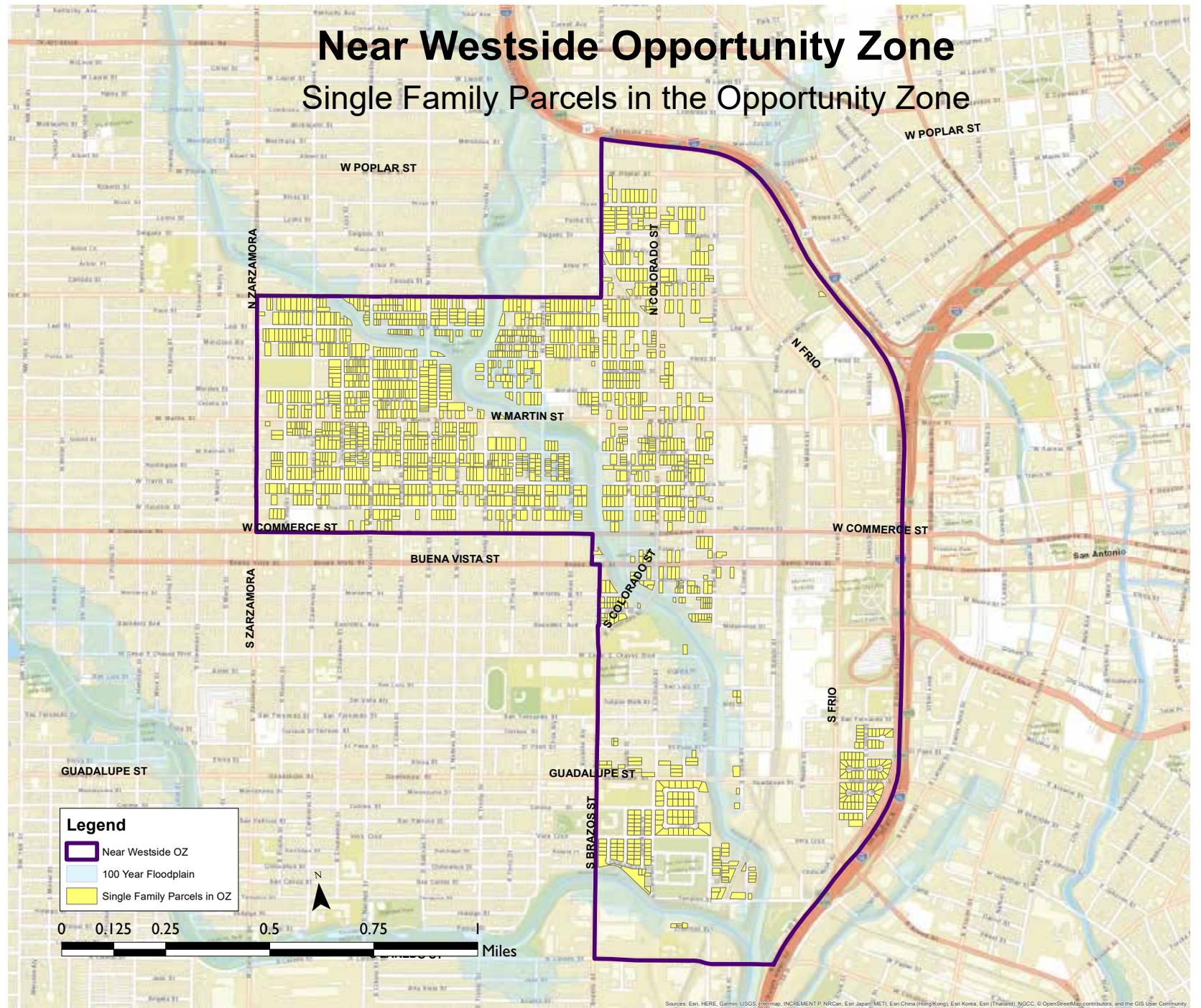


Figure 23: Single-Family Parcels in the Opportunity Zones

Source: ESRI, WDA

Table 11: Traffic Counts Along the Commercial Corridors – 2018

Corridor	Location	Low ADT	High ADT
S Frio	S of Buena Vista, S of Guadalupe	6,889	16,300
N Frio	N of Martin, N of Guadalupe	8,000	12,000
N Zarzamora	N of Commerce	18,500	18,500
W Commerce	E of Zarzamora, E of Leona	8,688	14,500
N Colorado	N of Martin, N of Poplar	10,400	12,000
Buena Vista	E of Zarzamora, W of Leona	8,690	11,708
S Laredo	E of Zarzamora	9,500	9,500
S Brazos	S, N of San Fernando	3,451	7,000
W Poplar	W of Colorado, W of Sabinas	5,000	6,000
Guadalupe	W of Medina, E of Zarzamora	362	5,917

Source: City of San Antonio

Street and North Colorado Street are more residential in stretches, but have the possibility of accepting more commercial uses, including multi-family. These corridors are proposed to become Complete Streets in the future, meaning they will be as complete as possible in providing for multiple modes of transportation as well as looking good. Complete Streets provide safe and adequate facilities for pedestrians, bicycles, motor vehicles and mass transit buses, at least in the foreseeable future.

C10. Residential Neighborhoods

Displacement risks for existing residents and businesses in the Opportunity Zones may result in investment projects used by the Bexar Appraisal District to justify increases in property values across the neighborhood. For households on low and fixed incomes, small increases in property taxes or rents will begin to require more and more of their incomes for housing to a point where they are unable to pay the increased taxes or rents. If not mitigated immediately, the household will fall so far behind in taxes or rents so as to be delinquent, resulting in foreclosure or eviction. Figure 23 illustrates the specific location of all single-family lots with houses.

Consultant recommends strategies to overcome negative outcomes before they begin by monitoring annual appraisals and trends in lower-

income neighborhoods with fixed incomes that are very sensitive to increases in the cost of living. One way to deal with unjustified property-value increases is to protest. In the neighborhood's case, organized group protests will be necessary if most of the values in a neighborhood increase due to one or more sales at higher prices or the price of newly constructed homes or businesses.

If the Appraisal District claims this method is written in state legislation, that requirement must be cited in the justification. If justified by state law, the legislature should be engaged to write legislation that allows only "fair" increases in value that can be proven.

There is a displacement risk to renters as properties are sold and rehabilitated. However, current rents being quoted in the area generally range from \$1.03 per square foot to \$2.50 per square foot for efficiency units. This indicates that many area renters are paying a premium because they do not qualify for traditional multi-family housing.

If development in the Opportunity Zones occurs haphazardly, existing local businesses could lose market share to new businesses that provide the same goods and services. If new development provides services only for new or arriving residents, existing residents with different needs will soon need to shop outside the neighborhood for goods and services. The older population may have mobility limitations, where shopping outside the neighborhood is a very difficult task and makes living in their neighborhood less practical or not possible.

Arrival of new residents and investment in the area will likely increase property values, alter demand for goods and services, increase the overall cost of living by reducing affordability of the neighborhood and ultimately changing the cultural fabric of the Near Westside; This can be indirectly controlled by promoting mixed-income housing development to include a balance of affordable housing units in each new housing development. Luxury and high-income housing should be discouraged west of the Alazan Creek/San Marcos Street/Martin Street/Colorado Street boundary.

Efforts must be applied to protect existing owner-occupied

single-family residents from displacement. This should include a property tax freeze for a period of time on improvements; home improvement programs that include financial assistance; outreach programs that educate and inform; construction-and development-fee waivers; and, a fast-track approval process. Financial assistance for qualified existing residents will be needed for increased utility and maintenance costs as well as to supplement costs incurred during the home-improvement process.

C11. Assets and Infrastructure

The most frequent complaint of realtors who have listed and sold properties in the Trade Area is the condition of the streets. Every realtor interviewed who had sold a home in the area listed potholes as the No. 1 infrastructure issue. Several realtors mentioned the need for street improvements, sidewalks and bike lanes. These are the types of improvements that lead to gentrification as well as a better quality of life for existing residents, safer and more comfortable mobility options and better access to transit, services, recreational assets and more.

The neighborhood sidewalk network should improve a pedestrian's experience and accessibility within the neighborhood and provide a safe, inviting passage to and from Downtown. The map on the next page shows where sidewalks exist and where they do not.

However, it does not show condition. A sidewalk network to improve walkability can consist of widening and lighting a proposed network to combine with Complete Streets to create a walkable neighborhood.

The costs of pedestrian and vehicular improvements that are not related to a specific project may be financed through the annual budget.

Consultant has incorporated existing community and culturally relevant assets already in the area into this Strategic Plan.

In addition, there should be an analysis from the City or WDC regarding progress, or lack thereof, toward existing community and

cultural assets and the successes of the assets so the community can build on their achievements.

The existing creek system must be recognized as a major recreational asset for the Near Westside and utilized as a pedestrian link to Downtown where it meets San Pedro Creek. Existing community and culture assets should be preserved and integrated into any future development.

Proposed Infrastructure Projects

- A. Bridges: Refurbish bridges with bike lanes, etc. on Buena Vista and Guadalupe Streets similar to Commerce.
 - Rebuild pedestrian bridge for El Paso Street across Alazan Creek.
 - Construct new pedestrian bridge for Cesar Chavez Street across Alazan Creek to connect with Matamoros via San Marcos Street.
- B. Complete Streets: Phase in Complete Streets in corridors as prioritized below:
 1. Commerce and Buena Vista west of the bridges.
 2. Zarzamora – Laredo to Culebra Streets.
 3. Colorado/Brazos – Laredo to I-10.
 4. Martin Street – I-35 to Zarzamora.
 5. Guadalupe Street – I-35 to Zarzamora.
 6. Poplar Street – I-35 to Zarzamora.
- C. Pedestrian/bike network with wider sidewalks and adequate lighting in the neighborhoods as shown in Figure 24.
- D. Creek bank landscaping and benches on Alazan and Martinez Creeks.
- E. Selected alleyway improvements.

The San Antonio Housing Authority has properties throughout the study area, some of which can be developed into housing and some — multi-family units to include some affordable housing. Scattered lots owned by the City should be made available to Non-Profits such as San Antonio Alternative Housing Corporation for construction of single-family rental housing. The San Antonio River Authority also has scattered lots in the study area but they are located in the floodplain.



Figure 24: VIA Routes, VIA Bus Stops, Sidewalks and Proposed Improved Sidewalk Network

Source: ESRI, WDA

CI2. Implementation Strategies

Introduction

To make this implementation process and Strategic Plan work, it will be important for the WDC to think broadly and long-term, i.e., strategically. Equally important is the need for flexibility so the Plan can periodically be updated as needed to reflect changing conditions in the Opportunity Zones over time.

Underscoring these recommendations is the Opportunity Zone's cultural and historical context and its location relative to San Antonio's Downtown. We will revisit some of these ideas, projects, options and recommendations in the sections that follow. The objective is to put together a workable strategy for the WDC, the City of San Antonio, investors and developers and local residents to invest in and grow the Near Westside Opportunity Zones.

Organizing The Process

To implement the recommendations and strategies included in this Plan, it is important to make sure that the local area leadership is on the same page. Key players for implementation are the Economic Development Department/City of San Antonio and other departments and municipal agencies such as the San Antonio Housing Authority (SAHA) and the San Antonio River Authority (SARA). In addition, several other agencies such as VIA Metropolitan Transit are stakeholders in the Opportunity Zones. The Downtown Campus of the University of Texas at San Antonio will be involved in the implementation process. Finally, local residents, neighborhood leaders and businesses in the Opportunity Zones will need to be involved as part of a broad-based stakeholder group to help move implementation forward. This group will work with the WDC staff in the overall implementation in the Opportunity Zones. The WDC also will have an advisory function monitoring implementation according to the plan.

By managing the advisory, planning and implementation processes with the Opportunity Zones, the City as the implementing entity will work with investors and developers active in the Opportunity Zones to identify problems that could impede development. Forming a team of stakeholders in the Opportunity Zones will help

the City and the WDC address issues and concerns early and take appropriate actions to mitigate them. Residents of the Opportunity Zones will need to be kept informed of what is happening in the area. This partnership will evolve over time, especially if there is significant investment and activity in the Opportunity Zones over the next five-10 years.

Areas Of Responsibility

A public/private partnership is important because no entity has all of the resources needed to implement this kind of Plan over time. Also important is the non-profit sector of community-based organizations and civic groups that have a stake in the future of the Near Westside. Each organization and group should have responsibilities to carry out this Plan.

- **Public Sector – City of San Antonio**

The City of San Antonio, its departments and agencies; the Economic Development Department; Neighborhood and Housing Services Department (NHSD); Development Services Department (DSD); Center City Development Operations (CCDO); Transportation and Capital Improvements (TCI) Department; San Antonio Housing Authority; and, the San Antonio River Authority as well as other city, state and federal entities will have major responsibilities in implementing the Plan. The City's Economic Development Department oversees the Opportunity Zones Program and will work closely with the WDC in connecting investors and developers with properties in the Near Westside Opportunity Zones. The WDC should take the primary role of working with those investors and developers within the Opportunity Zones and coordinate with the Economic Development Department and others on an ongoing basis.

- **Private Sector**

The private sector is one of the primary driving forces within the Opportunity Zones. It includes a wide range of business operations in the area. The private sector is also the primary monetary recipient of benefits resulting from the development process. In the context of the Opportunity

Zones, this sector will be a major driver for long-term growth. It also will be a primary stakeholder and partner in implementing the Strategic Plan in the Opportunity Zones. In addition, this sector will be an integral part of the ongoing public/private partnership that underscores this initiative.

- **Non-Profit Sector**

This sector consists mainly of organizations and groups who contribute to the civic, cultural, economic and quality-of-life aspects of the community. These are important for a community's success, sustainability and livability. They also bring critical management, resources and organizational assets, and grow the community. As a nonprofit in its own right, the City will work closely with other non-profit-based groups on the Near Westside and in the Opportunity Zones to implement this Plan.

In implementing this Plan, the City and the WDC should create a stakeholder group or Westside Coordinating Committee to work with the City and the WDC in spearheading the redevelopment/revitalization process in the Opportunity Zones. The WDC should expand its capacity and capabilities to carry out these tasks and coordinate with all private and non-profit entities to move forward with this Plan to develop the Near Westside Opportunity Zones.

Strategic Considerations

In devising a strategy and action plan to attract investments and to put in place a development effort for the Opportunity Zones on the Near Westside, the ability to think and act strategically is extremely important for addressing the needs of neighborhoods and businesses in the area.

Organizing For Development

To accomplish this task, the WDC should implement several initiatives: 1) An overall strategy to accomplish the goals and objectives in the Opportunity Zones reflected in this Plan; and 2) with the City, organize Opportunity Zones leadership to coordinate development and monitor implementation of the plan. The stakeholder group

or a steering committee composed of local residents and business leaders also will be formed. Finally, the WDC should create an internal mechanism to oversee its activities within the Opportunity Zones. The WDC will seek additional resources to fund specific public projects within the Opportunity Zones to improve the area's economy; enhance small business growth; create affordable housing for the area; and, work with other entities in the Opportunity Zones to facilitate its long-term development.

The City of San Antonio Economic Development Department and the WDC will need to prepare a marketing plan with ways to market the properties and the Opportunity Zones. The City's Economic Development Department, the San Antonio Economic Development Foundation, the West San Antonio Chamber of Commerce and the Hispanic Chamber of Commerce should also be involved in marketing properties in this Opportunity Zones and in the City's other Opportunity Zones. The WDC should focus on the Near Westside Opportunity Zones. The WDC and others should inform investors, real estate professionals and developers about specific incentives and land-use controls for development in the Opportunity Zones. The WDC should suggest solutions to developers to address possible obstacles in the area. The WDC also should maintain and update the available properties database and communicate the benefits of the Opportunity Zones.

The City should initiate the creation of a Neighborhood Empowerment Zones (NEZ) and/or a zoning Overlay District for the Opportunity Zones and other areas. Such a Zones or district will serve as a framework for the ongoing development of the Opportunity Zones. Another option is a Westside Public Improvement District to generate funds and be self-sustaining. Regardless of the approach used, the City and the WDC should organize a structured approach to obtain additional resources to finance and initiate development and revitalization of neighborhoods and housing in the Opportunity Zones.

Proposed Objectives and Strategies

Recommendations, suggestions and strategies presented below are based on feedback received from stakeholders, residents and neighborhood leaders in the Opportunity Zones; business leaders;

focus group participants; and, research undertaken by Consultant. The City and the WDC may also want to compile a listing of proposed strategies over the next one, three, and five years under the Opportunity Zones initiative. These recommendations are discussed below.

Recommended Initiatives

As part of a long-range strategy to revitalize and redevelop the Near Westside Opportunity Zones, priority should be given to the following:

Opportunity Zones Strategies

As part of an overall strategy to revitalize and redevelop the Opportunity Zones and to put into place an outreach mechanism to work with investors and developers, the City and/or the WDC should establish a staff position for a Special Projects Coordinator to manage this initiative.

That office would also develop a comprehensive marketing plan to assist in channeling information to investors, real estate professionals and developers for development projects in the Opportunity Zones. It would coordinate with developers on specific projects in the Opportunity Zones and maintain ongoing liaison with the City's Economic Development Department, NHSD and TCI as part of a broader effort to reach out to prospective investors interested in developing projects in the Opportunity Zones. The special projects office should work with neighborhood leaders and residents on an ongoing basis to monitor development within the Opportunity Zones and to initiate special projects. It should also seek additional resources to develop projects designed to improve housing, infrastructure and small businesses in the area. Finally, it should manage special projects within the Opportunity Zones and work with other entities to carry out specific programs in conjunction with other initiatives such as the Legacy Corridor Program.

Neighborhood Preservation Initiative

The goal of this project initiative is to preserve local neighborhoods and provide owner counseling and assistance for legal, financial, title exemptions and other issues.

It should also provide infill housing and adaptive reuse assistance and encourage the development of additional affordable housing in the Opportunity Zones to reduce displacement resulting from new development in the Opportunity Zones.

Affordable and Workforce Housing Initiatives

This initiative is to increase the numbers of affordable and workforce housing units in the Opportunity Zones.

To accomplish this, the City and the WDC will work closely with the Neighborhood Housing Services Department and the San Antonio Housing Authority to provide additional incentives to construct new affordable and workforce housing and to rehabilitate existing housing in the Opportunity Zones. They should work with the Westside Tax Increment Reinvestment Zones and/or the NHSD to purchase vacant land and/or single-family lots to build affordable and workforce housing in the area. They should 1) work with appropriate entities to identify subsidized housing in the area and develop strategies to anticipate expiring affordability covenants; 2) work with the MAUC Housing Center to provide support and counseling services to local homeowners and renters seeking affordable housing; 3) promote private/public partnerships within the Opportunity Zones to develop additional affordable housing; 4) work to preserve existing homesteads and affordable housing; and 5) seek alternatives to facilitate the development of new affordable housing such as the construction of smaller size houses on smaller lots within single-family neighborhoods within the Opportunity Zones. This should be an ongoing project of the City and the WDC.

Economic/Business Development Initiatives

The City and the WDC will work with local investors and developers to expand the area's economy and to facilitate small business growth within the Opportunity Zones. This will involve creating initiatives linking investors and development projects with property owners seeking investment; connecting investors with local business owners in the Opportunity Zones; providing investors with a list of viable opportunities for real estate development in the area; and, mitigating commercial and small business displacement.

In addition, the City and the WDC should promote inclusionary business development strategies in the area and seek to increase the

participation by financial institutions in facilitating the development of the Zones. Also, the City and the WDC should work closely with the Small Business Development Center in the Institute for Economic Development located within the Downtown Campus of the University of Texas at San Antonio and others to provide counseling and technical-support services to help local businesses and entrepreneurs in the Opportunity Zones grow their businesses and start new ones. The goal is to grow the local economy in the Opportunity Zones and provide additional jobs and a higher quality of life for residents in the area. This could also be an ongoing function of the WDC.

Culture/Arts Strategies

The purpose of these strategies is to expand the cultural and arts assets to attract investment in the Opportunity Zones and create a more livable community.

To accomplish this, the City and the WDC would work with the local arts community and business leaders to create an arts/cultural district and/or an arts/cultural walk. This district should also include a cultural component. In addition, the City and the WDC could facilitate development of live/work opportunities in the district and examine potential for including studios, galleries, residential lofts and related establishments in the area. Not only will the district be a showcase for local artists, it would serve as an economic catalyst for the Near Westside. The proposed district would coordinate its activities with other arts and cultural entities on the Westside of San Antonio to expand its reach and local impact.

Open Space/Recreational Facilities

Continued development and enhancement of neighborhood open space and recreational facilities for local residents is important to long-term development of the Opportunity Zones and the attract investment.

This will require working with the community, the San Antonio River Authority (SARA) and the Transportation and Capital Improvements Department to develop, enhance and extend a well-rounded walkable, open-space recreational network in the Opportunity Zones. This should include the development of small parks and recreational facilities in the neighborhoods; ongoing enhancement

of the banks along the Alazan and Martinez Creeks; and, improved streetscapes along neighborhood streets and major intersections within the Opportunity Zones. It should also provide walkability determining the extent of need for new sidewalks, bike paths and lighting in these areas. As an ongoing initiative, it will involve extensive linkages between the City of San Antonio, TCI, SARA, Parks and Recreation Department, the WDC and local nonprofit groups within the Opportunity Zones and the Westside Parks Conservancy.

Infrastructure/Facilities/Area Assets Initiatives

To achieve Plan objectives, the City and the WDC will involve City departments and agencies to preserve, build and maintain the Opportunity Zone's public infrastructure for the safety and well-being of residents and other users.

It is also part of the economic and business growth strategy to create new investment possibilities in the Opportunity Zones. This will improve and maintain streets/sidewalks within the area's residential neighborhoods; ensure safety and efficiency at key railroad crossings; encourage the development of parking garages at strategic locations within the Opportunity Zones; and encourage effective use of neighborhood alleys for walkability and pedestrian/bicycle movement.

Neighborhood Empowerment Zones (NEZ) Strategies

Creation of a Neighborhood Empowerment Zones (NEZ) is a major initiative to be undertaken by the City's NHSD. To accomplish this initiative, the City's NHSD, EDD and Planning Department would initiate the process of establishing a NEZ in the Opportunity Zones.

Once in place, the NEZ can be used to secure additional resources to facilitate business growth, affordable housing development, infrastructure development and long-term neighborhood upgrading in the area.

The WDC will need to organize a management team to coordinate projects and initiatives proposed. In addition, they should expand efforts to create public/private partnerships in the Opportunity Zones involving local civic, business and community leaders. A Near Westside stakeholder group/steering committee is proposed to help coordinate specific initiatives and to maintain oversight to see

that projects stay on course. Oversight should ensue area residents and local businesses remain involved in the process. The objective is to help the City and the WDC and partners gain momentum with implementation of projects and other initiatives so that there will be a positive impact on the Opportunity Zone's long-term development and quality of life.

Economic/Business Development – Investment Strategies

Vital to long-term success of the Opportunity Zones is the need to expand the Opportunity Zones business sector, generate investment, provide additional job opportunities for local residents and generate more orderly and sustainable growth in the area.

To achieve these aims, the City and the WDC, as part of the overall implementation plan, should develop an economic and business growth strategy for the Opportunity Zones. This should be centered on expanding the small business sector; diversifying the economy; enhancing entrepreneurship in the area; and, bringing in new investment to the Opportunity Zones. In addition, the City and the WDC should work closely with local businesses and expand marketing efforts to grow Opportunity Zones investments.

In order to expand and diversify the local economy and strengthen small business growth in the Opportunity Zones, the WDC and its partners should take steps to develop a broad-based marketing strategy to focus on the advantages of setting up a business on the Near Westside.

The City and the WDC should strengthen ties with the Small Business Development Center at the Downtown Campus of UTSA and others to provide ongoing support for local businesses in the Opportunity Zones and help create new businesses. In addition:

- The WDC needs to strengthen the Westside Business Alliance to bolster local businesses. The network would help local entrepreneurs establish new businesses and serve as a point of contact for investors looking to invest in the Opportunity Zones.

This would involve other entities such as the Small Business Development Center housed in the Downtown Campus of UTSA; business support programs associated with the Alamo Colleges; and, banking institutions. The network would also provide support for new businesses getting established in the area and provide a lifeline for new business enterprises in the Opportunity Zones to improve their chances of success.

- The Near Westside is strategically located to serve as a bridge between Downtown and the larger Westside.

The Near Westside could become a more significant commercial area that includes larger businesses, professional offices, additional medical facilities and clinics and a larger retail sector. It could also capitalize on its unique historic and cultural assets by drawing in new specialty businesses and restaurants. To reduce any displacement from the business expansion, the City and the WDC should monitor change and new development and work with investors, entrepreneurs and public agencies to minimize impact on existing businesses.

- Key to improving the local economy and enhancing small business growth in the Opportunity Zones is the development of vacant property in the area. Full advantage should be taken of these vacant parcels to attract new businesses.

A comprehensive inventory of existing parcels has been taken as part of this Strategic Plan to examine viable opportunities for real estate development with a focus on commercial corridors, vacant structures, marginal businesses, non-profit and publicly owned parcels. A list of selected parcels has also been developed identifying properties that offer potential investment opportunities for collaborative investment or partnerships. It also includes properties in need of investment, properties that are viable investment opportunities, businesses in need of investment and other parcels that could be developed to enhance investment.

D. Inventory of Parcels

In examining viable opportunities for real estate development within the Near Westside Opportunity Zones, Consultant compiled an inventory of 2,767 existing parcels listing vacant land, vacant structures, residential units, businesses, non-profit and publicly-owned parcels with corresponding zoning designations. Figure 25 illustrates the distribution of land uses in the Near Westside Opportunity Zones.

The inventory and analysis of properties is based on the 2018 Bexar Appraisal District parcel records and geography. This database was sorted by land use code (State Code) and used to identify and select commercial, industrial, multi-family, single-family, vacant lots and public/quasi-publicly owned properties in order to contact business owners. This list also includes investor-owners of multiple single-family residential properties and owners of multiple vacant lots. These owners were combined with a list of 220 businesses from InfoUSA located within the Opportunity Zones to create a mailing list of 390 contacts. In June 2019, First-Class letters were sent to this list to determine levels of interest in participating in the stakeholder process and economic activity. There was not a great response to these letters. However, when more than 150 emails were sent by WDC to potential stakeholders, receipt of some initial letters was acknowledged.

Consultant's first outreach effort was to prepare a list of property owners to receive a letter encouraging their participation as a stakeholder in the focus groups. Consultant provided questionnaires and requested the recipient complete the questionnaire, call or email the WDC. If interested in being in a focus group, they were asked to email wdavis@wdavisassociates.com. A list of 390 property owners was prepared from the Bexar Appraisal District tax records and combined with a list of businesses purchased from InfoUSA to include some who did not own property but were located within the Opportunity Zones. 390 First-Class letters with a map and questionnaire were mailed. Fewer than 10 owners or businesses responded directly to the letter. A second list of 150 owners was prepared and telephone numbers were researched. Consultant ended up with less than 100 properties with telephone numbers.

Consultant attempted telephone calls only to those located within the City of San Antonio, but was able to contact no more than 15. Other attempts were made to visit addresses in person. Consultant's conclusion was that viability of a property could not be determined by a property owner or business owner so Consultant decided to focus on vacant properties. The number of vacant buildings was filtered to 60 and the number of vacant lots was filtered to 49, which was ultimately reduced to 55 buildings and 41 vacant lots. Consultant recommends that the City or WDC assign a staff person to become acquainted with local property owners and learn what is needed regarding the owners' interest in selling to or partnering with an investor.

Requirements for this project related to business and economic development include the following:

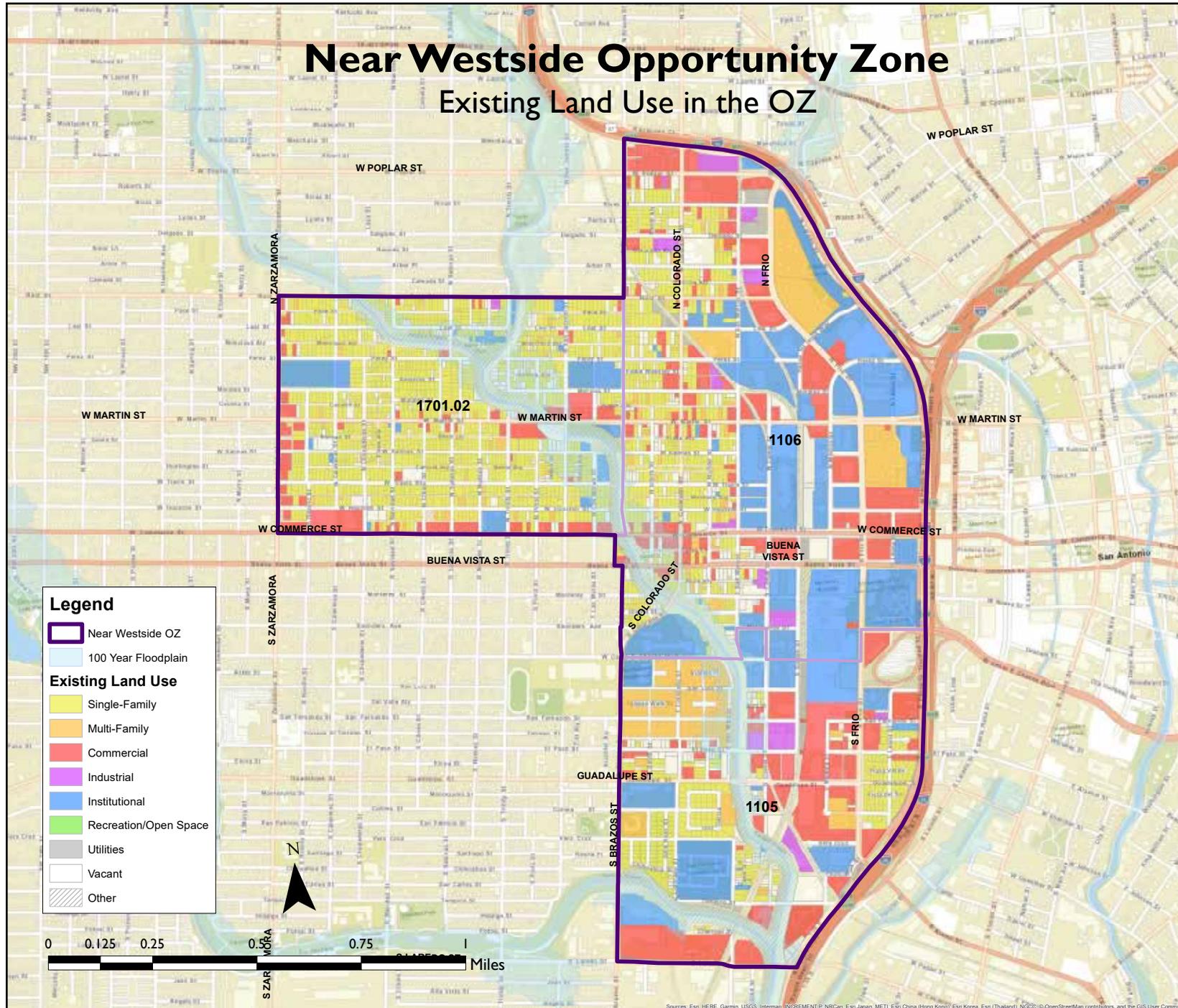
- Identify residential, business and area organizations' interests, concerns and expectations related to community growth and development; include potential for project partnerships and community enhancement.
- Examine viable opportunities for real estate development within the Near Westside Opportunity Zones by compiling an inventory of existing parcels and listing vacant land, unoccupied structures, residential units, businesses, non-profits and publicly-owned parcels.
- Identify businesses, land owners and/or new types of business opportunities for collaborative projects, investments or partnerships.
- Identify businesses and commercial corridors in need of investment.
- Identify viable investment opportunities in property, projects, and businesses.
- Recommend business or real estate development incentives to attract investment in line with identified priorities.

Parcel Inventory by Land Use

The Existing Land Use Map illustrates the distribution of residential and non-residential uses in the Opportunity Zones and Census Tract designations. (Figure 25) The most obvious land uses are single-

Near Westside Opportunity Zone

Existing Land Use in the OZ



family residential in yellow, institutional (public and non-profit) in blue and designated commercial in red. Apartment land uses, shown in a light orange, are more prevalent in Tracts 1105 and 1106. The few small recreation/open space uses are a light green. Industrial uses are shown in purple and utilities are gray.

Development projects seeking investment might include housing development, other real estate development and businesses seeking investment. However, property owners from the Westside are not inclined to sell their property and investors have not responded to contact efforts: There was no response to First-Class mail, little response to telephone calls and rejection of visitors wanting to ask questions. Consultant concludes that the best way to learn about available property is by cold-calling in person or through mutual acquaintances.

Inventory of Properties in the Opportunity Zones

Within the Near Westside Opportunity Zones, there are 2,767 properties occupying more than 712 net acres (excludes public rights-of-way). Two-thirds of the parcels are single-family residential and 17% are vacant lots. Commercial properties are 13% and multi-family properties are 3.6% of all parcels in the Opportunity Zones.

While single-family properties comprise two-thirds of all parcels, single-family land uses are 31% of the land value and 26% of the property value. Commercial property values are more than one-third of the total value in the Opportunity Zones. With 157 acres, the total of 712.56 acres of commercial uses represent 22% of the land. There are 6,905,055 square feet of Gross Building Area (GBA) in the Opportunity Zones, most of which is commercial.

According to the Bexar County Appraisal District records, there was a total appraised value within the Opportunity Zones of \$384,580,354 covering all land uses and all properties. Total Land Value in 2018 was just under \$90 million. These land uses are aggregated from the Bexar Appraisal District's property file and sorted by the State Code, a proxy for land use.

More than one-half the property value and Total GBA are located in

Tract 1106. Within the Commercial numbers, there are commercial, public, non-profits, industrial and other uses. This distorts the Commercial numbers, but breakouts to the above numbers for the Opportunity Zones are broken down in the land uses as shown in tables and narrative. (Tables 12 and 13)

Commercial

Most of the commercial land uses as well as the values are found in Census Tract 1106, which includes most of the Frio Street corridor – from Cesar Chavez on the south to the north end of Frio at Poplar and I-10. Of the more than 4 million square feet in the Opportunity Zones, 2,454,040 square feet are in Tract 1106.

Approximately one-half the 2+ million square feet of Gross Building Area in the Tract are some 55 public and non-profit (or institutional) buildings, with 1,229,500 square feet in commercial use. There are 1,233,988 square feet of commercial uses in Tract 1105. Commercial land uses in the Opportunity Zones are appraised at \$212,432,921 on land valued at a total of \$41,690,948. The commercial building stock is aging significantly, with almost 75% of the buildings more than 50 years old. Only 8.7% have been built since 2000, and most have been for public or non-profit uses. (Table 14)

Industrial. Although there is a perception of more industrial properties in the Opportunity Zones than there are, only 43 parcels are classified as industrial and they represent less than 14 acres of

the 712 acres in the Opportunity Zones.

Tract 1106 Total Assessed Value is greater than the other two combined. Actual industrial appraised could be as high as \$182 million. Warehouses are included as industrial uses but they are considered to be commercial by the Bexar Appraisal District.

Multi-Family

Almost 2,000 apartments are located in the Opportunity Zones on 99 different properties. Of the Total Appraised Value of \$55,557,620 in the Opportunity Zones, 58% is in Tract 1106.

Tract 1701.02 includes less Total Value and less land, but has 34 properties. Tract 1105, with only 12 properties on 8.81 acres, has a total value of \$20.6 million and includes two major apartment projects: Alazan-Apache Courts and the Peanut Factory Lofts. (Table 16)

Vacant Lots and Land

Of the 459 vacant lots in the Opportunity Zones, almost 20% are located within the 100-year FEMA floodplain of Alazan, Apache and Martinez Creeks. This leaves 394 lots that might be buildable depending on size, shape and other factors. The 459 lots occupy a total of 152.74 acres, with an average size of 0.383 acre.

This translates to an average lot size of about 17,000 square feet. In the Opportunity Zones, lots range in size from as little as .0003 to as large as 13.8 acres. Ninety-two vacant lots are exempt for public, non-profit and religious owners. There are 38 lots that are smaller than 2000 square feet, meaning they might be too small for even a small house. Most of the very small lots are located on alleys. Many of the larger “vacant” lots are used for parking and typically are not available for development. (Table 17)

Table 12: Summary of Land Uses and Property Values in the Opportunity Zones – 2018

Land Use	Nbr Parcels	Land Value	Improvement Value	Total Value	Acres	Total GBA
Single Family	1805	\$ 21,465,717	\$ 78,480,551	\$ 99,946,268	218.74	1,877,211
Multifamily	99	\$ 10,988,600	\$ 44,569,020	\$ 55,557,620	48.25	888,655
Vacant	459	\$ 13,990,720	\$ -	\$ 13,990,720	152.74	-
Commercial	358	\$ 41,690,948	\$ 170,741,973	\$ 212,432,921	276.53	4,119,414
Industrial	43	\$ 1,624,510	\$ 209,765	\$ 1,834,275	13.54	4,196
Utilities	3	\$ 203,090	\$ 615,460	\$ 818,550	2.56	15,579
OZ TOTALS	2767	\$ 89,963,585	\$ 294,616,769	\$ 384,580,354	712.36	6,905,055

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

Table 13: Summary of Land Uses and Property Values by Percentage in the Opportunity Zones– 2018

Land Use	Pct of Tot Parcels	Pct of Total Land Value	Pct of Tot Improve- ment Value	Pct of Total Property Value	Pct of Tot Acres	Pct of Total GBA
Single Family	65.2%	23.9%	26.6%	26.0%	30.7%	27.2%
Multifamily	3.6%	12.2%	15.1%	14.4%	6.8%	12.9%
Vacant	16.6%	15.6%	0.0%	3.6%	21.4%	0.0%
Commercial	12.9%	46.3%	58.0%	55.2%	38.8%	59.7%
Industrial	1.6%	1.8%	0.1%	0.5%	1.9%	0.1%
Utilities	0.1%	0.2%	0.2%	0.2%	0.4%	0.2%
OZ TOTALS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

Vacant lots and land in the Opportunity Zones had a total value in 2018 of \$13,990,720. This was an average of \$31,449 per lot and more than \$82,000 per acre. Lots range in value from \$100 or less to as high as \$862,800. The median lot value for Census Tract 1105 is \$8,780; for Tract 1106, the median is \$11,330; and, for 1701.02, median is \$8,470. Median lot value for the Opportunity Zones overall is \$9,490. It is safe to say that more than 57% of the vacant lots are less than 0.115 acres, or 5,000 square feet. However, more than 60 vacant lots are larger than 0.25 acre.

Utilities

This is more of an incidental land use since some utilities are tax exempt and some are underground. Only four properties in the Opportunity Zones are classified as utilities. Total Value of Utilities in the Opportunity Zones is \$1,125,850 with only 7.01 acres designated. None of the utilities properties is located in Tract 1701.02. Tract 1106 once again has the largest share of properties, value, land and Total GBA. (Table 18)

Single-family Land Use

The most “residential” of the three census tracts, 1701.02, includes well more than one-half of each parameter. With 1,092 housing units, it has 60% of the Opportunity Zones housing units but only 55% of appraised Total Value: \$54,907,510 in Tract 1701.02 to \$99,946,268 in the Opportunity Zones. Because of a predominance of small lots (less than 2000 Square Feet) the 127.39 acres is only 58% of the land in the Opportunity Zones.

Table 14: Commercial Land Use – 2018

Census Tract	Nbr Parcels	Land Value	Improvement Value	Total Value	Acres	Total GBA
1105	82	\$ 10,494,830	\$ 53,514,342	\$ 64,009,172	92.84	1,233,988
1106	190	\$ 25,865,188	\$ 90,768,701	\$ 116,633,889	145.80	2,454,040
1701.02	86	\$ 5,330,930	\$ 26,458,930	\$ 31,789,860	37.89	431,387
OZ TOTALS	358	\$ 41,690,948	\$ 170,741,973	\$ 212,432,921	276.53	4,119,414

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

Table 15: Industrial Land Use – 2018

Census Tract	Nbr Parcels	Land Value	Improvement Value	Total Value	Acres	Total GBA
1105	11	\$ 363,610	\$ 42,480	\$ 406,090	1.96	-
1106	26	\$ 1,117,340	\$ 163,715	\$ 1,281,055	10.69	4,196
1701.02	6	\$ 143,560	\$ 3,570	\$ 147,130	0.89	-
OZ TOTALS	43	\$ 1,624,510	\$ 209,765	\$ 1,834,275	13.54	4,196

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

Table 16: Multi-Family Land Use – 2018

Census Tract	Nbr Parcels	Land Value	Improvement Value	Total Value	Acres	Total GBA
1105	12	\$ 1,013,860	\$ 19,589,740	\$ 20,603,600	8.81	166,052
1106	53	\$ 9,526,530	\$ 22,917,860	\$ 32,444,390	34.85	662,287
1701.02	34	\$ 448,210	\$ 2,061,420	\$ 2,509,630	4.58	60,316
OZ TOTALS	99	\$ 10,988,600	\$ 44,569,020	\$ 55,557,620	48.25	888,655

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

Counting those single-family housing units with a Homestead Exemption, there are 815 owner-occupied units in the Opportunity Zones, with 492 in Census Tract 1701.02. Consultant took another approach by comparing the situs address with the owner’s address and identified another possible 250 owner-occupied units. Using these numbers for owner-occupied, there are between 700 and 958 investor-owned single-family housing units. The average size of single-family homes in the Opportunity Zones is 1,049 square feet, typically the same in each Tract. The median value of housing units in the Opportunity Zones is \$49,730, but the median value in Tract 1105 is \$96,040. The average appraised value of single-family lots with houses is \$11,944, with those in Tract 1105 averaging \$14,115. Thirty-seven percent of the housing stock in the Opportunity Zones was built before 1930, more than 680 homes. Another 792 were built between 1930 and 1950 for a total of 1473, or 81% of the housing stock being almost 70 years old. The neighborhood’s aging condition is obvious in the appearance of the houses, the commercial buildings and the infrastructure. (Table 19)

Public and Non-Profits Land Use

There are 37 tax-exempt properties in the Opportunity Zones, with most located within Census Tract 1106. A total of 187.23 acres are occupied by these uses and all are tax-exempt. A total of \$69,330,000 in amassed value is in the Opportunity Zones, most of which is in Tract 1106. Thirty of the parcels and 70% of the value is in this Tract. In this case, the Public and Non-Profits numbers are not in addition to Commercial land use, but are within these

Table 17: Vacant Land Use – 2018

Census Tract	Nbr Parcels	Land Value	Improvement Value	Total Value	Acres
1105	96	\$ 5,986,230	\$ -	\$ 5,986,230	49.52
1106	187	\$ 6,411,710	\$ -	\$ 6,411,710	79.29
1701.02	176	\$ 1,592,780	\$ -	\$ 1,592,780	23.94
OZ TOTALS	459	\$ 13,990,720	\$ -	\$ 13,990,720	152.74

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

Table 18: Utilities Land Use – 2018

Census Tract	Nbr Parcels	Land Value	Improvement Value	Total Value	Acres	Total GBA
1105	1	\$ 55,420	\$ 36,040	\$ 91,460	0.44	1,204
1106	2	\$ 147,670	\$ 579,420	\$ 727,090	2.12	14,375
1701.02	0	\$ -	\$ -	\$ -	0.00	0
OZ TOTALS	3	\$ 203,090	\$ 615,460	\$ 818,550	2.56	15,579

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

Table 19: Single Family Residential Land Use – 2018

Census Tract	Nbr Parcels	Land Value	Improvement Value	Total Value	Acres	Total GBA
1105	235	\$ 3,309,210	\$ 17,063,670	\$ 20,372,880	30.12	246,120
1106	478	\$ 5,743,652	\$ 18,922,226	\$ 24,665,878	61.24	514,398
1701.02	1092	\$ 12,412,855	\$ 42,494,655	\$ 54,907,510	127.39	1,116,694
OZ TOTALS	1805	\$ 21,465,717	\$ 78,480,551	\$ 99,946,268	218.74	1,877,211

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

Table 20: Public and Non-Profit Land Use – 2018

Census Tract	Nbr Parcels	Land Value	Improvement Value	Total Value	Acres	Total GBA
1105	5	\$ 5,318,230	\$ 2,574,150	\$ 7,892,380	44.30	152,374
1106	30	\$ 7,670,600	\$ 40,822,430	\$ 48,493,030	124.68	1,045,370
1701.02	2	\$ 1,091,000	\$ 11,853,590	\$ 12,944,590	18.25	141,723
OZ TOTALS	37	\$ 14,079,830	\$ 55,250,170	\$ 69,330,000	187.23	1,339,467

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

numbers. They are not in addition to, but part of the commercial data.

Other and Religious Land Use

Also not an addition to the commercial data are the Other and Religious Land Uses. Typically these are also exempt from property taxes, but they total only \$2,531,610 and include 18 properties. The amount of land used is small, with only 4.25 acres, and in building area, with 71,365 square feet. Again, Tract 1106 has the most properties, but 1701.02 has the highest total appraised property value at \$1,487,770 in this land use category. (Table 21)

In summary, the inventory of property in the Opportunity Zones can be characterized as aging buildings, small aging houses and lots and an abundance of institutional tax-exempt uses. Needs for maintenance, renovation and infrastructure are easy to observe. These characteristics will affect the quality and viability of existing properties for investment and redevelopment.

E. Investment Opportunities

Consultant has conducted significant analyses of the Appraisal District tax records and geography to identify businesses, land owners and business opportunities for collaborative project investments or partnerships in the Opportunity Zones. This analysis also included driving the streets of the Opportunity Zones to add visual observation of all properties and additional surveys to more closely target likely prospects for consideration by investors.

In a commercial area with buildings as old as those within the Opportunity Zones, most properties are in need of investment – an infusion of cash. More than 91% of the commercial buildings were built before 1990, with almost 74% built prior to 1970 – 49 years ago. Only 12 buildings have been built since 2000.

Properties That are Viable Investment Opportunities

The windshield surveys allowed consultants to identify specific

properties, projects and businesses in the area that could be viable investment opportunities. However, it was not possible to discuss this with most of the owners due to lack of response to letters, postcards, emails and telephone calls. In the future, it will be necessary for real estate professionals to make cold-call visits to specific businesses and property owners. Even then, there are no guarantees of success. Consultant learned from those property owners that were successfully contacted that they were reluctant to discuss the availability of their property. If they are local owners with deep roots in San Antonio’s Westside, they are not inclined to sell at this time.

Consultant was also charged with providing a list of viable opportunities for real estate development in the area, including possibilities for additional land use development, and providing an overall strategic framework that focuses on community partnerships that could be used to facilitate community/neighborhood growth and development in the area. The safer lists of viable opportunities consist of vacant buildings and vacant land within the Opportunity Zones. This section of the report will discuss these lists.

Because of the housing shortage in San Antonio, and especially the affordable housing shortage, Consultant conducted windshield surveys to specifically find properties that might be viable for future multi-family residential use. Without land assembly, the area lacks large tracts of land to develop large-scale, multi-family projects. There is also an aversion by the community to high-rise apartment buildings.

Although there are some locations within the North Frio Street Corridor that are ideal for this type of development most investors and developers will be developing smaller-scale projects and smaller buildings.

Although business owners in the area are reluctant to talk with the consultants, our survey did observe signs of local businesses in need of investment. Every commercial corridor in the Opportunity Zones is in need of investment, with the exception of Frio Street. It is the most vibrant of the Opportunity Zones corridors and most of the recent development has occurred within a block or two of Frio Street. Most of the important assets of the Opportunity Zones

Table 21: Other and Religious Land Use – 2018

Census Tract	Nbr Parcels	Land Value	Improvement Value	Total Value	Acres	Total GBA
1105	1		\$ -	\$ -	0.62	13,000
1106	10	\$ 221,160	\$ 822,680	\$ 1,043,840	2.24	32,118
1701.02	7	\$ 53,180	\$ 1,434,590	\$ 1,487,770	1.39	26,247
OZ TOTALS	18	\$ 274,340	\$ 2,257,270	\$ 2,531,610	4.25	71,365

Source: Bexar Appraisal District Tax Records and Geography, 2018; analysis by Wendell Davis & Associates

also are along the Frio Street Corridor: UTSA Downtown Campus, University Hospital Complex, Haven for Hope, City of San Antonio Municipal Courts building, a police substation, Bexar County Offices and the VIA Metropolitan Transit Downtown Transit Center which is one block off Frio. Frio Street is where most everything has been happening. As a result, other commercial corridors in the Opportunity Zones are neglected by both the public sector and the private sector. The further away you are from Frio Street, the longer it has been since there was any new economic activity. The east-west corridors are pretty busy – the closer you are to Frio Street.

In a way, this concentration of activity in the eastern one-third of the Opportunity Zones has allowed the community to lead lives as they always have. This is both positive and negative and the situation is not the same for all residents, nor for all who own property in the Opportunity Zones. The lack of economic activity means that homeowners and local business owners might not be building up equity, or wealth, that is expected from owning real estate. Therefore, while some in the community may want the status quo, there are many who are ready for more.

This Strategic Plan has identified the concerns of the community and the primary concern is displacement of people and small businesses. The hope of the community is that economic development will occur in businesses they want and need. They would like to see improvement in the walkability of the neighborhood and their quality of life, but not if it means displacement of their friends and family.

The Strategic Plan seeks economic development that is significant in the right places, but maybe small-scale in the right places where the impacts of new growth and development will barely be felt.

The properties identified as viable for investment will not be blockbusters. Some in the Frio Street Corridor might reach the blockbuster level, but hopefully, more modest new construction and businesses will find places in the neighborhoods east of Alazan Creek and San Marcos to Martin Street, then east of Colorado Street. These are the limits of the SA Tomorrow Downtown Regional Center Plan which envisions a dynamic and prosperous future for this part of San Antonio’s Westside. Investors should keep this in mind when looking for opportunities in the Near Westside Opportunity Zones.

Consultant has identified most of the vacant buildings and vacant lots in the Opportunity Zones and has filtered the lists somewhat. Many of the vacant buildings are residences that have been converted to bail bond offices or other non-residential use. Consultant has not included most of these types of vacant buildings.

Of the almost 500 vacant lots, most are too small for commercial use or have other problems, such as being located within the FEMA 100-year floodplain or in the middle of a residential area. However, with potential corridor designations, some of the vacant lots could be developed into some type of commercial or multi-family use.

Keeping in mind that these lists are dynamic and subject to change, there are 55 vacant buildings and 41 vacant lots on one list. As more information is gathered on the buildings and land, updates and

refinements to this list are inevitable. In fact, there have been several changes of ownership since Consultant first began the property analysis.

Vacant Buildings

Although there could be as many as 75 Vacant Buildings within the Opportunity Zones, some are in the FEMA 100-year floodplain and others are in locations that are judged not to be as viable for investment. As would be expected, most of the viable vacant buildings are located within Census Tract 1106, where there are 37 vacant buildings.

These 37 buildings combine for a total of 636,470 square feet of Gross Building Area (GBA). The average is deceiving because the largest available is the former Scobey Storage Building on North Medina with a large brick and a concrete structure. The average of the smaller buildings is 10,696 square feet, but some are as small as 600 square feet. Tract 1106 represents 67% of the total appraised value of this list of vacant buildings. Age is a factor in all existing buildings. Almost 26 acres are occupied by the vacant buildings in Tract 1106. (Tables 22 and 24 and Figure 26)

With 27% of the total appraised value, Tract 1105 has vacant buildings from 732-105,823 square feet. One functionally obsolete warehouse has more than 105,000 square feet, so the average of the other nine buildings is 7,187 square feet. Vacant Buildings in Tract 1105 occupy almost 11 acres of land and the lots range in size from 0.22-2.98 acres.

In an effort to preserve neighborhoods in the Opportunity Zones, 13 smaller vacant buildings were identified in Census Tract 1701.02, the tract with the most houses and the most people.

Viable Vacant Buildings total 52,655 square feet with the largest at 21,776 and the average size for the other nine buildings at 3,431 square feet. More buildings on less land means smaller lots that are only 0.11-0.73 acres – 4,791-31,799 square feet of land – all less than an acre. Day labor could be centered in an existing vacant building.

Table 22: Summary of Parcels in the Opportunity Zones with “Viable” Vacant Buildings

Variables	Tract 1105	Tract 1106	Tract 1701.02	Opportunity Zone
Nbr Parcels	9	37	10	56
Acres of Land	7.46	25.96	2.91	36.33
Size Range	0.22 to 2.57	0.11 to 2.98	0.11 to 0.73	0.11 to 2.98
Gross Bldg Area	\$174,391	\$636,470	\$52,655	\$863,516
Size Range	732 to 105820	970 to 251421	600 to 21776	600 to 251421
Land Value	\$949,650	\$4,431,880	\$438,710	\$5,820,240
Improve ment Value	\$4,328,690	\$8,748,178	\$775,930	\$13,852,798
Total Value	\$5,278,340	\$13,180,058	\$1,214,640	\$19,673,038

Source: BCAD, Analysis by Wendell Davis and Associates

In surveying vacant buildings and land in the area, Consultant considered the uses that might make a successful investment. Numerous factors have been considered, including the market for multi-family and retail sales. Consultant prepared a Retail Gap Analysis for the Opportunity Zones and identified types of retail that are missing that local households must leave their neighborhood to find miles away.

Figure 26 represents selected vacant lots (red squares) and vacant buildings (green squares) located within the Opportunity Zones. The 55 vacant buildings and 41 vacant lots are considered Viable primarily due to their locations: out of the floodplain, frontage on one of the Commercial Corridors, corner properties and proximity to the railroad tracks. As mentioned, the list is subject to change because it is based on a specific date: December 31, 2018. The Appraisal District is constantly making changes from transactions, rezoning, construction, demolition and other reasons. It can be updated on

a regular basis by going to the BCAD website and looking up each property of interest.

Recommended Retail

Five industry groups that have significant leakage of retail sales should be added to strengthening the Trade Area’s retail mix. These industry groups are: Discount Stores; Department Stores; Clothing and Clothing Accessories; Shoes and Accessories Stores; and, Books, Periodicals and Music Stores. Total leakage for these industry groups in 2018 was approximately \$29.3 million, and represent about half the Trade Area’s total leakage factor. Where future retail is considered in the Opportunity Zones, these types of retail stores would enhance the success of investments. (Table 23)

Possible Uses for Vacant Buildings

Based on observations, recommended retail, housing needs, location and other factors, Consultant has made suggestions for the types of uses that should be considered for the vacant buildings in the Opportunity Zones and in each Census Tract.

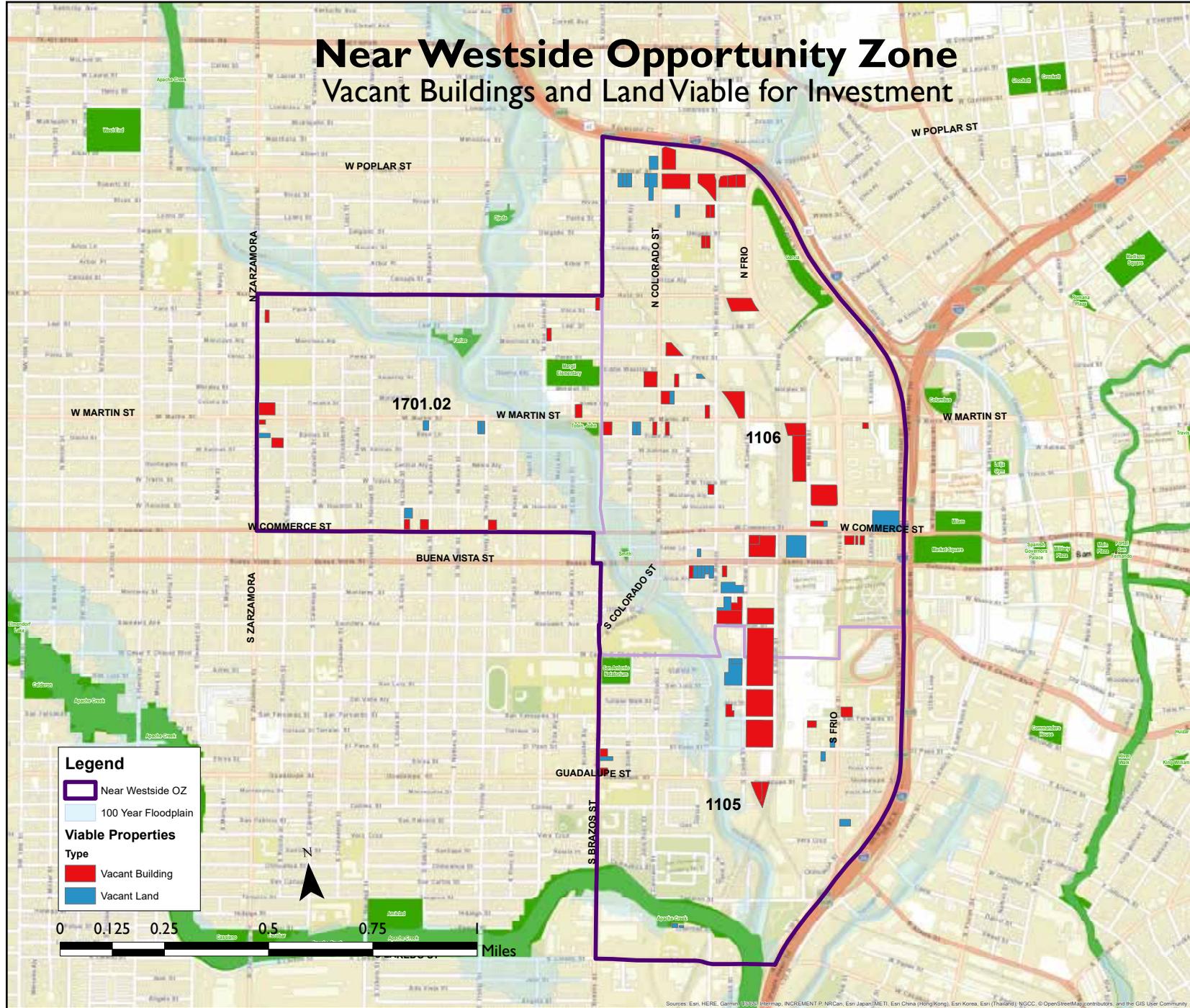
Of the vacant buildings in Tract 1105, there are opportunities for multi-family and buildings designated as “Warehouse.” However, the Warehouse category refers to several existing warehouse buildings that could be converted to mixed uses, but not multi-family, since interior spaces need to have windows. Tract 1106 has the most to offer for mixed-uses in many of the buildings, with adequate building opportunities for multi-family, office, retail and a recommended vocational school as suggested in other sections of this Plan. Tract 1701.02 is suggested mostly for small-scale, multi-family, office and retail uses as shown in Table 24. Vacant Buildings located near the VIA Centro Plaza can become part of a Transit-Oriented Development. The Comal to Medina Street corridor between Martin Street and San Fernando could be prime property if the VIA Villa Master Plan is realized in the long-term.

Vacant Lots and Land

Of the 41 vacant lots listed, 23 are in Census Tract 1106 and combine for a total of 11.84 acres. The sizes range from 0.07-2.98 acres, shown in Table 25.

Near Westside Opportunity Zone

Vacant Buildings and Land Viable for Investment



Typically the smallest lots are ignored, but if they are in good locations, some might become a viable investment. In the 2018 Bexar Appraisal District files, these lots had a total appraised value of \$3,745,650 compared to \$515,660 in Tract 1105 and \$91,000 in 1701.02. Tract 1106 has the largest of the vacant lots at 2.98 acres. The 13 lots in 1105 have an average size of just over one-fourth acre and an average appraised value of almost \$40,000. Lots in Tract 1701.02 average \$18,136, which reflects the lack of new development and positive change in those neighborhoods over the years.

Possible Uses for Vacant Lots and Land

Observations, recommended retail, housing needs, location and other factors; provided Consultant with ideas and suggestions for types of uses to consider for developing vacant lots and land in the Opportunity Zones. Tract 1106 has significant opportunities for multi-family and property suggested for Mixed-Use.

Tract 1105 offers land for modest multi-family, office and retail uses. Tract 1701.02 should be mostly for small-scale multi-family and retail uses on available land, as shown in Table 26.

For at least one land use type needed in the Near Westside Opportunity Zones, there are known projects and rumored possible projects for hundreds of multi-family housing units that include affordable housing at 30%, 60%, 80% and market rate units over the next few years. Many of these projects are in response to the housing shortage, but all are response to the announced plans for significant growth of the University of Texas San Antonio Downtown Campus. It is also encouraging that the City of San Antonio is taking the shortage of affordable and workforce housing seriously with City officials taking action through the FY 2019-2020 budget.

There has been some speculation on buildings in the Opportunity Zones, but most has been in the Frio Street corridor. However, mild speculation has been active for a while in the residential areas as evidenced by the large percentage of single-family housing units and vacant lots that are owned by investors. Some of the investors own multiple properties but have not made their intentions known.

Table 23: Industry Groups With Significant Leakage Near Westside Opportunity Zones

Industry Summary	Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Leakage (Retail Gap)	Leakage Factor	Number of Businesses
Automobile Dealers	4411	\$8,252,652	\$2,133,926	\$6,118,726	58.9	2
Other Motor Vehicles Dealers	4412	\$1,036,405	\$0	\$1,036,405	100	0
Home Furnishings Stores	4422	\$614,393	\$0	\$614,393	100.0	0
Electronics & Appliance Stores	443	\$1,642,464	\$0	\$1,642,464	100	0
Clothing & Clothing Accessories Stores	448	\$2,041,991	\$0	\$2,041,991	100	0
Clothing Stores	4481	\$1,377,972	\$0	\$1,377,972	100	0
Sporting Goods, Hobby, Books & Music Stores	451	\$1,548,938	\$196,066	\$1,352,872	77.5	1
Sporting Goods, Hobby, Musical Instruments Stores	4511	\$1,377,806	\$0	\$1,377,806	100	0
General Merchandise Stores	452	\$8,163,482	\$0	\$8,163,482	100	0
Department Stores	4521	\$5,581,368	\$0	\$5,581,368	100	0
Other General Merchandise Stores	4529	\$2,582,114	\$0	\$2,582,114	100	0
Nonstore Retailers	454	\$677,868	\$0	\$677,878	100	0
Total Leakage		\$34,897,453	\$2,329.99	\$32,567,461		3

Source: ESRI and InterGroup, Retail Marketplace Profile, NWSOpportunity Zones

Table 24: Summary of “Viable” Possible Types of Uses for Vacant Buildings in the Opportunity Zones

Possible Land Uses	Census Tract 1105		Census Tract 1106		Census Tract 1701.02		Opportunity Zone			
	Land w/Vac Bldgs	Exist Bldg Area in Tract 1105	Land w/Vac Bldgs	Exist Bldg Area in Tract 1106	Land w/Vac Bldgs	Area in Tract 1701.02	Acres of Land in OZ	Exist Bldg Area in OZ	Pct of Land Total	Pct of Bldg Total
Mixed-Use	3.41	30,063	12.94	174,119			16.35	204,182	45.0%	23.6%
Multi-Family	0.22	11,832	4.90	360,963	0.49	12,884	5.61	385,679	15.4%	44.7%
Office			2.57	20,079	1.09	27,332	3.66	47,411	10.1%	5.5%
Retail	0.43	7,004	3.34	30,109	1.33	12,439	5.10	49,552	14.0%	5.7%
Vocational School			2.21	51,200			2.21	51,200	6.1%	5.9%
Warehouse	3.40	125,492					3.40	125,492	9.4%	14.5%
Other							0.00	-	0.0%	0.0%
Totals	7.46	174,391	25.96	636,470	2.91	52,655	36.33	863,516	100.0%	100.0%

Source: BCAD, Analysis by Wendell Davis and Associates

Table 25: Summary of “Viable” Vacant Lots in the Opportunity Zones

Variables	Tract 1105	Tract 1106	Tract 1701.02	Opportunity Zone
Nbr Parcels	8	23	5	36
Acres of Land	2.36	8.64	0.99	11.99
Size Range	0.04 to 1.33	0.07 to 2.07	0.56 to 0.287	0.04 to 2.87
Land Value	\$343,600	\$3,632,560	\$90,680	\$4,066,840

Source: BCAD, Analysis by Wendell Davis and Associates

Table 26: Summary of “Viable” Possible Types of Uses on Vacant Lots in the Opportunity Zone

Possible Land Uses	Tract 1105 Acres of Land	Tract 1106 Acres of Land	Tract 1701.02 Acres of Land	Opportunity Zone Acres of Land	Percent of Total Land Area
Mixed-Use		1.34	0.19	1.53	12.8%
Multi-Family	1.56	4.20	0.61	6.37	53.1%
Office	0.32	0.41		0.73	6.1%
Office/Warehouse		0.59		0.59	4.9%
Parking Garage		1.52		1.52	12.6%
Retail	0.48	0.58	0.19	1.26	10.5%
Totals	2.37	8.63	0.99	11.99	100.0%

Source: BCAD, Analysis by Wendell Davis and Associates

This Strategic Plan provides information to those investors regarding market activity and suggested uses for their property. But most importantly, as a Strategic Plan for the Opportunity Zones that includes Census Tracts 1105, 1106 and 1701.02, it will provide guidance to potential investors, to the WDC and to the City of San Antonio as decisions are made for investment and action in this part of the City.

F. Potential Funding Opportunities and Potential Obstacles

In implementing its strategies, the WDC has options available for securing additional resources to fund key projects in the Opportunity Zones. With its connection to the city's Economic Development Department, as a 501(c)(3) non-profit and with a wide range of partners, the WDC is well positioned to seek funding support from local area foundations, the City of San Antonio and Bexar County. It also can apply for state and federal grants as a nonprofit. As it expands its program to the Opportunity Zones, the WDC may be able to tap into other funding sources and investment initiatives to support projects and activities in the area. These additional sources will also complement funding it currently uses to support local initiatives in business development and workforce training.

Steps should be taken to provide a financial analysis of strategies centered on potential funding opportunities and capitalization by meeting with wealth managers at local banks to learn what their clients are looking for and the types of investments they are making or seeking.

The WDC currently receives funding from the City of San Antonio to support ongoing programs. As it expands programs, it may be able to secure additional funding from the City to support new initiatives in the areas of affordable housing, small business development and workforce training. The WDC is also in a position to request funding to upgrade the Opportunity Zone's infrastructure, local area streets and business support services as part of its overall strategy to redevelop and revitalize the Opportunity Zones. This funding is dependent on the city's overall budget and how it allocates resources among departments, services and programs. This also applies to

Bexar County funded programs in the area. Both the City and Bexar County allocate funding for vital services such as law enforcement, health and human services and housing and rehabilitation programs throughout their jurisdictions. The WDC can work with these government agencies to secure additional support as part of its ongoing program.

The WDC also can apply for funding from federal agencies as a nonprofit. The U.S. Department of Housing and Urban Development (HUD) has grants the WDC can apply for, either directly or through the City of San Antonio. HUD's mission is to create strong, sustainable communities. It promotes access to affordable housing. This is accomplished through grants and programs that offer assistance for a range of needs including low-income housing, home improvement and housing for the elderly. HUD also provides grants to local governments and non-profits to carry out housing strategies that increase home ownership and affordable housing opportunities for low-income families. For example, the HOME Investment Partnership Program provides funding to rehabilitate housing, provide assistance to home buyers and facilitate construction of new housing. Another HUD program is the Community Development Block Grant Program (CDBG), which provides funding to expand local housing options and economic opportunities, principally for low- and moderate-income families. Funding through the CDBG Program can also be used for improving infrastructure in neighborhoods and communities.

In the area of economic development, the City and the WDC have other funding options, such as the Economic Development Administration (EDA). Another option is the Small Business Administration (SBA), which offers grant programs to assist local communities. One EDA program is the Public Works Program, designed to revitalize, expand and upgrade infrastructure in distressed areas and communities to attract new businesses and jobs. The EDA also provides more targeted grants for specific projects such as development of innovation centers and small business incubators to improve a community's economy and to provide additional job opportunities. The SBA has grant programs to assist small businesses and works with local lenders and community development organizations to help small contractors obtain surety bonds. While the SBA does not provide direct grants to non-profits,

it can work with local entities such as the Lift Fund located in the Opportunity Zones to expand small-business opportunities in the area.

At the State level, there are agencies that provide grants and other forms of assistance to communities and non-profits to improve housing, expand the local economy, facilitate creation of new businesses and improve area infrastructure. For example, the Texas Department of Housing and Community Affairs (TDHCA) provides grants to help communities and local areas expand housing choices and economic opportunities. It also serves as an intermediary for federal grant funds for housing and community services. In addition, the TDHCA acts as a financial and administrative resource for those seeking essential services and affordable housing. Other state agencies, such as the Texas Department of Transportation (TxDOT), Texas Commission on Environmental Quality (TCEQ), Texas Workforce Commission (TWC) and the Texas Commission on the Arts (TCA) provide grants for services and assistance to neighborhoods and communities to address specific needs within their jurisdictions.

At the local level, there are options the City of San Antonio and the WDC can consider for additional resources to implement this Plan. One is property tax incentives that can be used to attract new businesses and encourage economic growth in designated areas. They include property tax abatements and tax increment financing. Property tax abatements are essentially an agreement between a city (i.e., the City of San Antonio), and a taxpayer (i.e., a business in a designated area) to exempt the taxpayer from paying additional taxes due to increased property value for a period of up to 10 years. Tax savings, in turn, can be used to pay for other things to expand an area's economy such as infrastructure upgrades, the rehabilitation of vacant buildings or the purchase of vacant lots for new housing. The cost of these improvements is financed by future tax revenue levied against property in the targeted area.

The Westside Tax Increment Reinvestment Zone (TIRZ) in the Opportunity Zones is an example of this kind of reinvestment strategy. It was recommended in a previous section of this Plan that the WDC work closely with the Westside Zones to carry out its strategies and other plans to increase affordable housing in the

Opportunity Zones and to enhance local business growth in the area. Since the Zones covers a large portion of the Opportunity Zones, it can be a valuable partner for the WDC in implementing the plan for the Opportunity Zones.

Consultant has analyzed the current Westside TIRZ, the existing and proposed land uses and the commercial corridors to recommend amendments to the Westside TIRZ boundaries. These are shown on the map below in light pink with dark pink outline. The proposed additions to the TIRZ includes property along the north side of Commerce Street, east side of Zarzamora Street and Martin Street, and both sides of the North Colorado Street corridor.



Tax abatement is a financing tool/incentive offered by a municipality that reduces taxes or future tax increases in return for provision of a stated public benefit, such as jobs or affordable housing.

Tax Increment Financing (TIF) allows the increment of property tax above an identified baseline to be used (during a defined period of time) to fund public infrastructure and other improvements as allowed by Chapter 311 of the Texas Tax Code.

Another option included in this plan is the establishment of a

Neighborhood Empowerment Zones (NEZ) as an overlay district for the Opportunity Zones. A NEZ can be established by the City of San Antonio to provide economic development activities and housing within a designated area. In this case, it will be the Opportunity Zones. As part of its overall mandate, the NEZ is structured to promote the development of affordable housing; enhance economic and business growth; improve social services within its designated area; seek to enhance educational opportunities; and, increase public safety. Under the NEZ umbrella, a city has certain development powers to draw in economic activity. In this case, the City of San Antonio could grant waivers for building fees; issue municipal sales tax refunds; offer property tax abatements; and, establish baseline performance standards and environmental goals on construction projects within its jurisdiction. If implemented, the NEZ will, in effect, be an overlay district encompassing the Opportunity Zones and provide additional incentives to draw in investors and developers.

The WDC may partner with other organizations and institutions within the Opportunity Zones. For example, it could establish a partnership with the Institute for Economic Development housed at the Downtown Campus of UTSA. It already has a working relationship with the Small Business Development Center in the Institute to assist small businesses and entrepreneurs on the West Side. An expanded partnership could enhance efforts to grow the local economy and increase the level of technical assistance provided to non-profits and other groups in the area. Other potential partnerships include the Housing Center at the Mexican American Unity Center (MAUC); Haven for Hope for screening and job training to address the homeless problem; Avenida Guadalupe to collaborate on an arts/cultural district in the area; and, the San Antonio Housing Authority (SAHA) to increase affordable housing options in the Zones. There are also potential partnerships and linkages with for-profit organizations and businesses with strong community focus such as Frost Bank, USAA and H-E-B grocery corporation. The WDC could work with new companies interested in setting up operations in the Opportunity Zones. Indeed, partnerships with businesses and organizations already located in the Zones or looking to establish a foothold in the area provide the WDC with an opportunity to explore as it moves forward with the implementation of this Plan.

In exploring potential funding opportunities, the WDC should be

cognizant of some of the obstacles it faces. First, the process is extremely competitive. Resources are always limited. The WDC also needs to ensure it has internal management capacity to seek and manage grants. Third, it should define what it plans to accomplish as it writes proposals. Finally, the WDC should focus on results by achieving its goals. Over the long-term, securing resources to support its overall program on the West Side of San Antonio, and more specifically in the Opportunity Zones, is critically important for achieving these goals.

G. Challenges

There are properties owned by various non-profit entities other than public ones that are sitting vacant. The Bexar Appraisal District should place these properties on the tax rolls; alternatively, the Westside Development Corporation should meet with them individually to see what their goals are for the properties.

One goal of the Opportunity Zones Program is to drive investment into, or near, low-income and high-poverty areas in a community. As these investments are made, it is assumed they will improve the local economy, generate new jobs, expand the tax base and create a better quality of life for residents. These are the positive impacts. Unfortunately, there are also negative impacts. This section will examine some of the challenges facing the City and the WDC as they address changes resulting from new investment. Investment challenges related to public and non-profit property owners, strategies, goals and plans within the Opportunity Zones will also be identified.

One of the major challenges the City and the WDC will confront in the Opportunity Zones is the potential displacement of families and local businesses from new investment in the area. Over the past decade, many families living in San Antonio's inner city have seen major changes in their neighborhoods as new development has encroached on their homes. These changes have forced them out of the neighborhoods because of increased property taxes and/or rents. The challenge is to prevent or reduce this displacement effect in the Opportunity Zones on the Near West Side by putting in place a number of strategies and policies designed to protect low-income families and build more affordable housing in the area. Nevertheless,

the challenge is still there and the WDC is committed to addressing this issue.

Another major challenge facing the City and the WDC is to ensure that local businesses already operating in the Opportunity Zones are not displaced or forced to close by newer businesses moving into the area. To deal with this challenge, the City has put in place strategies to prevent existing local businesses from being forced out of the area or closed. One way to address this challenge is to strengthen business models by providing ongoing technical and support services designed to improve operations; this can be accomplished through its Legacy Corridor initiatives and its ongoing partnership. As it moves forward with the implementation of this Plan, the City will continue to strengthen its commitment to meet this challenge. Also, the WDC should continue to partner with the Maestro Center to strengthen entrepreneurship in the Opportunity Zones and to create new businesses that will meet the needs of neighborhood residents in the area.

Infrastructure needs in the Opportunity Zones represent another major challenge for the City in implementing this Plan and achieving its goals in this area. Better streets, sidewalks, lighting and drainage are needed throughout the Opportunity Zones. The challenge here is to deal with these concerns quickly and comprehensively as part of a broader strategy to upgrade facilities in the area in order to attract investors and developers. This Plan includes several strategies to address this need including seeking increased funding from the City of San Antonio and the San Antonio River Authority to address infrastructure needs in the area. Another strategy is to concentrate development in certain parts of the Zones to minimize impact and to take advantage of infrastructure upgrades already in place. A third strategy is to work closely with the San Antonio Water System (SAWS), the San Antonio Housing Authority (SAHA) and other key municipal departments to address specific infrastructure needs in the Opportunity Zones.

A fourth major challenge confronting the City and investment in the Opportunity Zones is the homeless problem. Other issues such as crime and drugs were mentioned by residents as major concerns. The WDC should address this challenge by working more closely with the City of San Antonio Police Department and the Sheriff's

Office to deal with crime and drug use. The City and the WDC will work with Haven for Hope and other city and state agencies to address the needs of the homeless population in the area. Several strategies focusing on housing, outreach and services to meet the needs of this population are included in the plan. If the concerns are not addressed, investors may be reluctant to invest their resources and assets in the Opportunity Zones. This is an issue that also affects neighborhood residents and their safety.

Still another challenge facing the City is the expansion of UTSA's Downtown Campus. Plans call for expanding the student population to 15,000 over the next 10 years. The campus footprint is also scheduled to expand with most of it downtown east of IH-35. Significant growth is also expected at the existing campus. With an expanded student population and additional faculty, housing facilities, support retail and services will be developed. This could impact residents of the immediate area, especially the Frio Street Corridor and adjacent neighborhoods.

The City and the WDC should address these potential impacts by working closely with UTSA and its leadership. Long-term impact of UTSA growth will be a major catalyst for increased investment. The challenge is to minimize negative aspects of this development and enhance its positive impacts.

The need for more affordable housing in the Opportunity Zones is another challenge for the City. Although this Plan is aggressive in tackling the affordable housing concern, the plight of low-income families in the Opportunity Zones and the West Side with regard to housing is a major challenge not only for the WDC but also for the City of San Antonio. One strategy is to produce affordable housing. Another is providing more housing choices for low-income families in the Opportunity Zones. Finally, the Mayor's Task Force has a comprehensive strategy to provide more affordable housing for low- and moderate-income families in the city. This Housing Policy Framework has a wide range of policies and actions for all levels of government. The City is aware of the need and it is taking steps to address this concern.

A final challenge the City and the WDC must deal with is marketing the Opportunity Zones on the Near Westside as a desirable place

for investors to place their funds. As part of the strategy, the WDC should work closely with city staff and others to have an effective outreach strategy to inform real estate professionals and investors about the advantages of the Opportunity Zones.

H. Improving the Community While Mitigating Negative Effects of Development

To stakeholders of the Opportunity Zones, displacement (especially on low-income families) is a major concern. As new market-rate housing units are built and current affordable housing units are converted to market-rate units, it has become difficult for existing residents to remain in their neighborhood. In order to mitigate this negative effect and to maintain affordable housing in a particular neighborhood, the City of San Antonio, through its Neighborhood and Housing Services Department, must apply a practical and sustainable strategy for residents who want to remain in their neighborhood, especially in areas undergoing rapid change. One obvious strategy is to provide financial incentives for residents to stay in place and to build more affordable housing. The City of San Antonio has adopted and funded a displacement policy for displaced households. The City also is developing housing policy that focuses on the creation, preservation and rehabilitation of existing affordable housing. While those policies focus on the entire city, they are applicable to residents in the Near Westside Opportunity Zones.

Additional strategies are recommended in this Plan to prevent residential displacement in the Opportunity Zones. These strategies include: 1) community notification and involvement process; 2) equity protection assistance for residents; 3) reduction or freezing of property taxes; 4) implementation of a first-source hiring process to hire low-income residents in the Zones; 5) establishment of a housing trust fund to assist qualified first-time home buyers; and, 6) promotion of mixed-income residential development that includes affordable housing. Also recommended is a Social Impact Scoring Element for all Requests for Proposals (RFPs) to require that developers consider the social impacts of proposed projects on existing neighborhoods. All of these strategies are to improve the community and at the same time mitigate negative impacts from

new development in the Opportunity Zones.

Local businesses in the Opportunity Zones face similar concerns. If the customer base of businesses are displaced, they will be hard pressed to stay in operation and their options are limited. They can either close down, try to stay in business with a smaller customer base or move to another location. To deal with this displacement, strategies are proposed in this Plan. These include implementation of an inclusionary business development strategy, which sets aside commercial or retail space for local businesses in the impacted area in new commercial/retail areas built in the Opportunity Zones. The inclusion of retail/commercial restrictions on the size of new stores built in the Zones is also proposed. Other strategies include focusing on strengthening existing businesses by providing technical assistance and support services to improve their bottom line. The objective here is to improve the ability of local businesses to compete with other businesses in the changing market environment.

In addition to impacts on housing and local businesses in neighborhoods undergoing change as they deal with new development, there also are cultural factors that need to be taken into account. Neighborhoods in the Opportunity Zones are often defined by those who live and work in these areas and by the physical character of their built environment. While revitalization and redevelopment of these neighborhoods is to be encouraged, every effort should be made to retain their essential character and their cultural identity. This is important not only for those families living in the neighborhood but also for the character of several neighborhoods. To ensure this occurs, strategies are provided in this Plan. They include the use of design guidelines to ensure that any new development in the neighborhood reflects and retains the social, cultural, historical and physical traits of the built environment in that neighborhood; the use of gateways or entrances that signify places of importance in an area; provision of co-ownership requirements with local community organizations to ensure that residents benefit from the development; and, inclusion of a public benefit factor to give existing residents a voice in dealing with cultural aspects and connections in the neighborhood. In addition, recommendations are included in this Plan calling for a Neighborhood Conservation District (NCD) or a Neighborhood Empowerment Zones (NEZ) to

be created as an overlay district to provide guidelines that maintain and protect important cultural and historical elements in the Opportunity Zones while protecting the neighborhoods.

1. Preservation offers the opportunity to offset development costs through Historic Tax Credits. Developers should consider utilizing this benefit.
2. This fiscal year, the City will be implementing programs aimed at converting vacant properties into affordable housing units. The City's Vacant Building Program applies to all San Antonio Zones program areas.

Conclusion

This report covers the requirements of the Near Westside Opportunity Zones Strategic Plan. The Appendix that follows provides supplemental information with greater depth and understanding of Consultant's research, analysis and methodology that was applied within the Strategic Plan. This includes significant amounts of data and details of existing plans, best practices and retail gap analysis. Also generated were maps and parcel analysis from Bexar Appraisal District geography and tax records that relate to the Opportunity Zones. Some readers might also be interested in the methodology of public participation

Many tables in the report are abbreviated from the more detailed tables in the Appendix that often include data for the Census Tracts.

APPENDIX

C3. Demographic Survey

The 2018 population of three Census Tracts in the Near Westside Opportunity Zone was 14,267 in 2019. Population for the Opportunity Zone in 2023 is projected to be 14,788. These figures indicate that the three Census Tracts are expected to see only a modest increase in population over the next few years. Table 1A describes the overall population growth for the Opportunity Zone from 2000 through 2029.

Census Tract 1701.02 lost population between 2000 and 2018. On the other hand, Tracts 1105 and 1106 saw slight increases in population. Overall, the population in the Opportunity Zone and its three Census Tracts is expected to increase to 14,656 by 2024, an increase of around 1,104 if there is little change in the number of housing units.

The Secondary Trade Area, including the Opportunity Zone, experienced a decline in population from 62,220 in 2000 to 59,361 in 2010. But it increased to 63,799 in 2019, as a reversal in growth. By 2024, it is projected that the Secondary Trade Area population will reach 67,114, an increase of 3,315, which would represent almost 1,400 dwelling units. This also reflects an expected increase in population for both Bexar County and the City of San Antonio over the next five years. By 2024, the population in Bexar County is expected to be close to 2.2 million. For the City of San Antonio, the population is expected to increase to 1.6 million.

With a 2019 population of 14,267, the Near Westside Opportunity Zone has experienced a very small increase of 0.6% since 2010, an average of 76 persons annually. The Opportunity Zone Trade Area population increased at a lower rate than either the City (1.2%) or the County (2.0%).

While ESRI projections have always appeared to be trend-line conservative, the revised Opportunity Zone projection for 2024 by WDA to 18,128 is a significant increase following the status-quo growth pattern of the last 19 years. The increase will be more striking in the Secondary Trade Area where an average of 772 persons will be added compared to 493 annually from 2010 to 2019. The table

shows slower growth also in the Secondary Trade Area, reflecting the status quo growth in the Opportunity Zone Primary Trade Area.

While the Trade Area population was growing very modestly, the City population increased from 1,327,407 in 2010 to 1,465,079 in 2019, an average of 16,249 annually. One of the areas that will benefit from the City's expected growth of more than 18,000 annually over the next five years will be the Westside and the Near Westside Opportunity Zone.

Population Following a decline between 2000 and 2010, very little population change has occurred in the Secondary Trade Area since 2010 as there were 63,799 persons by 2019, an increase of 4,438, or 14.2%. During that period, the Opportunity Zone Primary Trade Area experienced a population increase of 680, or 5% over a nine-year period.

However, with projected Opportunity Zone growth in both households and economic development, more optimistic numbers are projected for the Trade Areas. An increase of more than 8,000 persons is projected for the Secondary Trade Area between 2019 and 2024, an increase of 12.5% (2.5% annually). This includes an optimistic projection of almost 4,000 persons added within the

Near Westside Opportunity Zone Primary Trade Area, a plus of 27.1% or 5.4% annually. These numbers will make a difference in

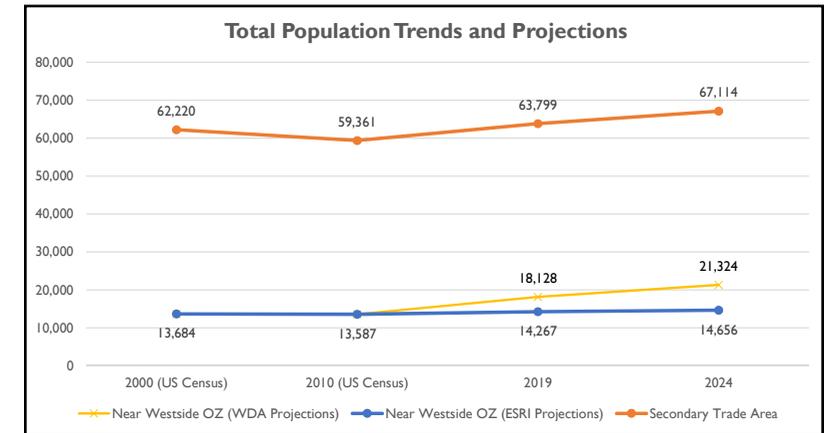


Figure 1A: Total Population Trends and Projections — 2000, 2010, 2019, 2024

Source: Census 2010 Esri forecasts for 2019 and 2024, WDA

market activity and jobs.

Total Households The number of households in the Opportunity Zone has seen very small increases since 2000 when there were 3,186, increasing by only 262 households in 19 years since 2000.

Table 1A: Population Trends and Projections — 2010, 2019, 2024

Site	2000 (US Census)	2010 (US Census)	2019 (ESRI Projections)	2024 (ESRI Projections)	2024 (WDA Projections)	2029 (WDA Projections)	Avg Annl Pct Chng 2010-19 (WDA)	Avg Annl Pct Chng 2019-24 (WDA)
Census Tract 1701.02	4,523	3,796	3,873	3,941	4,044	4,587	0.2%	0.7%
Census Tract 1106	7,088	7,553	7,869	8,017	10,803	12,615	0.4%	6.2%
Census Tract 1105	2,073	2,238	2,525	2,698	3,281	4,122	1.3%	5.0%
Near Westside OZ	13,684	13,587	14,267	14,656	18,128	21,324	0.5%	4.5%
Secondary Trade Area	62,220	59,361	63,799	67,114	67,114		0.7%	0.9%
San Antonio City, TX	1,150,947	1,327,407	1,465,079	1,546,517	1,546,517		1.0%	0.9%
Bexar County, TX	1,392,931	1,714,773	2,005,409	2,165,605	2,165,605		1.7%	1.3%

Source: Census 2010, Esri forecasts for 2019 and 2024, WDA projections for 2024, 2029 based on known apartments to be built

Table 2A: Total Households and Projections — 2000, 2010, 2019, 2024

Site	2000	2010	2019 (ESRI Project ions)	2024 (ESRI Project ions)	2024 (WDA Project ions)	2029 (WDA Project ions)
CT 1105	672	791	894	957	1,092	1,290
CT 1106	1,192	1,250	1,342	1,401	2,413	3,074
CT 1701.02	1,322	1,186	1,212	1,231	1,352	1,659
Near Westside OZ	3,186	3,227	3,448	3,589	4,857	6,023
Secondary Area	18,493	18,712	20,540	22,139		
San Antonio, TX	407,506	479,271	531,026	561,673		
Bexar County, TX	488,942	608,931	710,249	766,664		

Source: Census 2010, Esri forecasts for 2019 and 2024, WDA projections for 2024, 2029 based on known apartments to be built

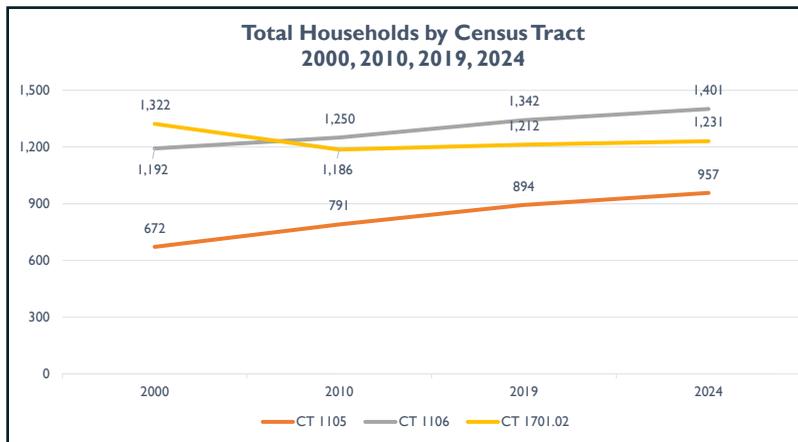


Figure 2A: Total Households by Census Tract — 2000, 2010, 2019, 2024

Source: Census 2010 Esri forecasts for 2019 and 2024

Anticipated household growth over the next five years due to currently planned multi-family projects responding to the stimulus for affordable housing by the City and the growth of the UTSA Downtown campus is projected to be 4,857 by 2024, an addition of more than 1,400 housing units. It is surprising the household size is not lower in Tract 1106 with a high-group quarter's population in the County Jail.

Household Size The Opportunity Zone household size declined only slightly from 2.75 in 2010 to 2.74 in 2019. The Secondary Trade Area decline was higher at 2.83 and 2.79. Household size is lower in Tract 1106 due to the County Jail. Tract 1701.02 has the highest

Table 3A: Average Household Size — 2010, 2019, 2024

Site	2010	2019	2024
CT 1105	2.83	2.82	2.82
CT 1106	2.27	2.29	2.29
CT 1701.02	3.19	3.19	3.19
NW SA OZ	2.75	2.74	2.74
Secondary Area	2.83	2.79	2.74
San Antonio City, TX	2.71	2.71	2.70
Bexar County, TX	2.75	2.76	2.77

Source: Census 2010 Esri forecasts for 2019 and 2024

household size at a steady 3.19. The City's average household size is 2.71 in 2019 but is expected to fall to 2.70 by 2024.

Race/Ethnicity In 2019, the race/ethnicity composition of the population in each Tract and the Opportunity Zone were similar to 2010, when Hispanics were 91% of the population in tract 1105, about 73% of the population in Tract 1106 and nearly 98% of the population in Tract 1701.02. (Table 4A)

In the Secondary Trade Area, Hispanics comprised almost 89% of the population. In the Opportunity Zone, Hispanics made up 83% of

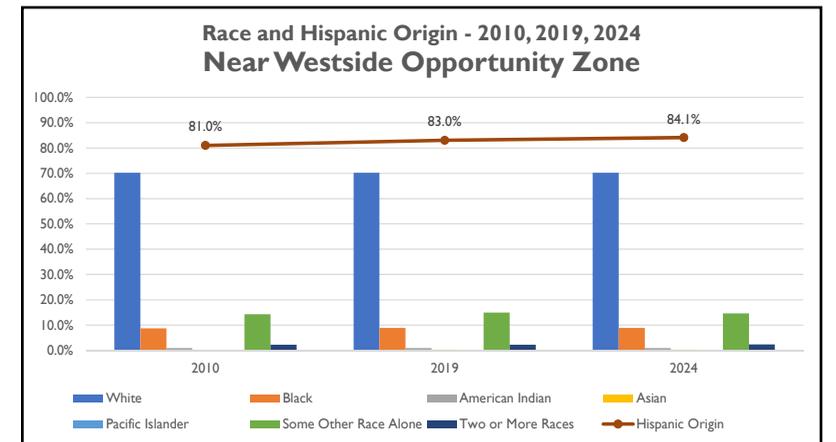


Figure 3A: Population by Race and Ethnicity, Near Westside Opportunity Zone—2010, 2019, 2024

Source: Census 2010 Esri forecasts for 2019 and 2024

Table 4A: Population by Race and Ethnicity — 2019

Site	Total Population	White	Black	American Indian	Asian & Pac Islander	Some Other Race Alone	Two or More Races	Hispanic Origin
CT 1105	1698	67.2%	6.3%	1.8%	0.8%	20.0%	4.0%	90.8%
CT 1106	5876	74.7%	13.9%	0.8%	5.0%	8.7%	1.4%	73.3%
CT 1701.02	2743	70.8%	0.5%	0.9%	0.1%	24.5%	3.2%	97.8%
Near Westside OZ	10317	72.3%	8.9%	1.0%	0.4%	15.0%	2.3%	83.0%
Secondary Area	44639	70.0%	4.1%	1.4%	6.0%	21.2%	2.9%	89.0%
San Antonio City, TX	1034441	70.6%	7.2%	0.9%	3.1%	14.4%	3.7%	65.7%
Bexar County, TX	2005409	70.8%	8.1%	0.8%	3.2%	13.2%	3.9%	60.7%

Source: Esri forecasts for 2019, WDA

the population. These figures reflect about a 2% increase over that reported in 2010. In comparison, the Hispanic population comprised about 66% of the population in the City of San Antonio in 2019, and nearly 61% of the population in Bexar County. Estimates for 2024

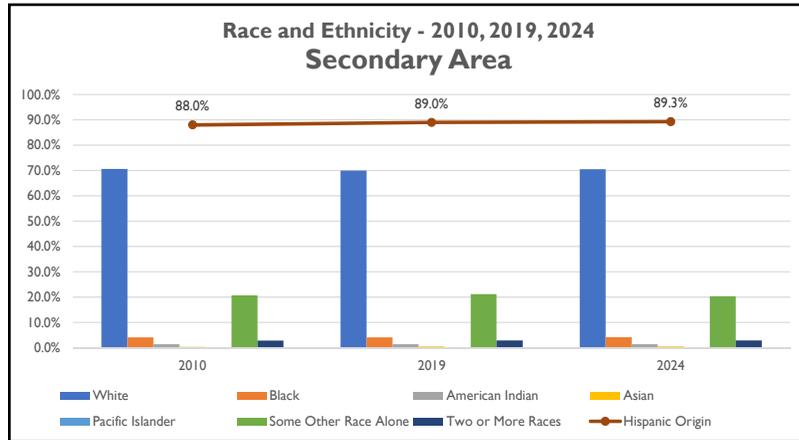


Figure 4A: Population by Race and Ethnicity, Secondary Area — 2010, 2019, 2024
Source: Census 2010 Esri forecasts for 2019 and 2024

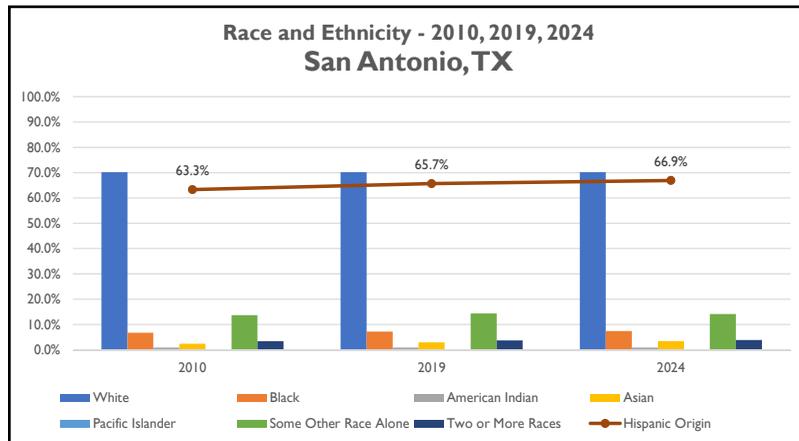


Figure 5A: Population by Race and Ethnicity, San Antonio, TX — 2010, 2019, 2024
Source: Census 2010 Esri forecasts for 2019 and 2024

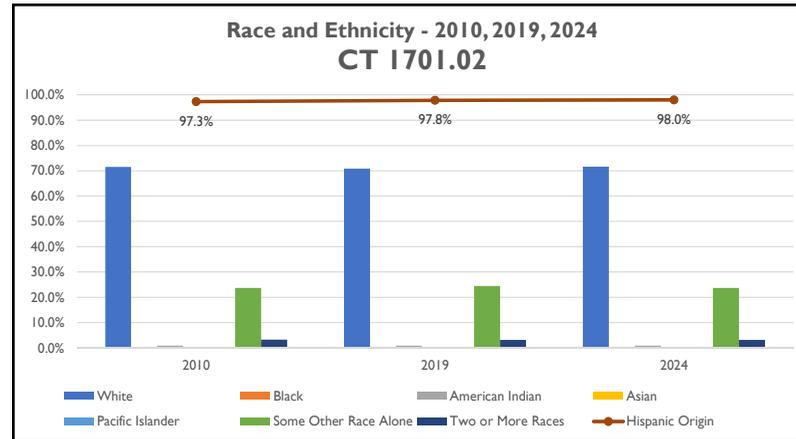


Figure 6A: Population by Race and Ethnicity, Census Tract 1701.02 - 2010, 2019, 2024
Source: Census 2010 Esri forecasts for 2019 and 2024

indicate the Hispanic population will comprise about 84% of the population in the Near Westside Opportunity Zone.

Median Age The median age of the population in each of the Census Tracts and for the Secondary Trade Area, the Opportunity Zone and the City of San Antonio for 2010, 2019 and 2024 is described below. Median age of the population in Tract 1105 is considerably younger than that of the other Tracts, probably due to the presence of the UTSA Downtown Campus. The median age for the Opportunity Zone in 2010 was 31.4 years compared to the 21.8

Table 5A: Median Age — 2010, 2019, 2024

Site	2010	2019	2024
Census Tract 1105	21.8	22.5	22.7
Census Tract 1106	33.2	33.6	33.9
Census Tract 1701.02	33.0	33.9	35.8
Near Westside OZ	31.4	31.9	32.5
Secondary Trade Area	32.6	33.8	35.1
San Antonio City, TX	32.8	34.2	34.9
Bexar County, TX	32.9	34.4	35.0

Source: Census 2010, Esri forecasts for 2019 and 2024

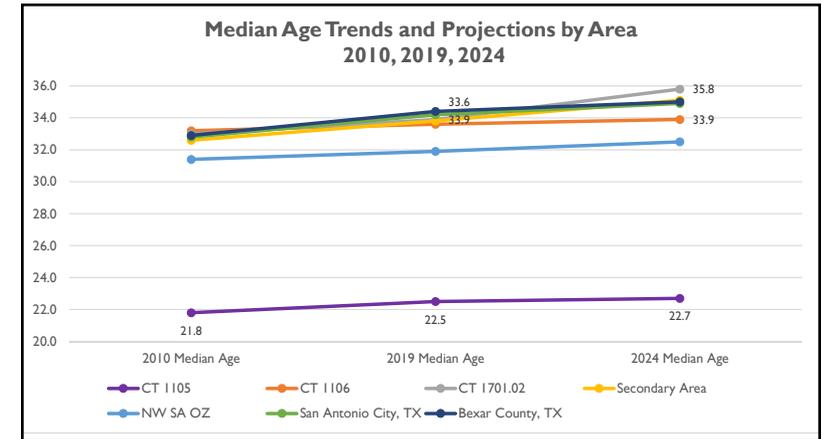


Figure 7A: Median Age Trends and Projections by Area — 2010, 2019, 2024
Source: Census 2010 Esri forecasts for 2019 and 2024

years median for Tract 1105. In 2019, the median age in Tract 1105 was 22.5 years while the median for the Opportunity Zone was 31.9. Projections for 2024 shows median age increase to 32.5 years in the Opportunity Zone.

When compared to the City of San Antonio and Bexar County, the median age for the Opportunity Zone is younger. For example, the median age for the City of San Antonio and Bexar County in 2019 was 34.2 and 34.4 years, respectively. (Table 5A)

Median age in the Trade area is slightly lower than the City and is trending lower. The gap in Median Age between Trade Area population and the City is widening. Where the Trade Area median age was 31.4 years in 2010 and 31.9 years in 2019, the City median was 32.8 years in 2010 and 32.4 in 2019. The Opportunity Zone is slightly younger in median age than the Secondary Trade Area, but still higher than the City or County.

The median age geographic distribution shows that within the Opportunity Zone, the population is younger in Tract 1105 than in the Opportunity Zone and other tracts. In addition, apartment complexes in Tract 1106 tend to house an older population. In Tract 1105, the newer apartment complex houses a younger population. All these factors have a bearing on the age structure of the population residing in the Opportunity Zone.

Educational Attainment The Opportunity Zone has a lower percentage of high school graduates (25.5%) and College graduates (4.3%) than the Secondary Trade Area at 32.7% and 10.1%. Not totally expected is that the Primary Trade Area has a higher percentage of persons with Some College/No Degree (26.7%) than the Secondary Trade Area as a whole (23.2%), but, as expected, a lower percentage of Grad/Prof Degrees (1.5-5.8%). These rates of college graduation are considerably lower than either the City or the County, both of which have higher than 21% with a bachelor's degree. (Table 6A)

Approximately one-fourth of the population 25+ in the Near Westside Opportunity Zone Primary Trade Area have a high school diploma; one-fourth have had some college with no degree; and, 42% have some high school with no diploma. But only 4.3% have a bachelor's degree and 1.5% have a graduate or professional degree. By contrast, one-third of the Secondary Trade Area population over 25 years have a high school diploma and less than one-fourth have some college with no degree. Among this same group, 28.1% have some high school with no diploma. More than doubling the PTA in those with a high school diploma, the STA have 10.1% with a bachelor's degree and 5.8% with a graduate or professional degree.

The educational attainment of the population residing in the

Table 6A: Educational Attainment — 2019

Site	Total Persons 25 yrs and over	Some College/ No Degree	9-12th Grade/ No Diploma	High School Diploma	Bachelor's Degree	Grad/Prof Degree
Census Tract 1105	699	17.6%	59.4%	17.3%	5.7%	0.0%
Census Tract 1106	3,757	29.0%	40.4%	23.8%	4.6%	2.1%
Census Tract 1701.02	1,592	25.1%	38.1%	33.0%	3.1%	0.8%
Near Westside OZ	6,048	26.7%	41.9%	25.5%	4.3%	1.5%
Secondary Trade Area	28,102	23.2%	28.1%	32.7%	10.1%	5.8%
San Antonio City, TX	754,056	27.6%	11.5%	27.2%	21.6%	12.1%
Bexar County, TX	1,041,449	28.1%	10.1%	26.0%	22.7%	13.1%

Source: Census 2010, Esri forecasts for 2019 and 2024

Opportunity Zone, Secondary Trade Area, the City of San Antonio and Bexar County as of 2019 is shown below.

Median Household Income Trade Area Median Household Income has been consistently lower than the City and is expected to continue through 2024 when Trade Area median household income reaches \$20,055 compared to \$54,979 in the City. Follow the blue column in Figure 8A to compare the Trade Area to the City and County with Opportunity Zone Census Tracts

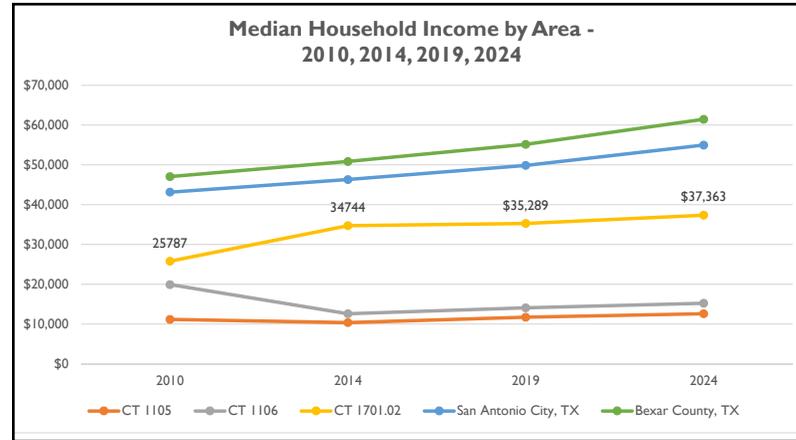


Figure 8A: Median Household Income by Area — 2010, 2019, 2024

Source: Census 2010 Esri forecasts for 2019 and 2024

Table 7A: Median Household Income by Area — 2010, 2019, 2024

Site	2010	2014	2019	2024
CT 1105	\$ 11,172	\$ 10,365	\$11,743	\$12,592
CT 1106	\$ 19,934	\$ 12,595	\$14,097	\$15,257
CT 1701.02	\$ 25,787	\$ 34,744	\$35,289	\$37,363
NW SA OZ			\$17,785	\$20,055
Secondary Area			\$26,915	\$30,480
San Antonio City, TX	\$ 43,152	\$ 46,317	\$49,884	\$54,979
Bexar County, TX	\$ 47,048	\$ 50,867	\$55,131	\$61,450

Source: Census 2010 Esri forecasts for 2019 and 2024

Employment by Industry Five major industries employ more than 82% of the employed in the Opportunity Zone. These industries are: Construction (19.1% of the employed), Health and Social Assistance (15.5%), Accommodations and Food-Related (14.6%), Retail Trade (13.7%) and Manufacturing (8.1%). The same industries in the Secondary Trade Area employ 59.4% with the highest share in Construction at 16.1%. With these industries, the Opportunity Zone not only needs affordable housing, but also workforce housing to accommodate these employees. (Table 8A)

The Construction industry employs 22% of workers in 1701.02 and Tract 1105 shows more than 20% employed in three industries: Retail Trade (21%), Health Care (21.6%) and Food Related (22.5%)

Employment by Occupation The top nine occupations in the Opportunity Zone represent almost 87% of the 3,640 employed population over age 16. The Opportunity Zone, with 19% Construction occupations, has a higher rate of people in Construction than does the Secondary Trade Area (14.4%), the City (6.7%) and the County (6.1%). Second to Construction in the Opportunity Zone is Office and Administrative Support occupations with 14.9%, which is higher than the Secondary Trade Area but slightly lower than the City or County. Five occupations in the Opportunity Zone are in the 8-9% range, including Food-Related, Building & Grounds Maintenance, Sales & Sales-Related, Production and Transportation & Material Moving occupations. The same nine occupations in the Secondary Trade Area represent 75.4% of those employed with the

Table 8A: Employment by Industry — 2019

Site	Empl Civ Pop 16+	Construction	Manufacturing	Retail Trade	Health/Soc Asst	Accom/Food	Other Indus	Total Blue Collar	Cumulative Pct Top Ind
CT 1105	601	7.3%	4.8%	21.0%	21.6%	22.5%	20.3%	38.4%	79.7%
CT 1106	1,495	21.0%	8.4%	9.8%	18.1%	16.5%	13.6%	42.3%	86.4%
CT 1701.02	1,544	22.0%	9.1%	14.6%	10.6%	9.7%	21.1%	54.1%	78.9%
Near Westside OZ	3,640	19.1%	8.1%	13.7%	15.5%	14.6%	17.9%	46.7%	82.1%
Secondary Area	23,541	16.1%	6.8%	11.5%	11.8%	13.2%	31.2%	42.1%	68.8%
San Antonio	682,877	8.9%	5.6%	11.8%	13.7%	10.8%	46.0%	34.6%	54.0%
Bexar County	934,646	8.3%	5.6%	11.7%	14.0%	9.9%	47.9%	34.2%	52.1%

Source: Esri forecasts for 2019

Table 9A: Employment by Occupation — 2019

Site	Population Age 16+	Mgmt	Health care Support	Food Prep/Serv-Related	Bldg/Grnds Cng/Maint	Sales & Sales Related	Office/Admin Support	Constr/Extractn	Production	Transp/Material Moving	Percent Other Occup	Cumulative Pct of Top Occup
CT 1105	601	0.7%	7.3%	17.0%	10.0%	5.5%	13.3%	8.7%	9.3%	14.1%	14.1%	85.9%
CT 1106	1,495	3.8%	8.3%	9.2%	13.8%	11.4%	10.2%	21.3%	4.8%	2.1%	15.1%	84.9%
CT 1701.02	1,544	7.2%	1.0%	5.6%	4.4%	6.2%	20.0%	20.8%	11.7%	11.7%	11.5%	88.5%
Near Westside OZ	3,640	4.7%	5.1%	8.9%	9.2%	8.2%	14.9%	19.0%	8.5%	8.1%	13.4%	86.6%
Secondary Area	23,541	4.5%	3.8%	8.7%	7.1%	9.7%	12.6%	14.4%	6.0%	8.6%	24.6%	75.4%
San Antonio, TX	682,873	7.8%	2.9%	8.0%	4.3%	11.5%	15.2%	6.7%	4.1%	5.9%	33.7%	66.3%
Bexar County, TX	934,646	8.5%	2.7%	7.3%	3.9%	11.4%	15.2%	6.1%	4.0%	5.7%	35.1%	64.9%

Source: Esri forecasts for 2019

Table 10A: Households by Income Group — 2019

Site	Total Households	<\$15,000	\$15,000-\$24,999	\$25,000-\$34,999	\$35,000-\$49,999	\$50,000-\$74,999	\$75,000-\$99,999	\$100,000-\$149,999	\$150,000+
CT 1105	894	63.9%	14.3%	7.4%	8.4%	2.0%	2.8%	1.1%	0.1%
CT 1106	1,342	53.2%	15.4%	12.7%	8.0%	6.7%	0.6%	1.9%	1.6%
CT 1701.02	1,212	19.5%	17.6%	12.1%	25.8%	15.7%	5.6%	3.7%	0.0%
Near Westside OZ	3,448	44.1%	15.9%	11.1%	14.4%	8.6%	2.9%	2.3%	0.6%
Secondary Area	20,540	29.6%	17.2%	13.4%	14.3%	12.7%	6.2%	3.9%	2.7%
San Antonio City, TX	531,016	14.0%	11.3%	10.4%	14.3%	18.5%	11.3%	12.2%	7.9%
Bexar County, TX	710,235	12.0%	10.0%	9.4%	13.4%	18.6%	12.4%	14.1%	10.1%

Source: Esri forecasts for 2019

most prevalent occupation being in Construction. (Table 9A)

Among the three census tracts, 1701.02 has the highest share of occupations in Office and Administrative Services with 20.8%. Tract 1106 has the highest share in Construction trades (21.3%) and Tract 1105 has the highest share in Food Service and Related with 17%.

Income Almost 60% of Opportunity Zone households have incomes less than \$25,000. In the Secondary Trade Area, it is 47%. More than 25% of households in the Secondary Trade Area have incomes greater than \$50,000, compared with the Opportunity Zone's 14.6%. The 2018 Median Household Income in the Opportunity Zone was \$22,162, but the Secondary Trade Area Median Household Income was 27% higher at \$28,161. (Table 10A)

Census Tract 1105, with its low household size and other factors, has the highest percentage of households with incomes below \$15,000 in the Opportunity Zone. Tract 1701.02 has the highest share of households with incomes of \$50,000 to \$75,000 at 15.7%. (Table 10A)

Households by Tenure There are an estimated 3,687 total housing units in the Opportunity Zone and 22,429 in the Secondary Trade Area. In the Opportunity Zone, only 27.7% are owner-occupied with 65.8% renter-occupied, leaving a vacancy rate of 6.5%. The Secondary Trade Area is less dominated with renters at 53.8% and

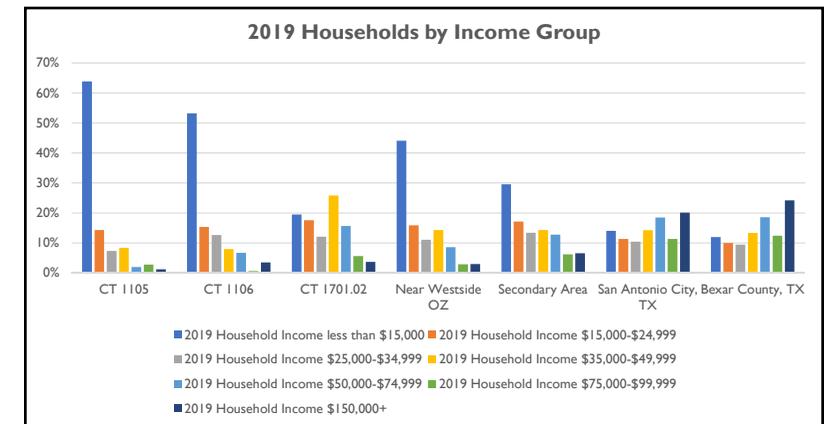


Figure 9A: Households by Income Group — 2019

Source: Esri forecasts for 2019

more owner-occupied (37.8%). Both of these are substantially lower than the City's Owner-Occupied rate of 49.4% and the County's at 55.7% .(Table 11A)

Census Tract 1701.02 has the highest home ownership rate in the Opportunity Zone with 46.3% compared to the Opportunity Zone rate of 27.7%. Tract 1105 has the lowest ownership rate of 14.2% and Tract 1106 has an 18.3% ownership rate due to the County Jail, Haven for Hope and a large number of apartment complexes.

Table 11A: Households by Tenure — 2019

Site	2019 Total Housing Units	2019 Total Occupied Housing	Owner-Occupied	Renter Occupied	Vacant Units	Pct Owner-Occupied	Pct Renter Occupied	Pct Vac Units
CT 1105	895	894	127	767	1	14.2%	85.7%	0.1%
CT 1106	1,420	1,342	260	1,082	78	18.3%	76.2%	5.5%
CT 1701.02	1,372	1,212	635	577	160	46.3%	42.1%	11.7%
Near Westside OZ	3,687	3,448	1,022	2,426	239	27.7%	65.8%	6.5%
Secondary Area	22,429	20,540	8,471	12,069	1,889	37.8%	53.8%	8.4%
San Antonio City, TX	567,557	531,026	280,647	250,379	36,531	49.4%	44.1%	6.4%
Bexar County, TX	751,314	710,249	418,714	291,535	41,065	55.7%	38.8%	5.5%

Source: Census 2010, Esri forecasts for 2019 and 2024,WDA

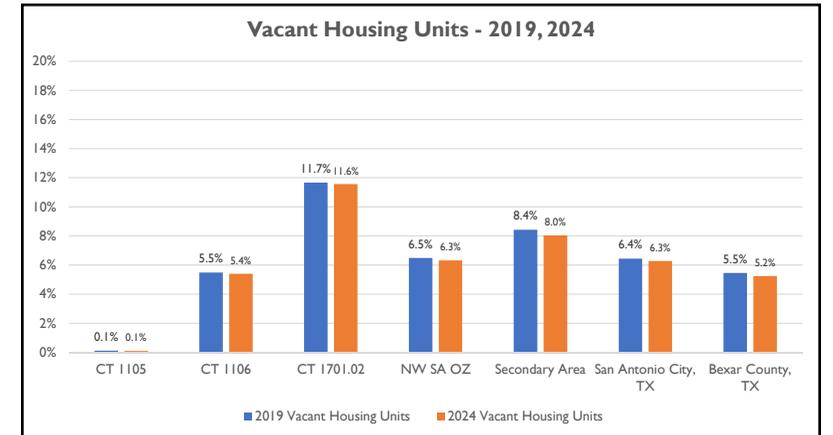


Figure 12A: Percent of Vacant Housing Units — 2019, 2024

Source: Census 2010, Esri forecasts for 2019 and 2024,WDA

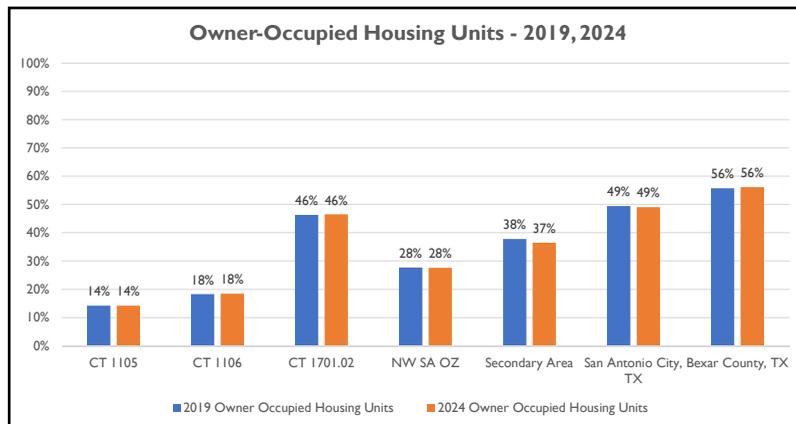


Figure 10A: Percent of Owner-Occupied Housing Units — 2019, 2024

Source: Census 2010, Esri forecasts for 2019 and 2024,WDA

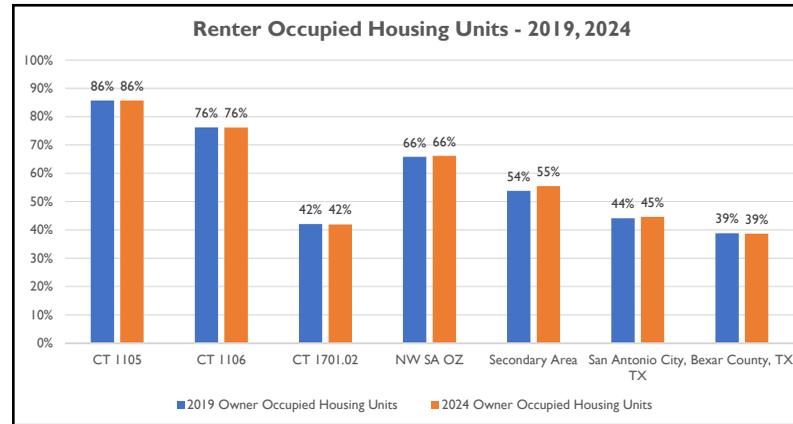


Figure 11A: Percent of Renter-Occupied Housing Units — 2019, 2024

Source: Census 2010, Esri forecasts for 2019 and 2024,WDA

C4. Existing Plans, Existing Programs and Best Practices

The Near Westside Opportunity Zone has many overlapping existing plans. Many of these plans have been adopted by the City of San Antonio and therefore are components of the City's Comprehensive Plan. Many of them were not adopted but have been used for guiding non-profits through future growth and investment. The majority of the reviewed plans reflect neighborhood residents' concerns and desires. It is important to consider existing and future plans to provide a foundation for recommendations for future development that are in line with community goals, local policy and future land use. There also are plans that are currently being developed that will be considered based on the information available during the development of this strategic plan for the Opportunity Zone. The following plans have been summarized, highlighting the most pertinent information that will help develop recommendations for future growth in the Opportunity Zone that reduces residential and cultural displacement while encouraging economic development.

Avenida Guadalupe 2020 Master Plan — 1998

The Avenida Guadalupe 2020 Master Plan (AGMP) is a vision for the future that was conducted by the Division of Architecture and Interior Design at the University of Texas at San Antonio in 1998. The AGMP boundaries are defined as Commerce Street to the north, Alazan Creek to the east, Apache Creek to the south, and Southwest 19th and Apache Creek to the west. This plan overlaps the Opportunity Zone in Census Tract 1105 west of Alazan Creek.

The AGMP is a vision for the future of the area based on local input and review. The AGMP consists of an introduction with history and architectural styles of the neighborhood, future options with physical improvement recommendations and a background of the area.

The recommendations include the development of the Avenida Guadalupe Corridor; the Alazan and Apache Creeks as an open-space recreational system; a craft and market district; rehab and improvement of housing; the development of a neighborhood medical district; and, the development of an urban code for the neighborhood in the form of an overlay district.

Vista Verde South – Neighborhood Master Plan 2000

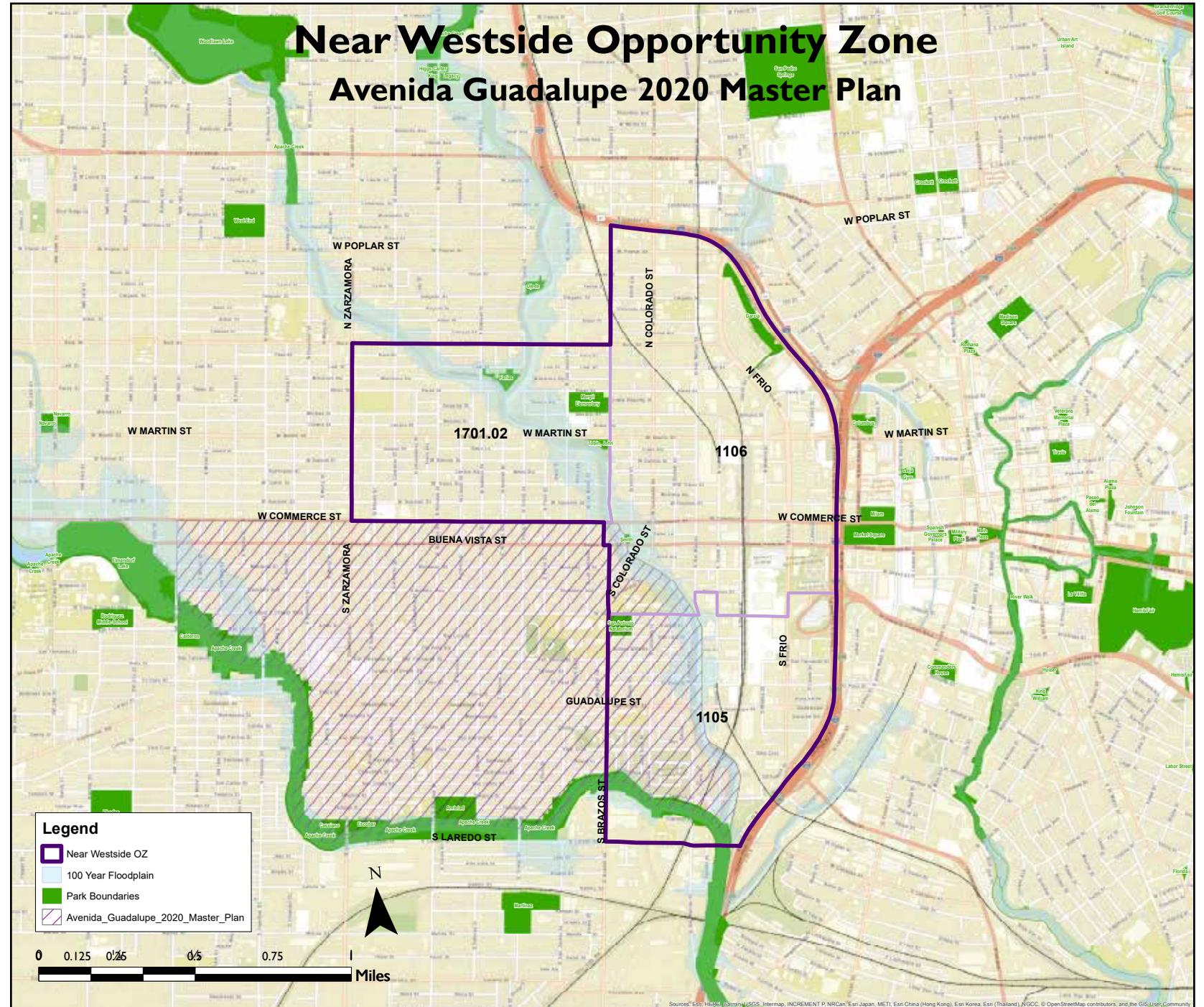


Figure 13A: Avenida Guadalupe 2020 Master Plan Boundary in the Opportunity Zone

Source: ESRI, WDA

The Vista Verde South Neighborhood Master Plan was developed to explore urban, economic and neighborhood improvements surrounding the downtown UTSA campus. The plan's boundaries are defined by IH-35 to the east, Martin Street to the north and Alazan Creek on the west. The entire plan is located within the Opportunity Zone boundary. The plan makes up approximately 40% of the total land area, with the majority within Census Tract 1105 and 1106.

The plan is a vision for the future developed through community and committee meetings with neighborhood residents, business owners and other area stakeholders. It is divided into several sections that include the history of the area, options and background information. The background information includes land use patterns, zoning, circulation and demographics. The report also includes a series of goals, objectives to accomplish the goals and initiatives to support the objectives.

The option section includes recommendations that improve the quality of life of its residents, enhance pedestrian circulation and encourage economic development around the UTSA Downtown Campus. These recommendations include creating an open space system by establishing a linear park along the Alazan Creek; the development of a university district that includes academic buildings, retail, restaurants, specialty shops and a child care center; the development of a design/arts district; rehabilitation and improvement of housing; development of the VIA multimodal terminal; development of Cattleman Square; development of the streetscape; and, the adoption of an Urban Code.

Avenida Guadalupe ULI Study – 2005
(Policies and Special Study — Adopted by COSA)

The Avenida Guadalupe Study was prepared by an Urban Land Institute advisory panel with the objective to help develop a corridor plan with a strategy that reflects the desires of neighborhood residents and offers revitalization without displacement. The limits of the plan include the Guadalupe corridor between Apache Creek and Frio Street. This plan is located in Census Tract 1105.

The ULI panel helped to identify the area assets and liabilities and

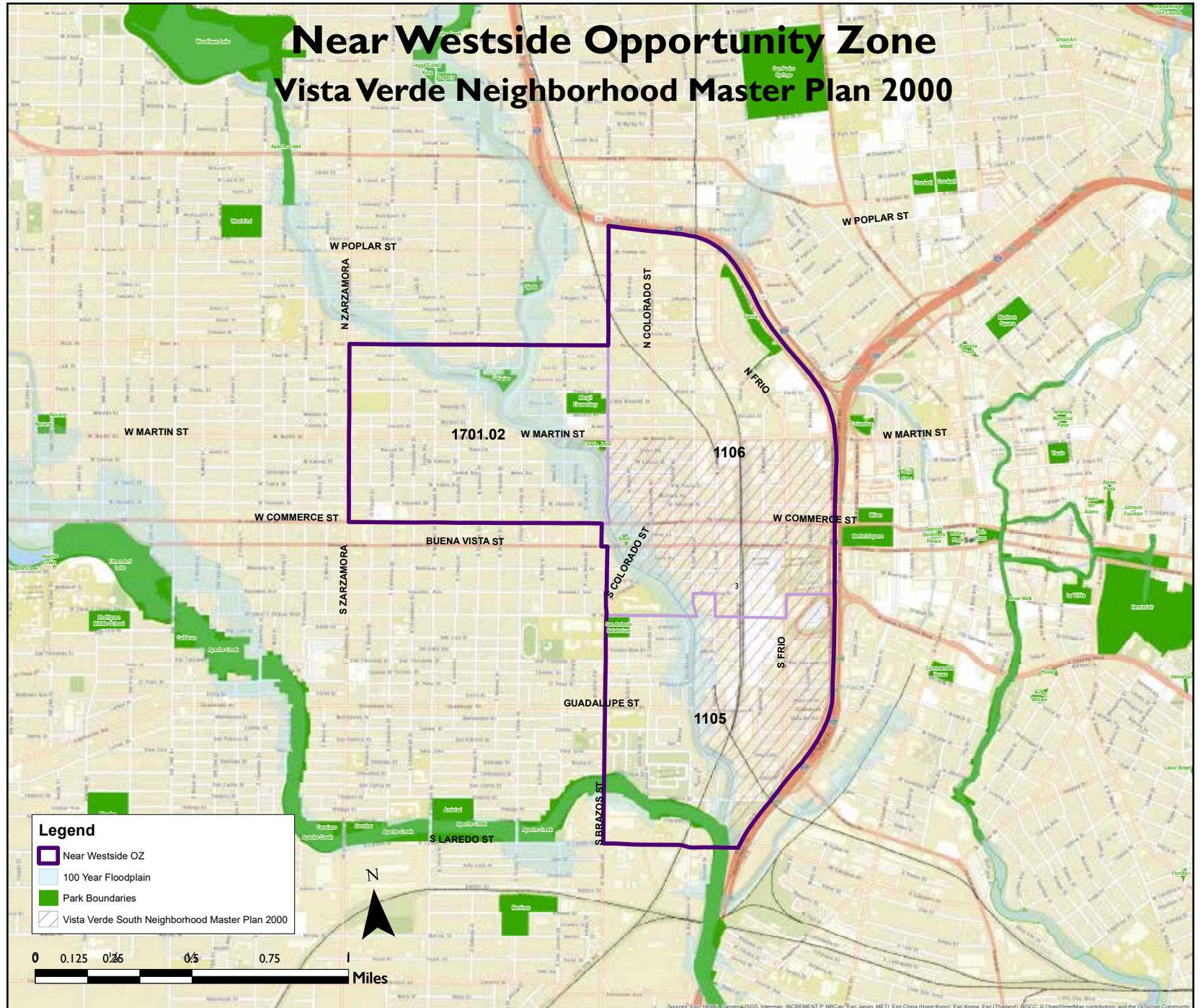


Figure 14A: Vista Verde South Neighborhood Master Plan 2000 Boundary in the Opportunity

Source: ESRI, WDA

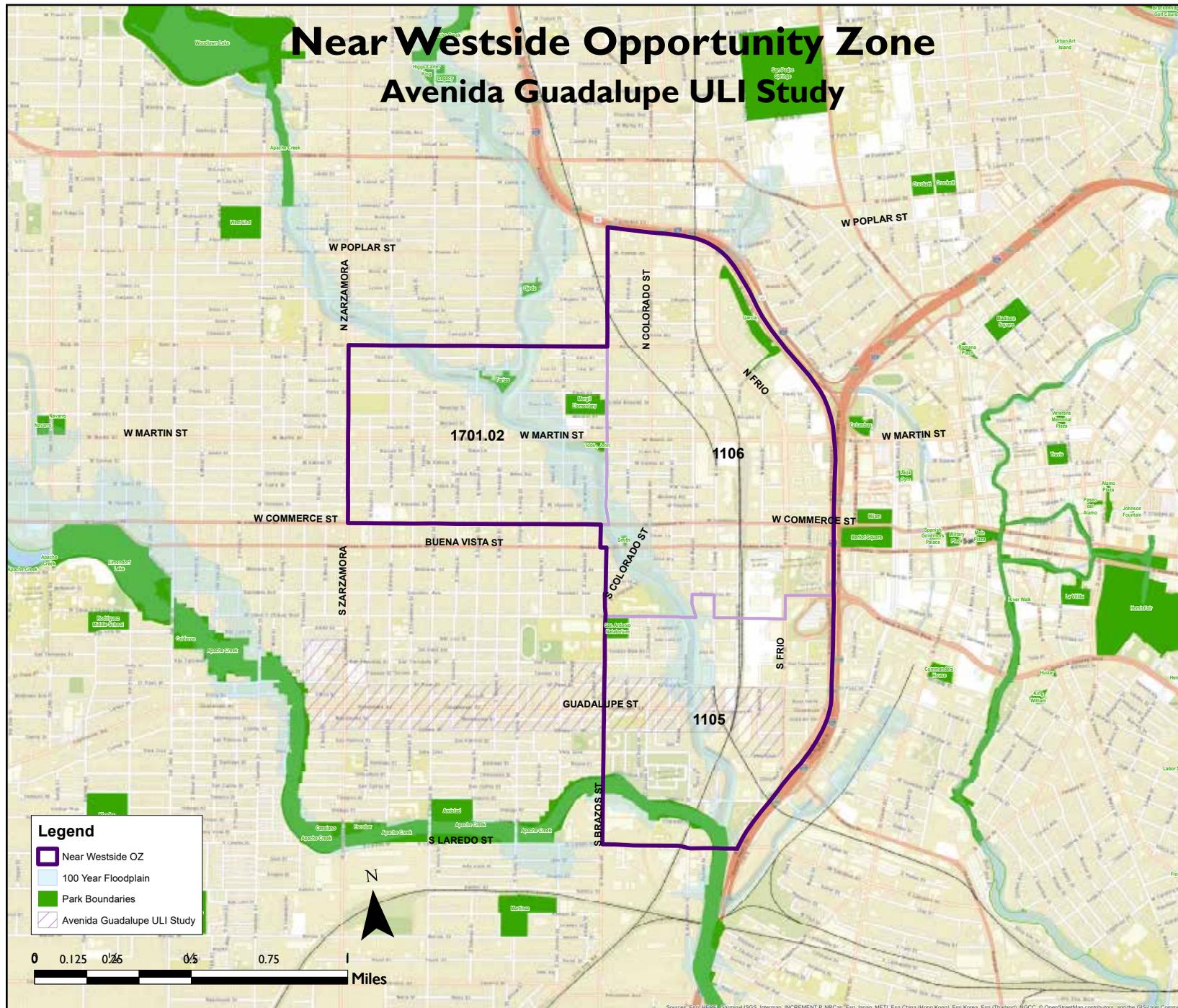


Figure 15A: Avenida Guadalupe ULI Study Boundary in the Opportunity Zone

Source: ESRI, WDPA

formulated recommendations to help the community establish a vision for the future. The recommendations include five planning principles, suggested development strategies and targeted development to help guide the revitalization of the area.

The planning principles include development of the Avenida Guadalupe corridor as an integral part of the larger community; creation of a forward-looking, community-based vision to guide planning and implementation initiatives; establishment of a land-use development framework to guide all development activities within the study area; a plan to balance pedestrian and automobile needs within the Avenida Guadalupe right-of-way; and establishment of a well-rounded open-space network that serves the study area and the host neighborhood.

The development strategies mentioned include investing in human development and engaging local resources; eliminating blight; streamlining development and removing barriers; coordinating existing programs and resources; expanding cultural events; involving UTSA; and, expanding job opportunities. The targeted development recommended a mixed-income housing and a regional institutional/commercial district.

Guadalupe Westside Community Plan 2007 (Community and Neighborhood Plans—Adopted by COSA)

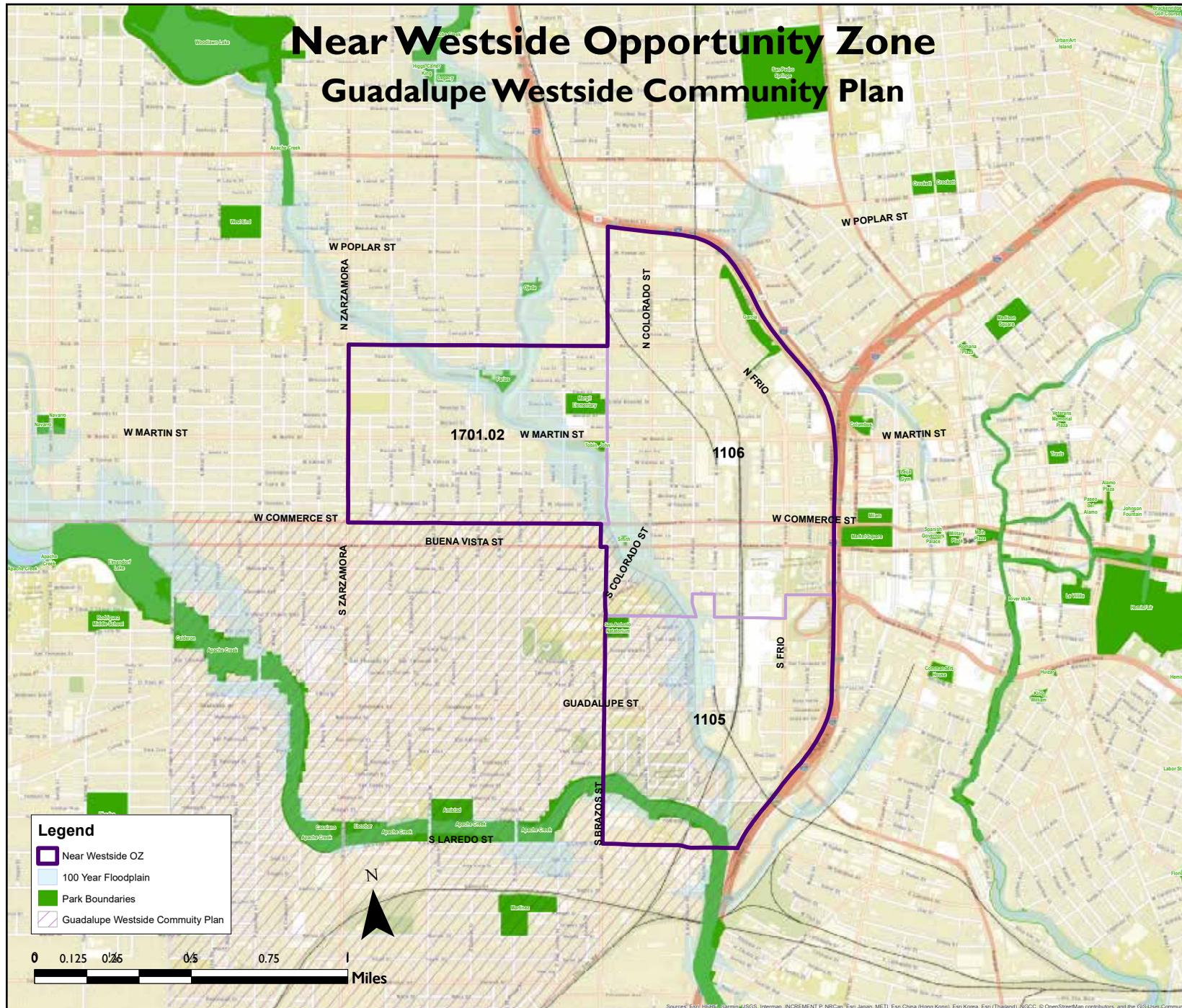
The Guadalupe Westside Community Plan (GWCP) was initiated by the Avenida Guadalupe Association and developed by residents, business leaders and the City of San Antonio. There were public meetings held in the form of SWOT exercises to capture resident input on five subjects: public infrastructure and facilities; public safety and code compliance; community issues—health, education and well being; economic development; and, housing.

The planning area is bounded by Commerce Street to the north, Frio City Road and Alazan Creek to the east, Highway 90 to the south and Southwest 19th Street to the west. The GWCP falls within Census Tract 1105 and along the Commerce and Buena Vista corridor in Census Tract 1701.02. The purpose of this plan is to provide a guide for action, innovation and revitalization.

The GWCP is divided into two parts. The first part includes

Near Westside Opportunity Zone

Guadalupe Westside Community Plan



background, goals and objectives, which cover infrastructure and facilities; public safety and code compliance; community health, education and well-being; economic development; and, housing. The second part is focused on the Avenida Guadalupe corridor and a strategic revitalization plan for that area. There are a wealth of maps that illustrate community assets, infrastructure, land use, zoning, housing and economic development in the area.

Westside Reinvestment Plan 2009

(Community Development Plan – adopted by COSA)

The Westside Reinvestment Plan (WRP) was prepared by the City of San Antonio’s Planning and Development Services Department. The WRP encompasses the entire Census Tract 1105, the southern portion of Census Tract 1106 and along the Buena Vista/Commerce Corridor in Census Tract 1701.02.

There are four adopted community and neighborhood plans that guide the WRP: the Guadalupe Westside Community Plan, the South-Central San Antonio Community Plan, the Downtown Neighborhood Plan and the Nogalitos/South Zarzamora Community Plan.

The goals from these plans were used to create a set of actions to support implementation. The Westside Tax Increment Reinvestment Zone that was created in 2008 is the financial tool that will be used to fund implementation of the recommendations in this plan. The highest priority uses of the TIF are inner-city neighborhoods and commercial districts within Loop 410 and south of Highway 90.

This plan area is divided into five segments. Each segment is identified by key assets and opportunities. There is also a summary of priority actions identified from existing plans and stakeholder meetings.

Downtown Neighborhood Plan 1999, Updated 2009 and 2019

The Downtown Neighborhood Plan (DNP) identifies proposed land uses, potential housing development areas, transportation systems, economic development initiatives and urban design guidelines, as well as pedestrian and open space connections. The planning process was a community-based process that included stakeholders and the general community to identify a vision for downtown.

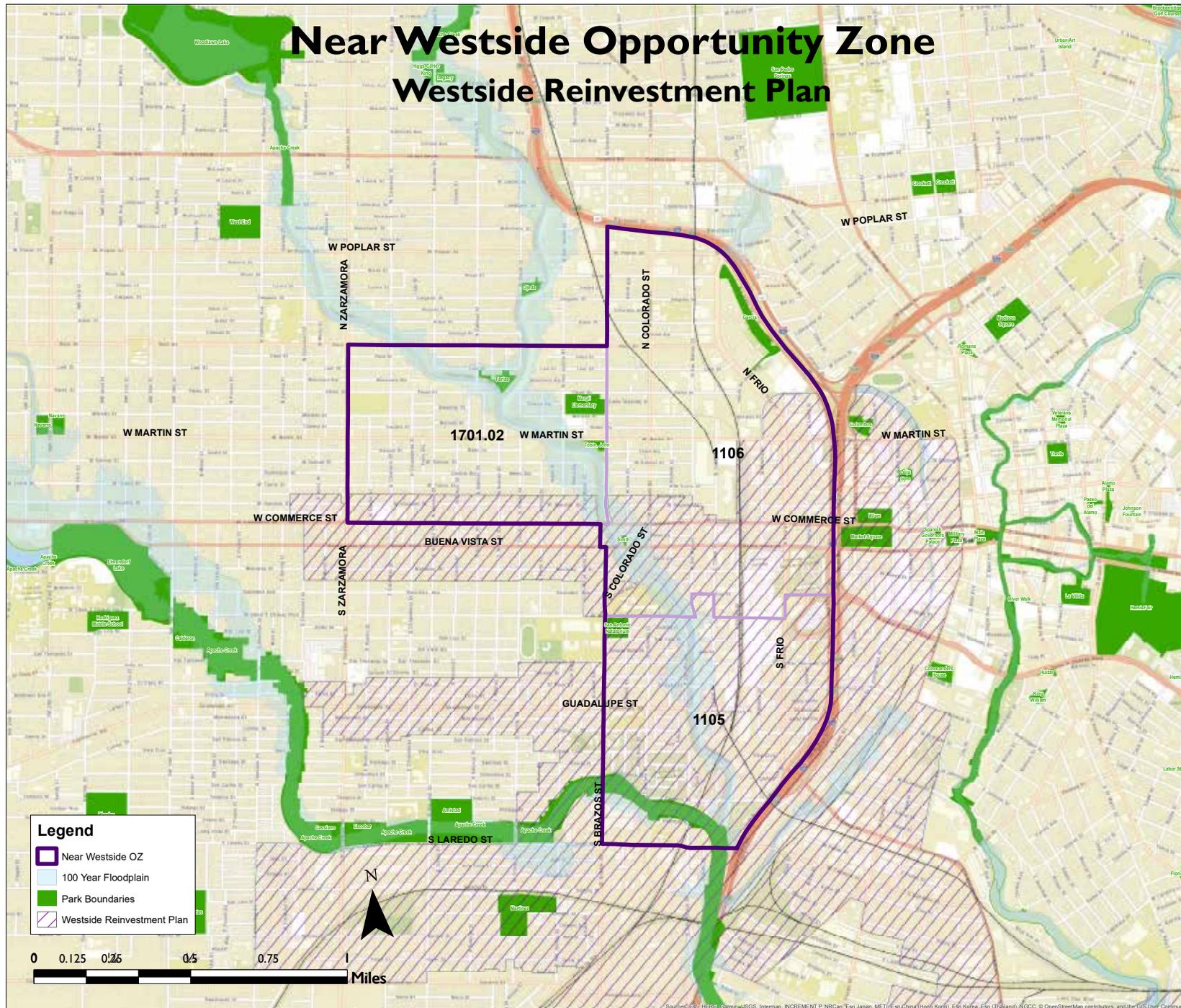


Figure 17A: Westside Reinvestment Plan Boundary in the Opportunity

Source: ESRI, WDA

The DNP is divided into five neighborhoods and each neighborhood is divided into districts. The five neighborhoods are the North Neighborhood, East Neighborhood, South Neighborhood, West Neighborhood and Central Neighborhood. The West neighborhood has five districts in the Opportunity Zone.

The plan includes long-term vision statements for each district and short-term initiatives. The districts within the Opportunity Zone are Vista Verde, UTSA/Government, Cattleman Square, Colorado Street and the Municipal District.

The Municipal District was created and the Colorado Street District was extended to include Haven for Hope in the 2009 update. There was also an update to the future land use map for these two districts.

San Antonio Urban Renewal Plan (2017)

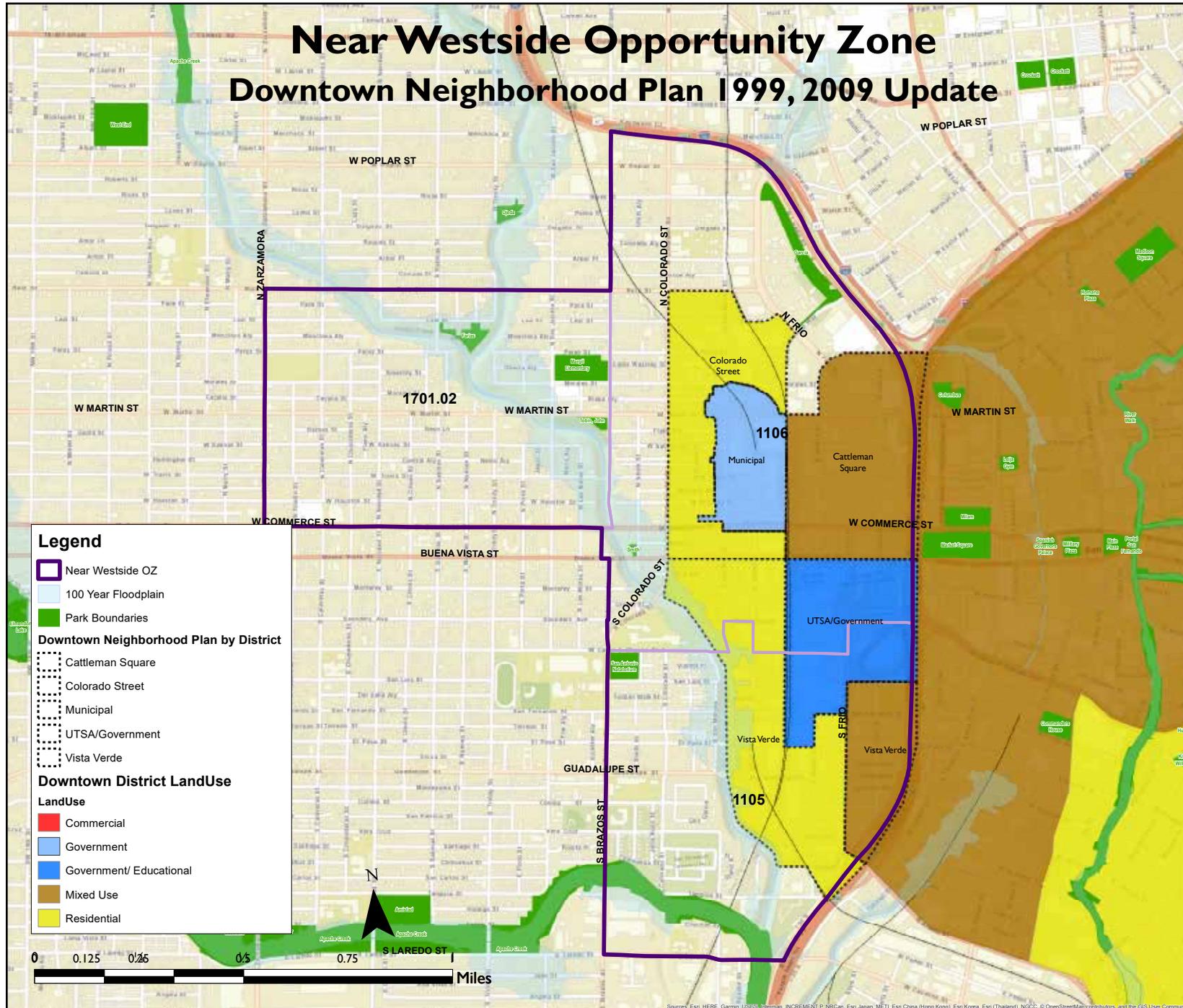
The San Antonio Urban Renewal Plan (SAURP) was prepared by the Department of Planning and Community Development. It is designed to guide the implementation of the Neighborhood Improvement Bond (NIB) Funds. The plan has five primary goals: eradicate distressed conditions in neighborhoods; increase workforce and affordable housing opportunities citywide; preserve affordability of existing neighborhoods; provide opportunities for neighborhood-serving mixed-use development; and, implement the SA Tomorrow Comprehensive Plan. There are 12 distressed areas identified in the plan. Any project receiving NIB Funds must be primarily residential and 50 percent of the units must be affordable, at 80 percent of the Area Median Income or less.

VIA 2040 Long Range Plan

The 2040 LRP expands on the previous 2035 Long Range Comprehensive Transportation Plan. VIA updates its LRP every five years to align with future projects, existing and future transportation modes and current funding. The LRP identifies the needs in a growing region, the importance and benefits of transit, a vision for the future with funding and implementation strategies.

An Analysis of Housing Vulnerability in San Antonio –

Near Westside Opportunity Zone Downtown Neighborhood Plan 1999, 2009 Update



66 Figure 18A: Downtown Neighborhood Plan Boundary in the Opportu-

Source: ESRI, WDA

January 2018

An Analysis of Housing Vulnerability in San Antonio was prepared by the National Association for Latino Community Asset Builders. It defines housing affordability and vulnerability in San Antonio. It also identifies demographics and real estate market trends that highlight the housing affordability issues focusing on neighborhoods within Loop 410. The study also identifies current trends in San Antonio that can lead to displacement and decrease the affordable housing stock.

San Antonio Corridors Strategic Framework Plan – March 2018

There are four components of the SA Corridors Strategic Framework Plan. The first component is corridor profiles that include a future land use map that guides growth around our current and future transit system. The corridor profiles are based on neighborhood plans, sector plans, VIA Vision 2040 and scenario modeling.

The second component is a framework for transit supportive land use and strategies for encouraging transit supportive development. Transit supportive land use encourages development that supports existing and future transit plans. The final two components are station area concepts and station area plans. There are 16 station area concepts that analyze future land use and recommended strategies as well as two detailed station area plans.

San Antonio’s Housing Policy Framework—Mayor’s Housing Policy Task Force, August 2018

The Housing Policy Framework is a strategy to bridge the growing affordability gap in housing prepared by the Mayor’s Housing Policy Task Force (MHPTF). The report acknowledges the affordable housing problems in San Antonio and makes five recommendations in the form of action items. Each action is supported with prioritized policies along with strategies for implementation.

The five action items are to develop a coordinated housing system; increase city investment in housing; increase affordable housing production, rehabilitation and preservation; protect and promote neighborhoods; and, ensure accountability to the public.

Investment Tools, Incentives and Policies

The majority of the development incentives utilized through the City of San Antonio focus on the central core of the city, which applies to the Near West Side Opportunity Zone. There are several policies with development incentives that encourage economic development in the Near West Side Opportunity Zone. The existing incentives are in the form of tax abatements, city development fee waivers, SAWS impact fee waivers, tax reimbursement grants, infrastructure grants and the Westside TIRZ, a tax increment financing tool. Each policy is described below.

Center City Housing Incentive Policy (CCHIP)

The Center City Development Office created the Center City Housing Incentive Policy (CCHIP) in response to a recommendation from the Center City Implementation Plan. The recommendation in the plan advised the city to establish a center city housing incentive system. The CCHIP was established to encourage the development of housing within targeted areas and the downtown core.

Eligible projects may receive city fee waivers, SAWS impact fee waivers, Real Property Tax reimbursement grants and infrastructure grants. Eligible projects must be within Tier 1, 2 or 3. Each tier offers different levels of financial incentives. Tier 1 is the Central Business District (CBD), Tier 2 is outside the CBD but within the Greater Downtown Area and Tier 3 includes all Regional Centers included in the SA Tomorrow Plan and the Transportation Corridors in VIA's 2040 Long Range Plan.

It is important to note that there is an affordable housing requirement for Tier 2 and Tier 3 but not Tier 1. Also, properties with either an urban low density, medium density residential, or parks/open space future land use classification do not qualify for CCHIP incentives. The infrastructure grant is only available in Tier 1.

Tax Increment Reinvestment Zone (TIRZ)

Taxes attributable to new improvements (tax increments) are set aside in a fund to finance public improvements within the boundaries of the zone.

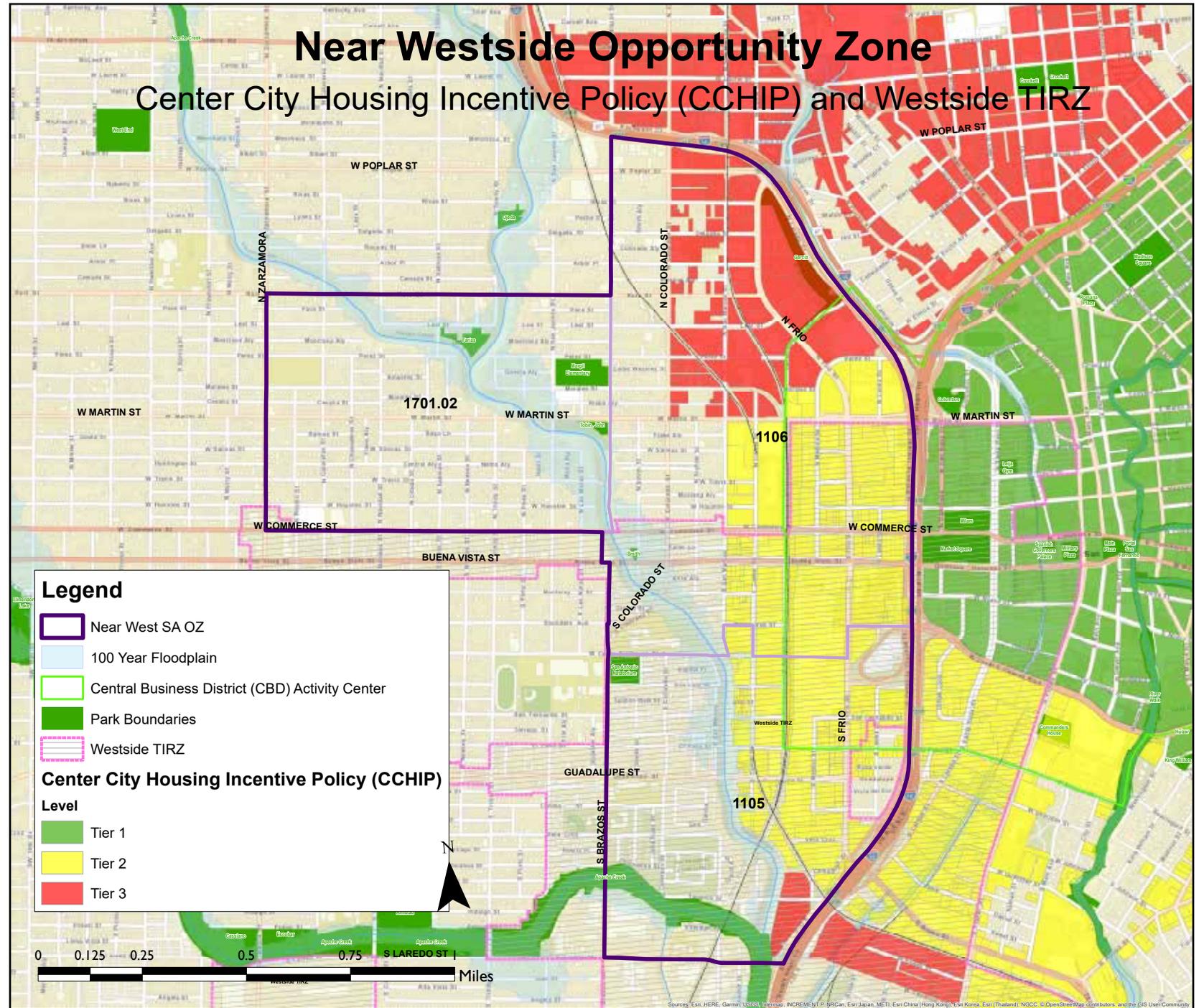
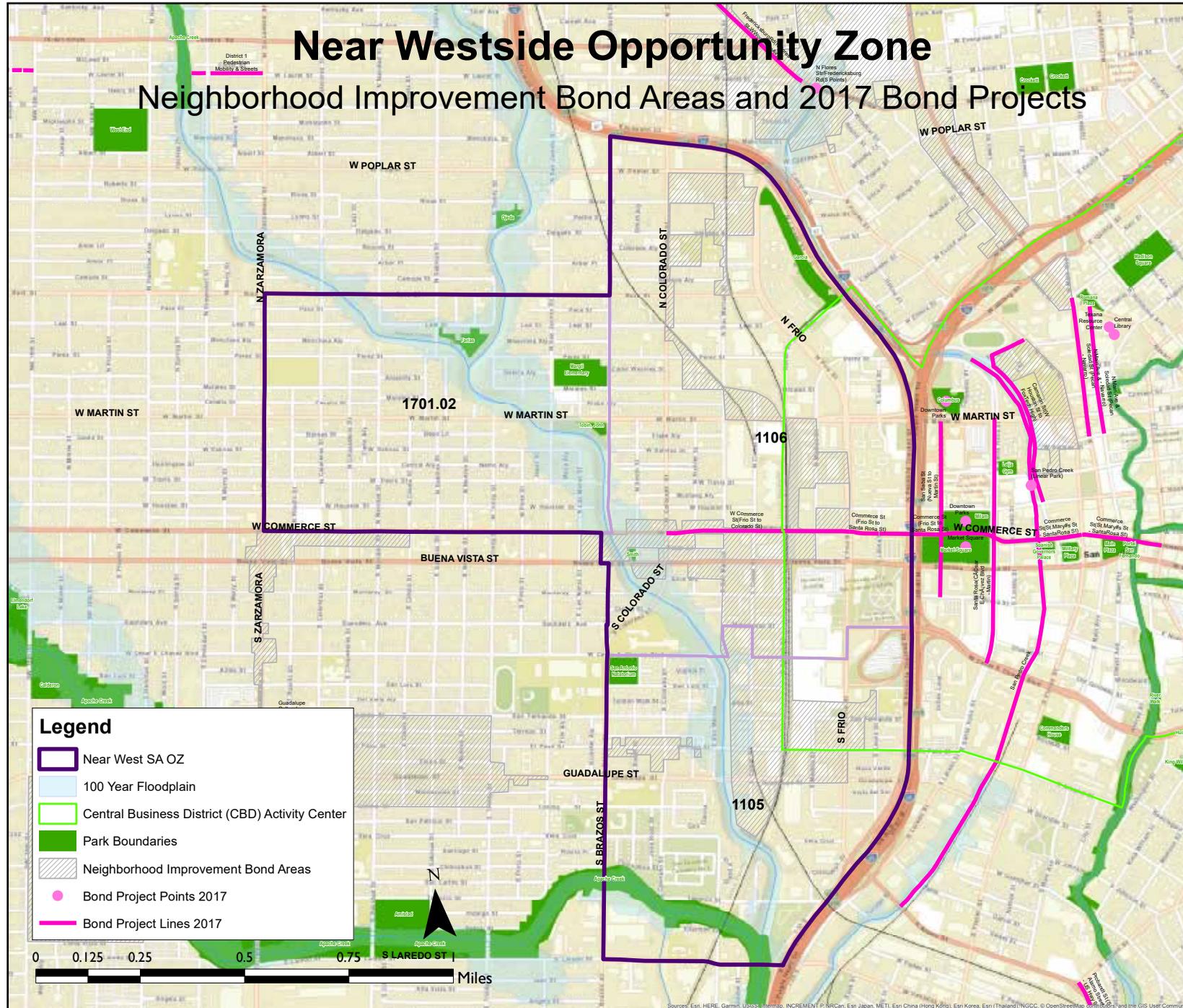


Figure 19A: Center City Housing Incentive Policy and Westside TIRZ Boundary



68 **Figure 20A: Neighborhood Improvement Bond Areas and 2017 Bond Projects**

Source: ESRI, WDA

Community Revitalization Action Group (CRAG)

The Community Revitalization Action Group (CRAG) aims to facilitate the development and redevelopment of neighborhoods, businesses and cultural resources within a 36-square-mile area centered on downtown San Antonio.

Tax Abatements

The Texas Tax Code authorizes local governments to abate up to 100% ad valorem property taxes on the value of new property improvements for up to 10 years. All projects must meet a series of requirements that vary from industry type to the amount of jobs created. The abatement term is based on whether the project is in the Inclusive Growth Area (IGA). The abatement percentage is determined by the amount of qualifying priorities it meets. The qualifying priorities are targeted industries, high wages, internship/continuing education support, inclusive hiring and partnership options. The incentives are higher if the project is located within the Inclusive Growth Area. (Economic Development Department 2018)

City Fee Waiver Program

The City Fee Waiver Program is citywide and encourages four types of development: affordable housing, owner occupied rehabilitation, historic rehabilitation and business development. This fee waiver program replaced the Inner-City Reinvestment Infill Policy (ICRIP) on December 18, 2018. The fee waivers are funded by the City's general fund and the San Antonio Water System (SAWS). The goals of the program are to create affordable and workforce housing citywide; increase redevelopment of underutilized buildings through rehabilitation, upgrade and adaptive reuse of existing structures; and, encourage the development and expansion of small businesses, legacy businesses and targeted industry development projects. Each development type has different requirements to meet in order to be eligible for the fee waivers. The waiver amounts also vary depending on the type of development and available funds. There are maximum fee waiver amounts for each type of development but that amount may be increased with City Council approval.

Neighborhood Improvement Bond Areas

The Neighborhood Improvement Bond Areas are areas identified

for the city to acquire and make improvements for the development of affordable housing in the private and nonprofit sectors. There is a \$20 million fund dedicated to this initiative to develop affordable housing. The San Antonio Urban Renewal Plan identifies potential development types for the bond areas.

Best Practices to Reduce Residential and Cultural Displacement in the Near Westside Opportunity Zone

Over the last decade, many inner-city residents in the City of San Antonio have seen significant changes to their neighborhoods. These changes are the result of several driving factors. One of these factors is the revival of urban living in the downtown core. Many young single professionals are moving closer to the city's center in order to live closer to desired amenities, walkable neighborhoods and their workplace. In addition to the trend of young professionals moving to the downtown core, many of the urban revival projects in San Antonio are driven by local incentives that are designed to increase market rate residential density and encourage job creation in the downtown core. The combination of these factors can lead to economic development but also residential and cultural displacement. This type of displacement is called indirect displacement and is the result of neighborhood revitalization that naturally leads to an increased demand for property, higher rents and higher taxes.

The current local development initiatives mostly incentivize market-rate housing with a modest affordable housing unit requirement for housing developments in Tier 3 of the Center City Housing Incentive Policy. Market-rate housing delivers the highest return on investment making it the desired type for developers. There is currently little incentive to produce more affordable and workforce housing units than required. Therefore, it is extremely important that actions are taken to require and incentivize the creation, preservation and rehabilitation of affordable housing in the NWSOZ and adjacent neighborhoods.

As new market rate housing units are built and existing affordable housing units convert to market rate, it is very difficult for existing residents to remain in the neighborhood. In order for the neighborhood to remain affordable for existing residents, it is critical

that the local governments establish a practical and sustainable path for residents who want to remain in the neighborhood by encouraging affordable housing through financial incentives. The City of San Antonio recently established a \$1 million displacement policy that mitigates displacement. The city also is developing a housing policy that focuses on the creation, preservation and rehabilitation of affordable housing.

If the existing clientele of the local businesses are displaced, the businesses also begin to fail and must relocate or close. The combination of long-term existing residents and the goods and services they provide define the culture of an area. The next several paragraphs will focus on best practices that have been used to reduce residential and cultural displacement and the negative effects of gentrification.

Displacement Strategies

The following strategies are divided into three categories, Strategies to Prevent Residential Displacement, Strategies to Prevent Existing Business Displacement and Strategies to Prevent Cultural Displacement. Each strategy has been carefully selected for its potential to reduce displacement of the existing residents, existing businesses and the cultural essence of the Westside within and around the Near Westside Opportunity Zone (NWSOZ).

Strategies to Prevent Residential Displacement

Residential displacement mostly occurs when revitalization in the neighborhood causes the neighborhood to no longer be affordable for existing residents. The increase in housing costs include higher taxes and higher rents, affecting both homeowners and tenants. It is important to balance the housing stock between the current and the future need of affordable and market-rate housing units. The following strategies should be considered to further encourage the creation, preservation and rehabilitation of affordable housing in the NWSOZ.

1. **Community Notification and Involvement:** It is important that all community members and stakeholders are given the opportunity to participate in the process from the conceptual planning stages through implementation. This strategy is used in the City of Fort Worth's Neighborhood

Empowerment Zone (NEZ): The City of Fort Worth's NEZ requires the planning and development staff to send new development packets to any neighborhood association or community-based organizations registered with the city and located within 300 feet of the proposed project and to the council member for the district in which the project is located. This allows the developer, existing residents and the city to begin and complete each project with the same understanding.

2. **Equity Protection:** The existing residents need to be informed of and guided through different free equity protection services. These services should include an expedited lien removal process, payment plan services for homeowners with tax or mortgage delinquencies and clear title. This strategy is partly in place as part of the Mayor's Housing Policy. The MAUC Housing Center is a pilot program for a one-stop housing center that offers services for clear title issues, financial coaching, household budget coaching, credit coaching, home improvement and rehabilitation, mortgage delinquency and default resolution counseling.
3. **Reduce or Freeze Property Taxes.**
4. **First Source Hiring:** This is a strategy that encourages developers to hire low-income residents for construction and permanent jobs. A hiring source program possibly housed at MAUC could recruit and screen applicants, coordinate job training and offer jobs to applicants of the area before the general public. The San Antonio Housing Authority implements HUD Section 3 Law that requires project developers to employ 30% from the target area.

An example of the strategy is East Palo Alto, Calif., requiring that all developments receive over \$50,000 in subsidies to hire low-income city residents through a city-wide First Source Center, with penalties for any business that fails to meet a 30% safe harbor threshold (at least 30% of all new hires must be low-income city residents). On construction projects, the city went from fewer than 5% employment low-income city residents to 23% in just two years. On

permanent jobs, more than 40% of new hires are now low-income city residents. (Damewood and Young-Laing 2011)

5. **Housing Trust Fund:** An established housing trust fund that assists qualified first-time home buyers, land acquisition for future affordable housing and additional developer incentives for affordable housing development. The fund could also provide forgivable grants for home repairs and sustainable materials and systems.
6. **Inclusionary Affordable Housing:** In the State of Texas, mandatory inclusionary zoning is illegal but municipalities can incentivize developers to make it economically beneficial to include affordable units. If developers utilize local subsidies, they are required to include affordable units according to the Center City Housing Incentive Policy and the COSA Fee Waiver Program. The NWSOZ should require a higher percentage of affordable units but offer additional incentives to promote development with affordable housing in the NWSOZ. Incentives could include an increased density bonus, parking requirement reductions and cash incentives for each affordable unit.
7. **Promote Small- and Medium-Scale, Mixed-Income Development.** Prohibit market rate developments and large-scale luxury developments that don't provide an affordable option in at-risk neighborhoods.
8. **Require a Social Impact Scoring Element for RFPs:** This is an element added to RFPs issued for development to encourage developers to seek out social impacts and to explain the social impact of their projects. They also ask developers to strongly consider possible ramifications resulting from development. For example:
 - The Philadelphia Redevelopment Authority in 2016 required developers to include a social impact component for an 80,000 Square- feet, publicly-owned lot at 8th street and Vine in Philadelphia's Center City. After two years, the developer has included independent, community-supported retail and a public interest law

center (nonprofit legal services). (Saunders 2018)

- A project in west Philadelphia in a "food desert" was able to develop an urban-style grocery and 35 units of affordable housing in the community. (Saunders 2018)

Strategies to Prevent Existing Business Displacement

The existing businesses that sell goods and services to the local residents are also at risk for losing their property for many of the same reasons residents lose their homes. Businesses will face higher rents, higher taxes, national competition and a changing local consumer. The following strategies should be considered for the NWSOZ to preserve and protect the existing businesses from displacement.

1. **Inclusionary Business Development:** Any development that contains commercial or retail is required to include a percentage of square footage for businesses with a majority ownership of neighborhood residents or for businesses that have previously been displaced from the community.

Example 1—The City of San Jose required the developer of a \$140 million mixed-use development project to (1) set aside at least 10% of all retail spaces for locally-owned small businesses, and (2) use best efforts to achieve a retail mix of 30% local, 30% regional, and 30% national companies.

2. **Neighborhood Retail Restrictions:** This strategy can limit projects to neighborhood scale and the type of retail to prevent local businesses from displacement.

Example 1 — The San Francisco Planning Code requires developers of new retail that includes national chains to inform the neighborhood and require a more strenuous review by the planning commission. The review identifies similar existing goods or services being sold in the neighborhood and determines if it is best suited in the neighborhood.

Strategies to Prevent Cultural Displacement

Every neighborhood is defined by the people who live and work

in it and by the physical character of the built environment. It is important that as revitalization is encouraged in the NWSOZ that the existing character remains in the NWSOZ and surrounding neighborhoods. The following strategies should be considered to preserve the existing culture as the foundation for the future of the neighborhood.

1. **Neighborhood Design Guidelines:** By enforcing design guidelines, new development will reflect the social, cultural, and historical characteristics as well as the physical traits of the built environment.
2. **Sense of Place:** The neighborhood needs an identity that is recognizable by commuters, residents and tourists. A gateway or entrance that signifies a place of importance should be considered.
3. **Co-ownership Requirements:** Requires the developer to provide co-ownership opportunities with the local community organization to undertake the development. As a joint venture partner, the community organization is able to ensure that all aspects of the development (e.g., lease-purchase arrangements, admissions criteria, housing sales prices and employment/contracting opportunities) benefit existing residents of the community.
4. **Public Benefit Criteria:** This strategy allows existing residents to have a direct influence on development to be in alignment with the cultural aspects and neighborhood connections.

Example 1 — The Chinatown Zoning District in Los Angeles, Calif. establishes public benefit criteria for new development in "planned development areas," which include the reclaimed area and an adjoining part of the neighborhood. The public benefit criteria includes (1) a 50% affordable housing requirement for new residential development, (2) various opportunities for local residents and businesses with respect to economic development projects on public land, (3) the construction of community facilities, (4) the construction of cultural

facilities, and (5) the rehabilitation of existing historical and cultural buildings. (Damewood and Young-Laing 2011)

There are many ways these strategies can be applied to the NWSOZ. One option is to establish a Neighborhood Conservation District (NCD) that includes Census Tract 1701.02 and the adjacent residential area. The largest residential displacement potential is in CT 1701.02. This type of overlay district mainly addresses future planning options and design guidelines but doesn't have any stand-alone financing mechanisms to implement.

An additional overlay district utilizing some of the displacement strategies mentioned could require criteria that address the affordable/workforce housing need and require that public community assets are included in any development on public land or using public funds through incentives.

The most comprehensive option is to implement a Neighborhood Empowerment Zone (NEZ) (Local Government Code Chapter 378 NEZ 1999). A NEZ is the most comprehensive tool with minor limitations available to develop affordable housing and encourage economic development.

C5. Public Participation and Stakeholders (Community Concerns)

This assessment is designed to gain a better understanding of the neighborhoods on the Near West Side of San Antonio in Census Tracts 1105, 1106 and 1701.02 and their capabilities to address issues and concerns impacting them. It is also designed to identify and evaluate the kinds of assets, resources and talent that is available to address the issues confronting these areas.

The assessment was provided to participants in two focus group sessions conducted by Wendell Davis & Associates. The first session was convened on July 11, 2019. A second follow-up session was conducted on July 18, 2019. A total of 13 participants completed this assessment. This group, while small, was a randomly selected group of local area residents interested in the future of their neighborhoods. In addition, six other assessments were submitted outside of the focus group process. These are included in this assessment, as well. Altogether, there were 19 assessments completed.

Eleven community assessment factors were addressed. These included the following:

1. Local Economy.
2. Education Assets.
3. Environmental Status.
4. Local Government Capacity.
5. Successful Community Assessment.
6. Local Housing Assets.
7. Community Assets.
8. Leadership Assets.
9. Business Environment.
10. Quality of Life.
11. Investment Potential.

Assessment Summary

1. Local Economy

This assessment sought to gain some insight into the area's local economy and how it is perceived by residents in the area. Several questions were posed dealing with new business development, employment and conditions in this economy.

Almost 85 percent of the respondents felt that the local area economy was limited. They also felt that there were few good stores in the area (84.6%). In addition, many (76.9%) felt that the area lacked growing businesses; good jobs and wages (69.2%); had few new business startups (61.5%); and, had high levels of unemployment (61.5%). Most of the respondents (76.9%) also noted that they usually shopped outside the local area.

These findings indicate that the Near West Side has a relatively limited local economy that needs to be expanded to meet the day-to-day needs of residents in this area.

Assessments submitted outside of the focus-group process also noted that the Near West Side has a limited local economy. Over 70 percent of these respondents said that the area lacked good stores and strong, growing businesses. They also noted that the area had many businesses that did not pay good wages.

In regard to business startups, more than half (57.1%) of the respondents felt that there were a lot of new business startups in the area. However, they also noted that there were a lot of people in the area who were unemployed. Moreover, more than half indicated that they often went outside the area to shop.

These findings generally support the initial comments and perceptions made by those completing the assessment in that the Near West Side has a limited local economy and that steps need to be taken to expand it in order to meet the daily needs of those living in the area.

Comments

- Need higher paying jobs in the area.
- A lot of the local economy is informal.
- Most of those working in the area have skills related to low-paying jobs in the service and manufacturing sectors.
- The area consists of older neighborhoods.

2. Education Assets

This assessment sought to measure how well local schools are educating the area's youth and preparing them for the world of work

or further education. Several questions dealing with concerns such as student enrollment, performance levels and school attendance were asked.

Most (53.3%) of the respondents felt that there has not been an increase in student enrollment in recent years. They (61.5%) also felt that school taxes have increased. However, many of the respondents indicated that they had only a limited knowledge of what was happening, in the area's schools.

Those submitting assessments later also noted that dropout rates in the area had increased in recent years. In fact, more than half of these respondents (57.1%) felt that dropout rates in the area's schools had increased. Nearly 86 percent of these respondents also pointed out that school taxes had increased and more than half (57.1%) felt that school standards in the area had declined. However, as in the assessments submitted earlier, many of the respondents (42.9%) were not able to answer education-related questions because of a lack of knowledge.

As for student test scores, more than half (52.1%) felt that they had not improved in the area's schools. They also felt that these schools had not improved overall. Again, as noted earlier, many of the respondents only had a limited idea of what was happening in schools located on the Near West Side.

Comments

- There has been a high turnover of principals at Lanier High School and many parents feel frustrated.
- The community highly values education.
- The SAISD is in the process of revamping – not much is being done to West Side schools.
- Many are concerned that magnet and charter schools are undermining local public schools by taking the best and brightest from our community schools.
- High school graduation rates are at 79% in the area — this needs to be higher.

3. Environmental Status

This assessment sought to measure the area's overall environmental

status and sustainability levels. It centered on issues related to infrastructure needs and how the neighborhoods on the Near West Side look.

Most of the respondents (61.5%) felt that the local area infrastructure (streets, lighting, sidewalks, etc.) had not improved much over the past five years. However, nearly 70 percent also felt that the appearance of local neighborhoods in the area had improved. Many also felt that sustainability levels had not improved (76.9%) or that the overall environment in the area has gotten better (61.5%).

At the same time, most (61.5%) felt that the neighborhoods were easier to get around and that the local government has done a good job in protecting the environment (61.5%).

Overall, it appears that the environmental status of neighborhoods in the Near West Side is a mixed bag. While some progress has been made, issues remain with respect to environmental conditions in these neighborhoods.

The latter submissions noted that the appearance of neighborhoods in the area had improved. In fact, more than 80 percent of these respondents indicated this. At the same time, more than half (57.1%) of these respondents felt that the area's infrastructure had not gotten better over the past several years. They also noted that the area's sustainability levels had not improved as well. With respect to the area's overall environment, less than half (42.9%) believe that it had improved, while slightly more than half (52.1%) indicated that it had not. Again these responses closely mirror the previous assessments.

Most of these respondents also felt that the local neighborhoods were easier to get around. At the same time, only about 43 percent of these respondents believed that the City of San Antonio had done a good job of protecting the local environment. As noted previously, environmental issues were a mixed bag. While most of the respondents felt that there had been some progress, much work still remains with respect to improving the overall physical environment on the Near West Side.

Comments

- Beside UTSA and some major businesses in the area,

nothing has improved.

- The jail and the homeless population have made our neighborhood less environmentally friendly.
- The increased homeless population in the area has contributed to the worsening of our neighborhood's appearance.
- The City has not focused enough on how environmental changes affect poorer neighborhoods.

4. Local Government Capacity/Outreach

This assessment sought to get some idea of how the City of San Antonio is reaching out into the community on the Near West Side. We also wanted to find out how well that community is engaging in the planning process.

With regard to being involved in the community, the respondents were almost evenly split. Fifty-four percent felt that local citizens were generally involved in the community. On the other hand, 46.1% felt that they were not involved. Most (69.1%) were not aware of what was happening in the community.

As for planning for future needs, more than half (53.8%) indicated that the community plans ahead to meet future needs. More than 60 percent (61.5%) felt that the local government provides adequate services to the area.

Voter turnout was also listed as a major concern with nearly 85 percent of the respondents indicating that the turnout rate in the area was poor.

In terms of being proactive, about 46 percent of the respondents felt that the local community was proactive. A similar percentage felt that the area had a strong leadership base.

In the latter assessments, most of the respondents were mixed with regard to the idea that local citizens in the area were generally involved in the community. For example, while more than half (57.1%) said that local citizens were involved, about 43 percent said that they were not. However, most of these respondents felt that local residents generally know what was happening in their community. With respect to local official access, the responses were mixed with

nearly 43 percent saying that access was easy. A similar percentage said that access was not easy.

The majority of the respondents (52.9%) in the latter assessments felt that there was an active engagement process on the part of local officials in the area. Another 47 percent said that there was no active engagement. With respect to planning ahead to meet future needs, the response was mixed – 28.6 percent said that the community plans ahead, 42.9 percent said it does not. Slightly more than 26 percent were not able to answer these questions. Again, this response factor generally reflected the earlier assessments.

In terms of services, the latter responses were almost evenly split. About 43 percent agreed that their local government provides adequate services. On the other hand, 43 percent said that was not the case. Slightly more than 14 percent did not respond to this question. In terms of engagement, more than 70 percent of the respondents in this assessment indicated that local residents were urged/encouraged to participate in local government affairs. Most of these respondents (57.1%) also felt that the community was proactive in trying to anticipate changes.

With regard to leadership, slightly more than 71 percent felt that the community on the Near West Side of San Antonio has strong leadership. Again, these responses closely reflect the earlier submission. In both the latter and the earlier assessments, however, there seems to be a consensus that when it comes to community engagement, long-term planning and local participation in governmental functions, there is room for improvement.

Comments

- There is a strong leadership in the area, but not necessarily from local elected officials.
- While the community does plan ahead, these plans are often ignored.
- Residents are not always encouraged to participate in local government. It depends on the circumstances.
- Calls for participation in local government affairs are often false.
- Neighbors helping neighbors – that is the key.

5. Successful Community Assessment

A successful neighborhood or community area usually shares a set of common values and perspectives. They are also proactive and try to deal with issues and concerns quickly. In the assessment, several factors were presented addressing leadership qualities and conditions that make for a successful neighborhood area.

In terms of leadership, a question regarding the ability of leaders to put aside differences in order to build a consensus on what is best for the community or neighborhood was presented. The respondents were almost equally divided on this question. Almost 40 percent felt that the area had leaders that could put aside differences to move forward. However, another 40 percent felt that this was not the case here. Almost 20 percent were not able to answer this question.

Regarding proactivity, about 40 percent believed that the community had an open planning process. Thirty-one percent felt that this was not the case. Another 30 percent were unable to answer this question. However, more than half (53.6%) indicated that the community was actively involved in helping local businesses grow and prosper. More than half also felt that their community was open to new ideas, while only about 31 percent felt that it was proactive.

When asked to address whether the community was successful, about 31 percent said yes and slightly more than 46 percent said no. The remainder (23%) were unable to answer this question.

In the latter assessment, slightly more than 70 percent (71.4%) of the respondents noted that the community on the Near West Side of San Antonio has leaders who can work together to build a consensus on what is best for the community. Most (85.7%) also felt that their community was willing to take risks to create a more livable environment for residents.

Most of the respondents in this assessment were positive in terms of defining the Near West Side as a relatively successful community in that it is able to take full advantage of its assets, resources and talent (71.4%); has an open planning process (71.4%); and, is actively involved in helping out local businesses grow and prosper (85.7%). These respondents also felt that the Near West Side was open to new ideas (85.7%); is proactive (85.7%); and, is actively engaged in

growing the local economy (85.7%). Overall, these respondents were more positive than the previous ones in terms of defining the Near West Side as a successful community.

Comments

- I hope that our community leaders are big enough to put differences aside.
- It appears that the community is attempting to improve its investment in the area.

6. Local Housing Assets

Housing is a critical factor in any neighborhood or community. It is also a good indicator of a community's quality of life. Several questions were posed regarding local housing assets. In general, the respondents felt that the supply of quality housing in the area has declined (69.2%) and has become more expensive (53.8%). Also, the variety of housing choices in the area has declined (61.5%) in recent years.

In addition, the number of affordable housing units in the area has declined significantly (46.1%). At the same time the value of local housing has increased. More than 50 percent of the respondents noted this factor. With respect to the area's housing market, it was reported that the housing market has declined (23.1%), been stable (38.5%) or worsened (35.8%)

The additional responses to this assessment factor tended to be mixed. With respect to the quality of housing in the area, the overall cost of housing and the variety of housing no one response factor stood out. There were also a lot of "don't know" responses to these particular questions. Most of the respondents in this assessment felt that the number of affordable housing units had declined while the number of substandard housing units in the area had increased in recent years. These responses pretty much reflect those submitted earlier in the process.

As for the housing market itself, the responses were also mixed. Slightly more than 28 percent of the respondents felt that the market had declined, while a similar number indicated it had expanded. A smaller number (14.3%) indicated that the market has been stable. These responses closely matched the earlier ones described above.

Overall, housing continues to be a major concern. The latter responses only reinforced the earlier findings. As noted previously, the Near West Side has a large number of multi-generational families, a significant low-income population and a substantial number of substandard dwelling units. This is not only a concern in the Near West Side Opportunity Zone, but also throughout the West Side.

Comments

- Housing has suffered in the area due to the presence of a large homeless population and the availability of Section 8 housing.
- Housing in the area puts a heavy burden on residents with low income.
- Historic houses are being torn down rather than rehabilitated. We need to value our cultural heritage more.
- Renting is a critical factor in this area.

7. Community Assets, Talent and Resources

A community's ability to address its needs is largely determined by the kinds of assets, talent and resources it is able to tap into. Equally important is how well the community uses its own citizens to deal with local issues and concerns. A community or neighborhood that is successful usually involves its residents.

In the assessment, several questions were posed regarding how the community, broadly speaking, involves its local residents. Some of the respondents (38.5%) felt that there was limited involvement of residents by the leadership groups in the area. They also felt that local assets that could be used to meet local needs were not adequate (53.8%). In addition, the majority of the respondents (69.2%) felt that the local tax base was not sufficient to meet its needs.

With respect to leadership development, more than half (53.8%) felt that there was no open leadership training program available to meet their needs. A third of the respondents (38.3%) were not able to answer this question. This perception may be due to a lack of an understanding of what is available in the community in the way of training. It also may mean that the various groups doing this type of training have to do a better job of reaching out to the community.

In terms of local leaders, a question was asked as to whether or not

the community and/or neighborhood has responsive local leaders at all levels. More than 60 percent of the respondents were not able to answer this question. If the Near West Side is to grow and prosper, it will be important to grow the local leadership base. Also important is the need for the local leadership base that now exists in the area to engage local residents more effectively.

In the latter submission, more than 70 percent (71.4%) noted that the Near West Side, for the most part, has a relatively open leadership group that is able to draw on local residents. This response was somewhat higher than the original group. As noted earlier, the original group of respondents felt that there was only a limited amount of involvement of local residents in various leadership groups in the area. The latter group also noted that the area did not have adequate assets to draw on to meet its needs. More than half (53.1%) indicated that. This response was similar to the earlier one.

With respect to the other factors the responses were more mixed. For example, when it came to involving local citizens in building this community, measuring its assets, providing training and creating a diverse leadership group, the positive responses ranged from a low of 52.1% to a high of 71.4%. In terms of responsiveness, most of the respondents (71.4%) felt that their local leaders were keyed into their needs. They also gave a high mark to citizen feedback on various issues and concerns affecting the area.

Overall, the responses in the latter submission were generally positive. However, as noted earlier, if the Near West Side is to grow, it will have to grow its leadership base as well. The one major finding generated by this assessment is that the area has sufficient assets, talent and resources to develop the Near West Side. What needs to happen, however, is that the local leadership already in place needs to use the area's residents more effectively.

Comments

- Due to the high poverty, the community is challenged. This has a bearing on how it uses its assets, talent and resources.

8. Leadership Assets

The ability of any neighborhood or community to move forward is largely a function of its leadership. The leadership can be generated by a local leader or by a group of citizens/residents who want to have a better neighborhood or a better community. A community that lacks this leadership is often characterized by indecision, conflict and poor planning.

When asked whether or not the local area leadership thinks long-term and comprehensively, slightly more than 46 percent (46.1%) of the respondents said yes. However, more than 38 percent were not able to answer this question. The responses were more spread out when it was asked whether or not the local leadership is able to forge a consensus on key community issues. Slightly more than 38 percent said yes, 23 percent said no, and nearly 39 percent were not able to answer this question. The same was true for several other questions in this assessment category.

More than half (53.8%) of the respondents noted that the area's community leadership was willing to take action. Thirty-one percent said no. The rest were not able to answer this question. With regard to whether the community/area has a clearly stated vision, the responses were split across the board. One third (30.8%) said yes, one third (30.8%) said no, and slightly over one third (38.5%) were not able to answer this question. Finally, when asked whether the leadership was in tune with the needs of the community as a whole, more than half (53.8%) were not able to answer the question.

The second group of respondents said that the local leadership is able to forge a consensus on key community issues. In fact, more than 85 percent felt that this leadership was able to develop a consensus on community issues, put aside difference to move forward, take action and be open to new ideas. They also felt that their community had a clearly stated vision for the Near West Side and for San Antonio, in general. Overall, this group's response was much more positive than the earlier group of respondents.

Leadership is a key factor in determining whether the Near West Side will move forward. The question of whether any area has adequate leadership is difficult to address. Certainly, an assessment of this kind will not provide all of the answers. However, it is safe to

say that leadership will drive the long-term development of this part of San Antonio in the years to come.

Comments

- We have an adopted community plan but it is largely ignored.

9. Business Environment

A neighborhood or community's business environment/climate has to do with how it seeks to work with local businesses and entrepreneurs to ensure their success. The assessment asked whether or not local officials do their best to make local businesses succeed. Slightly more than 38 percent said yes. The same percentage were not able to answer this question. More than 23 percent (23.1%) said no. However, nearly 77 percent (76.9%) responded that local officials have a positive attitude toward business and economic development in the community.

With respect to incentives and programs designed to expand local businesses and attract new businesses, more than 46 percent of the respondents said that local officials use these tools. Similar responses were noted for working with local chambers of commerce, inviting local business leaders to play an active role in the community and generally supporting more business development and expansion in the community.

The second group of respondents dealing with the area's business environment were equally mixed. They gave high marks to local officials in providing a good environment for promoting business growth (71.4%); reaching out to businesses to improve the community (71.4%); inviting local business leaders to play an active role in the community (85.7%); and, having a business retention/expansion plan in place (71.4%).

Generally, this group of respondents had a more favorable view of the overall business environment on the Near West Side. However, they also gave relatively low marks to working with local chambers of commerce (57.1%) and recruiting new businesses to set up shop on the Near West Side (42.9%). These responses reflect the state of business development in the area and the difficulties local business

owners face in creating and maintaining viable business enterprises.

If the Near West Side of San Antonio is to prosper in the years ahead it is apparent that steps must be taken to expand local businesses, ensure that they stay in business and bring in new business enterprises to the area. The City of San Antonio and the Westside Development Corporation already have aggressive programs to accomplish these ends. The Opportunity Zone initiative is another step to move forward with improving the local business environment. To the extent possible, these efforts must be reinforced in the years ahead to ensure this area has a viable business environment.

10. Quality of Life Assets

The quality of life of any community is often perceived as a subjective state of mind. Certain kinds of assets contribute to a community's or neighborhood's quality of life. These include access to hospitals, stores, museums, good schools, attractive parks and recreational facilities, to name only a few. These kinds of assets add value to the neighborhood and to the larger community.

This assessment asked the respondents to rate several of these assets. The respondents noted that the area has a vibrant civic culture (61.5%), good medical facilities (61.5%), senior care facilities (61.5%) and local theater groups (53.3%). On the other hand, they noted that local schools were poor (69.2%); good parks and recreational areas were limited (53.8%); high quality public services were difficult to obtain (46.1%); and, good housing for all income groups in the area was nonexistent (93.3%).

Many of the respondents responding to the question, "Does your area and community have a good quality of life?," marked the No box (46.1%). Only about 30 percent (30.8%) said Yes. Twenty-three percent were not able to answer this question. One of the goals of any major community-based project is to raise the quality of life for local residents. This goal is also relevant to the Near West Side as it moves ahead.

In the second round, the responses generally matched those of the initial group. For the most part, they rated the quality of life assets on the Near West Side fairly high. For example, medical facilities, parks

and recreational areas, youth groups and organizations, senior care facilities and public services were rated above 60 percent. Several others, however, such as the area's civic culture, schools and cultural organizations were rated lower. The same was true for housing.

In general, these respondents rated the quality of life on the Near West Side as relatively good with slightly more than half (57.1%) giving it a high mark. Their ratings pretty much reflected those of the earlier group. While progress is being made, the area's quality of life assets still has to progress before it is able to match those of other parts of San Antonio.

Comments

- Quality of life is lower in this area because of drug use and crime in the area. There are also large economic gaps. There are no day care/child care facilities in the area. The arts should also be part of the task force on economic development.

11. Investment Potential

This part of the assessment attempted to get some idea of the kinds of investment that are now being made in the area. This investment includes financial as well as infrastructure development along with new business development. In terms of any long-term development strategy for the Near West Side and the Opportunity Zone, investment will be essential if the neighborhoods and the larger area are to prosper in the years ahead.

The consensus of most of the respondents (84.6%) is that the area has a strong potential for long-term growth. At the same time, the respondents pointed out that the area has a lot of poverty (76.9%), and that only a few new businesses have opened in recent years in the area (62.5%). They added that there is room for new development (84.6%) and that growth in the area is encouraged (53.8%).

All of the respondents noted that the community needs help. Also important is the displacement factor. More than 60 percent (61.8%) said that displacement of the local population is a problem now.

In the second round, most of the respondents (86.7%) felt that the Near West Side has a strong potential for long-term growth. They also noted that the area has a lot of poverty (85.7%); low

business formation rates (100%); and, little or no new investment (42.9%). These responses generally reflected the earlier round of assessments.

Over the longer term, they felt that there was room for new development (100%). They also agreed that growth is encouraged (85.7%), but that displacement is a problem (85.7%). All felt that the area needs help. As in the earlier assessment, there appears to be a general consensus that while investment is important for the Near West Side, careful attention needs to be placed on its negative impacts as well. Displacement is one of these impacts.

Comments

- Let's fix the issues – not relocate them.
- The City has historically not invested in this community. To make up for 100 years of neglect, they should do a better job now.

Conclusion

This Assessment was designed to get some feedback on the quality and capabilities of the Near West Side and the larger community regarding a number of activities vital to the long-term success of this area. While assessments of this type are always burdened by their limitations, it does provide the area's leadership with critical information on how residents perceive the area being addressed. Equally important, it also provides additional insights on the area that could be important for future plans. Finally, it provides a good perspective on where the Near West Side stands with respect to its future development.

Community Assessment Summary

1. Local Economy
 - Local Economy is limited, few good stores (85%).
 - Lacks growing businesses, good jobs and wages (77%).
2. Education Assets
 - Increases in school taxes (62%).
 - Very little increase in student enrollment (53%).
3. Environmental Status
 - Overall environment has improved (70%).

- Neighborhood appearance improved significantly (77%).
4. Local Government Capacity/Outreach
 - Voter turnout is very poor (85%).
 - Most residents are not aware of what's going on (69%).
 5. Successful Community Assessment
 - Community is actively involved in helping business (54%).
 - Community is open to new ideas (54%).
 6. Local Housing Assets
 - Housing quality has declined (69%).
 - Housing choices have declined (62%) and are more expensive (54%).
 7. Community Assets, Talent and Resources
 - Local tax base not sufficient for local needs (69%).
 - Lacking leadership training programs (54%).
 8. Leadership Assets
 - Leadership is willing to take action (54%).
 9. Business Environment
 - Local officials have positive attitude toward business and economic development (77%).
 - Incentives and programs designed to expand existing and attract new businesses that are needed (46%).
 10. Quality-of-Life Assets
 - Good housing for all incomes is nonexistent (93%).
 - Area has a vibrant civic culture, good medical and senior care facilities (62%).
 11. Investment Potential
 - Strong potential for long-term growth (85%).
 - Room for new development (85%).
 - Community has lots of poverty (77%).

Opportunities for Investment from SWOT Analysis

Census Tract 1105

- Huge business potential.
- Untapped Arts District to develop.
- Proximity to UTSA Downtown expansion.
- Upgrade and expansion of businesses .
- Vacant warehouses for business or residential use.
- Potential for new multi-family along South Frio St.

- Vacant lots developable for new housing and business enterprise.

Census Tract 1106

- Community reinvestment.
- Warehouses and vacant buildings to adapt.
- Public/Private Partnership potential.
- Small business environment.
- Land available to develop/redevelop.
- Accessibility to downtown and rest of the city.
- Internet connectivity.
- Housing incentives.

Census Tract 1701.02

- Positive mindset of community leaders.
- The Parish – Young Artist Group – Warehouse 5 Shotgun House Roasters coffee shop.
- Economic revitalization.
- Development of Alazan Creek into linear park.
- Warehouses and vacant buildings along Railroad track.
- Vacant lots to develop for housing, business, multi-family.
- Presence of hospital/medical facilities.
- UTSA expansion driving demand for housing, commercial.

SWOT Analysis – Summary

Sessions in July 2019 – Tracts 1105, 1106, 1701.02

Tract 1105

Strengths

- Creek – linear park.
- Mixed residential and business.
- Diverse demographics.
- Jobs.
- Walkability.
- Accessibility.
- Housing choices.
- Police presence.
- Cultural arts organizations.
- All schools nearby.

- Historic houses and buildings.
- Cultural history.

Weaknesses

- Not much inside activity (mostly in and out).
- Transient traffic.
- Condition of cemetery.
- Bad reputation.
- Concern for drug abuse.
- Too many bail bond establishments.
- Code violations (apartments) – too many visits by code officers.
- Street traffic plan (one-way streets).
- City never invested in area.

Opportunities

- Huge business potential.
- Sort of hidden jewel.
- Southtown/So Flo potential (east of creek)
- Not scary.
- Untapped arts district.
- UTSA proximity.
- Incubator potential (warehouses).

Threats

- Redevelopment of Alazan Courts.
- Development of Alazan Lofts without community participation.
- UTSA expansion.
- Opportunity Zone.
- Displacement of residents, businesses, etc.
- Deterioration of oldest San Fernando Cemetery.
- Disconnect/isolation of area.

Tract 1106

Strengths

- Cultural component.
- Expanding higher education (UTSA).
- Strong transportation.
- Proximity to downtown.

- Easy access to freeways/interchange.
- Hospitals/medical.
- Parks.
- Road improvements.
- Strong sense of community.
- Tourism.
- Resilient community.
- History.
- Natural waterways.
- Police presence.
- Lots of potential.
- Strong sense of activism.
- Nonprofit cultural/community input.

Weaknesses

- Leadership/action (lack of).
- Historically underfunded area.
- Low income area.
- High mortality rates.
- High crime.
- Lighting.
- Public safety.
- Lack of affordable housing.
- No unity in activity.
- COSA needs to channel resources to area.
- Arts/culture needs to be on the table.
- Malt house sign.
- Lack of waterway infrastructure/flooding in area.
- Not talking about homelessness, poverty, gentrification.
- Housing in poor condition/lack of housing.
- Perception of crime.
- Lack of educational resources (K-12) or improvement.
- People not staying in community.
- Declining enrollment in public schools.
- Low test scores.
- No accessible walkways for disabled.
- Lack of day care centers.
- Stray animals.
- Food desert/no healthy choices.
- Limited products in stores/HEB.
- Digital divide.

Opportunities

- Community reinvestment.
- Economic development.
- Public/private partnerships.
- Leadership agents (change).
- Housing incentives.
- Improve educational opportunity.
- Combined school district.
- Expanding city resources for revitalization.
- Internet connectivity.
- Senior community center.
- Safe place for day laborers (congregate/check in-out).
- Accessibility.
- Improved parks.
- Land to be redeveloped.
- Educate to safeguard against gentrification.
- Student housing.
- Affordable housing.
- Job opportunities (UTSA).
- Research partnerships.
- Expansion of mental health coalitions.
- Community restroom facilities.
- Immigrant community.
- Small business environment.
- Union Pacific infrastructure/grants.

Threats

- Church hypocrisy/lack of programming.
- Investors/developers/big business.
- Neglecting community/education.
- Inaccessible parks.
- Political hypocrisy/bureaucracy.
- Population decrease.
- Lack of restorative justice.
- Lack of school support.
- Lack of capacity for social services/access .
- Lack of educational equity.
- Student misdiagnosis of mental health.
- Train impact.
- Lack of infrastructure.
- Lack of after-school activities.

- Crime.
- Drug use, prostitution.

Tract I701-02

Strengths

- Resiliency.
- Proximity to center city.
- Census tract is a priority – underserved area.
- Rich culture – history/pride.
- Alazan Creek.
- Community desires to get better.
- Community vision/engagement.
- Commerce/Buena Vista corridor.
- UTSA – Downtown/ Our Lady of the Lake University/St. Mary’s University.
- Central to all points of san antonio.
- Housing stock (quality housing in area).
- Small businesses.
- Cultural identity.
- Designation as an Opportunity Zone.
- Rail – location.
- Lot parcels with development potential.
- Concentration of non-profits.

Weaknesses

- Sub-standard housing – dilapidated and deteriorated.
- Fear of change/resistance to change.
- Brain drain.
- Poverty.
- Haven for hope and jail.
- Long-standing negative perception of area.
- Poor infrastructure – sidewalks and drainage.
- Lighting.
- Empty lots- overgrown with weeds.
- High crime.
- Homelessness.
- Poor aesthetics.
- Lack of curb appeal.
- Substance abuse.
- Lack of economic opportunity.

- Lack of affordable and market-rate housing.
- Workforce.
- Lack of market rate rents.
- Underperforming schools.
- Lack of business diversity.
- Business owners failing to repair their own businesses/facades.

Opportunities

- Bexar County Trail Mural – Gateway.
- West Commerce Bridge Redevelopment.
- Positive mind-set of community leaders – (“the time is right now”).
- The Parish – Young Artist Group -WHS Coffee Shop, Brownstone.
- Opportunity Zone.
- Creeks.
- Connectivity to San Pedro Park.
- UTSA development.
- Lift Fund.
- Buena Vista Bridge – Gateway to Downtown.
- Rail crossings.
- VIA Stop – possible hub.
- Economic revitalization.
- Future homeowners – opportunity to buy.
- Rehabilitation opportunities.
- Very few properties are designated historic.
- Mexican American Unity Center – housing center.
- Bond proposal for 2022.

Threats

- Resistance to change.
- Unmitigated development.
- Crime.
- UTSA expansion.
- Displacement.
- Gentrification.
- Predatory practices.
- Newcomers.
- Population migration.

- Homelessness (squatters and substance abuse).
- Continued stigma – negative perception.
- Lack of communications within/between the city government and nonprofits.
- Ourselves – “we can sabotage our own development for fear of the unknown.”
- Lack of community participation.
- Lack of information distribution.
- Zoning issues – (industrial next to residential).

Makeup Focus Group Session (I105, I106, and I701.02)

Strengths

- History of the Near West Side.
- Culture and pride.
- Public art – existing.
- Potential public spaces.
- Alazan and Apache Creek – redevelopment potential.
- Beautiful historic housing stock.
- Relative location to downtown.
- Mass transit –VIA, infrastructure.
- Eclectic businesses.
- Business diversity.
- Access to social services, network in the area.
- Multigenerational families residing in the area.

Weaknesses

- Limited access to grocery stores/quality food in the area “food desert.”
- Lack of adequate parks.
- Infrastructure (streets, sidewalks, lighting, drainage).
- Accessibility for pedestrians.
- Decades of disinvestment.
- Access to medical and social services. There is a need for more mental health services to address the area’s homeless population.
- Lack of security for safety in the area’s neighborhoods.
- Older housing stock – most in need of maintenance.

Opportunities

- Grocery store development.
- Creekways – linear park improvement.
- Available workforce to build assets in the community.
- Public/private partnerships to rehab owner-occupied houses.
- Need for library to serve Near West Side.
- Partnership with UTSA – outreach to public to utilize campus facilities.

Threats

- Gentrification.
- Displacement of residential population and existing small businesses.
- Predatory buying practices.
- UTSA Downtown Campus expansion.
- Not In My Backyard (NIMBY) projects implemented without public input or support.
- Apathy of the local population.

Priority Areas

Tract 1105

Strengths

- This tract has a good mix of businesses and residential areas.
- This tract is very accessible to other parts of San Antonio.
- The area encompasses a number of cultural arts organizations.
- The area includes several historic houses and buildings.

Weaknesses

- This area has a bad reputation.
- The street traffic plan in this tract is focused on one-way streets.
- The City of San Antonio has never invested in this area.

Opportunities

- This area has a huge business potential.
- It is a untapped arts district.

- UTSA Downtown is a tremendous asset for the area.

Threats

- The area is included in the Opportunity Zone.
- Development of Alazan Lofts occurred without adequate community participation.
- There may be a displacement of businesses, residents and others because of new development in this tract.
- The tract is poorly connected to the Downtown District and other parts of the City, leaving it isolated.

Tract 1106

Strengths

- The tract has a strong cultural component with several important cultural areas.
- The expanding UTSA Downtown Campus is an important strength for the tract.
- The tract's proximity to the Downtown District is an important asset for the area.
- The hospitals and medical facilities in the Census Tract add to the strength of this area.
- There is a strong sense of activism in the area which contributes to its strength.

Weaknesses

- Census Tract 1106 has been historically underfunded by the City of San Antonio.
- There is a lack of affordable housing in the area. This needs to be addressed if development is to take place in the tract.
- The City of San Antonio needs to channel more resources to the area to improve its infrastructure, housing and local businesses.
- There is a lack of education resources (K-12) in the tract. This is reflected in our low education attainment levels, high dropout rates and lower educational rating of schools in the area.
- There are no walkways designed for the disabled in the area. Accessibility is a major concern.
- The Digital Divide is a major concern in the area. Access to the internet and computer literacy is a problem for homeowners and others in the Census tract.

Opportunities

- Community reinvestment in the Census Tract provides additional opportunities for spurring development in the area.
- The facilitation of public/private partnerships in the tract is a plus for the area.
- Housing incentives put forth by the City of San Antonio provide additional support for more affordable housing in the area.
- Increased internet connectivity is an important need and opportunity for the area.
- Accessibility to the Downtown District and the West Side provides the Census Tract with a tremendous asset for long-term development.
- The area is ideal for small business development given its location relative to the Downtown District and the Near West side.

Threats

- Investors, developers and big businesses pose a major threat to area residents, small business owners and others through displacement and gentrification.
- The community and the area's educational assets has been neglected in recent years due to development and changing environment.
- There has been an overall population decrease in the tract due to new development.
- There is a general/severe lack of capacity for social services in the area. Access to such services has also been a concern.
- Infrastructure needs are a major concern for residents and business owners in the area.
- Crime is a problem in the area.

Tract 1701.02

Strengths

- This tract is a major priority for the City of San Antonio given that it is largely underserved. Because it is a priority area, we can expect additional resources in the coming years.

- Alazan Creek is a major environmental/cultural asset for the area. This area is being planned to provide additional park and recreational facilities for the tract and the larger Near West Side.
- The Downtown Campus of UTSA is a major asset for the long-term development of the area.
- The area is centrally located relative to the Downtown District and the West Side.
- The area has easy access to several major institutions of higher education including UTSA-Downtown, Our Lady of the Lake University and St. Mary's University.
- The area is also central to all points of San Antonio.
- A key strength is the Census Tract's designation as part of the Near Westside Opportunity Zone.

Weaknesses

- There is a fear of change in the area leading to a resistance to change.
- There is a long-term negative perception of the area reducing the prospects for any substantive change or development in the tract.
- The area has poor infrastructure. This is reflected in the condition of the streets, sidewalks and drainage.
- There is a lack of affordable and market-rate housing in the area.

Opportunities

- There is a positive mindset among community leaders on the Near West Side that is setting the stage for new development – “The Time is Right Now.”
- Several new businesses are opening up in the Census Tract – local entrepreneurs are beginning to see new opportunities for business development.
- The area is entering a new period of economic revitalization because of its inclusion in the Near West Side Opportunity Zone.

Threats

- The resistance-to-change mindset may be too deep to bring about any major development in the Census Tract.

- We may sabotage our own development because of the fear factor.
- There has been an overall lack of community participation in the area, thereby lessening the possibility of change and new development.

Focus Group – All Census Tracts (1105.1106, 1701.02)

Strengths

- There is a strong sense of cultural solidarity and pride on the Near West Side.
- Alazan and Apache Creek provide great potential for creating additional park and recreational facilities for the area.
- The Near West Side contains a number of beautiful homes that are historic.
- The area's relative location to the Downtown District/ Central Core provides additional incentives to invest in the Near West Side.
- The area houses a large number of inter-generational families providing stability to the Near West Side.

Weaknesses

- There is limited access to grocery stores and quality food in the area, creating a “food desert.”
- Infrastructure needs are critical in this area.
- Accessibility for pedestrians on the Near Westside is limited due to a lack of sidewalks, signage and lighting.
- The Near West Side has suffered from decades of disinvestment. This is reflected in its housing and infrastructure needs.
- The area, for the most part, has a very old housing stock. Many of the homes are in need of maintenance and rehabilitation.

Opportunities

- There is a great need for additional grocery and retail type stores to serve the local population on the Near West Side.
- The development and improvement of the creekways

within the three Census Tracts provide a great opportunity for generating additional jobs and providing more park and recreational facilities for the local population.

- There is a diverse workforce residing in the area. This workforce can be mobilized to build assets in the community.
- A public/private partnership should be formed in the area to help rehabilitate existing owner-occupied homes. This would not only provide jobs for local workers but help to revitalize the area.

Threats

- The potential displacement of residential properties and existing small businesses in the area poses a threat to those now residing and working on the Near West Side.
- Predatory buying practices by realtors and investors pose a real threat to homeowners and businesses on the Near West Side.
- The expansion of UTSA's Downtown Campus poses yet another possible threat to the area's homeowners and businesses.
- The possibility of building “Not In My Back Yard,” i.e., NIMBY projects without public input and/or support, is enhanced if input is not obtained by the COSA and its agencies.

Approach to Stakeholder Outreach for Citizen Participation

Wendell Davis & Associates (WDA) and the Westside Development Corporation (WDC) took the following approach for stakeholder outreach: The WDC agreed to have staff assist WDA to lead the outreach to stakeholders within the Near West Opportunity Zone via an outreach letter. This letter invited stakeholders to participate in answering one of five stakeholder specific questionnaires by phone or electronic form. In addition, this letter also invited those interested in more information to contact the WDA. The letter was sent to a mailing list comprised of stakeholders within the Opportunity Zone on a WDC letterhead signed by Leonard Rodriguez, WDC President. A WDA staff person translated all relevant materials to Spanish for public participation. WDC also assisted WDA with the selection of stakeholders for the focus groups and administered or provided questionnaires via phone or electronic form. Two focus group meetings were held in July at the Maestro Center. At each meeting, the focus group stakeholders/planning team from each census tract were seated at separate table groups. Each focus group had stakeholders representing the census tracts and different walks of life. We finished the process with one community meeting in August and one in September.

Questionnaires. Wendell Davis & Associates created four questionnaires that were specific to each of the following types of stakeholders:

1. Community/neighborhood leaders.
2. Major employers.
3. Public/private business owners and managers.
4. Real estate professionals and investor.

Appraisal District Parcel Records. WDA created an Excel Spreadsheet from the Bexar Appraisal District files with selected lists that added up to approximately 300 potential respondents. Selected mailing lists shown on tabs of the Excel File are:

- Single-Family (SF) Investor Owners (owners of at least three SF properties — more than 100 properties).
- Multi-Family Property Owners (selected by size and/or multiples).

- Vacant Lot Owners (SF lots) (owners of at least two vacant lots).
- Vacant Land Owners (not SF) (owners of larger properties).
- Commercial Property Owners — Selected Owners, some multiples (others could be substituted).
- Industrial Property Owners — Selected Owners (others could be substituted).
- Public Owners (optional) — Selected Owners (others could be substituted).
- Religious Owners (optional) — Selected Owners (others could be substituted).
- The above were selected from approximately 880 non-single-family properties and 958 investor-owned single-family properties. There were an additional 813 owner-occupied single-family parcels for a total of 2,700 parcels within the Near West San Antonio Opportunity Zone.

InfoUSA Mailing List. In addition, WDA obtained a list of 1,698 business establishments within 1.4 miles of West Commerce and Brazos. When only locations in the Opportunity Zone were identified, it was reduced to 224.

Combined Mailing List. With more than 500 potential recipients of the letter of invitation, WDA created a combined list by creating useable columns (fields) with common names and addresses. This resulted in a list that had duplicate business names and duplicate business types, which were culled, along with other selected names deemed not useful for the focus groups. The combined mailing list included 390 addresses consisting of business owners, business managers and the Appraisal District categories listed above. Neighborhood and community leaders were selected by the WDC.

In addition to property owners, representatives of the following were there with appropriate census tract:

- SAHA, SARA and UTSA.
- Neighborhood leaders (Prospect Hill, Historic Westside Residents Association, and West End Hope in Action).
- Community leaders and others suggested by WDC.
- Realtors (a short list was interviewed).

- CoSA Planning was notified of meetings.
- CoSA EDD (Ann Eaton) made Opportunity Zone presentations at two focus group meetings.

Single -Family owner-occupied households were not contacted until it was time to announce the community meeting in late September. Every fourth address of owner-occupied properties was contacted, resulting in 259 postcards.

Stakeholder's Input. Consultant worked with WDC staff to prepare a list of stakeholders from each of three census tracts that included community leaders, neighborhood leaders, businesses, employers, investors and other property owners within the Opportunity Zone. This process was begun in May and continued through August. Focus groups were formed from stakeholders as they were identified and five focus group sessions were held in two phases. In addition, questionnaires for different types of stakeholders were placed on the WDC website to be completed by any person or stakeholder with an interest in the Opportunity Zone.

At focus group meetings, a Community Assessment was administered to determine local opinions of the Opportunity Zone covering 11 areas of interest: local economy, education assets, environmental status, local government capacity/outreach, successful community assessment, local housing assets, community assets in talent and resources, leadership assets, business environment, quality of life assets and investment potential. Also, a Strengths, Weaknesses, Opportunities, Threats analysis was conducted in two or three of the sessions. In each meeting, all participants were encouraged to express their concerns and desires for the future of the neighborhood. Each of these tools has been analyzed to be included in the requirements.

Consultant's Assessment of the Opportunity Zone.

Consultants began the inventory of properties and assessment by acquiring the 2018-19 Bexar Appraisal District parcel records and geography. This database of 2,770 records was sorted by land use code and then identified and selected by commercial, industrial, multi-family, single-family, vacant lots, public/quasi-publicly owned and other uses for potential contact. This selected list also includes investor-owners of multiple single-family residential and owners of multiple vacant lots. These owners were combined with a list of 220

businesses from InfoUSA located within the Opportunity Zone to create a mailing list of 390 contacts. In June, First-Class letters were sent to this list in an effort to make contact and determine levels of interest in participating in the stakeholder process. There was not a great response to these letters. However, when more than 150 emails were sent by the WDC to potential stakeholders, some of the initial letters were acknowledged.

Consultant’s next step in the Assessment was to create different lists of properties for a first cut toward identifying viable properties for investment. This step was primarily to eliminate those that were active, long-term occupants – including public and non-profit occupants of the properties. Each member of the consulting team was assigned to review and edit one or more land-use lists to make an initial judgment of viability (yes, no, ??). A “No” answer was deemed those most unlikely to be a potential new investment or real estate project. Question marks “??” meant that it cannot be determined without more information. Those lists led to those three questions for owners:

- Are you interested in selling your property?
- Are you interested in taking on an investor?
- Would you like more information?

Answers to these questions helped determine the viability of a property for investment.

In late September, Consultant scheduled a sixth focus group meeting to present findings and have the stakeholders make decisions regarding the stakeholder questions above. In addition, Consultant provided limited information on the parcel analysis. This meeting was for all focus group members as well as the general public within the Near Westside Opportunity Zone. Following that meeting, Consultant then begin to draft the report for the WDC. The final report consists of three parts: Executive Summary, the Report and an Appendix.

Community Assessment Form

The Community Assessment consists of six pages. The form used in the Near Westside Opportunity Zone focus group meetings is shown below and on the following pages.

NEAR WEST SIDE SAN ANTONIO OPPORTUNITY ZONE
Community Assessment

This assessment is designed to help us better understand your community and the capabilities it has to address its needs. It will also help us to identify and evaluate the kinds of assets, resources and talent that is available in your community to address issues confronting it. In addition, it will help us establish a baseline for your community so that we can better understand where it stands with regard to its needs.

Introduction

We are asking you to respond to a number of questions under several headings in this assessment. There are six possible responses. These are:

Yes	Declined	Don't Know
No	Been Stable	Increased

When you respond to a question, check the appropriate response. If you do not know the answer please check the Don't Know response. We will add up the responses, score each of the questions, and come up with a total score for the factor being addressed. This information will then be used in conjunction with the SWOT Analysis to help us develop a more complete profile for your community. This profile will be included in our study and will be made available to the general public.

In addition to the questions we have provided additional space for your comments and ideas on the topics being addressed. Please take a few minutes to share your thoughts on the topics. Thanks.

Community Assessment Factors

1. Local Economy	7. Community Assets, Talent and Resources
2. Education Assets	8. Leadership Assets
3. Environmental Status	9. Business Environment
4. Local Government Capacity/Outreach	10. Quality of Life Assets
5. Successful Community Assessment	11. Investment Potential
6. Local Housing Assets	

LOCAL ECONOMY

This assessment seeks to get some idea on the status of your local economy and how you perceive it. It poses several questions dealing with things like new business development, employment, and conditions in the local economy. These factors are important because they provide a good snapshot of how the local economy is doing.

Your Assessment of the Local Economy in your Community

	Yes	No	Don't Know
1. A strong local economy.	[]	[]	[]
2. Good stores with everything I need.	[]	[]	[]
3. Strong, growing businesses.	[]	[]	[]
4. Good wages/jobs.	[]	[]	[]
5. A lot of new business startups.	[]	[]	[]
6. A lot of people out of work.	[]	[]	[]
7. High levels of employment.	[]	[]	[]
9. A well trained workforce.	[]	[]	[]
10. Not enough businesses – I go outside the community to shop.	[]	[]	[]
11. I work in the community.	[]	[]	[]
12. I work outside the community.	[]	[]	[]

(Summary will include total responses by selection and percent distribution)

Comments: _____

Figure 21A: Community Assessment Form Page 1 Source:WDA

EDUCATION ASSETS

This assessment seeks to measure how well your community is educating its youth and preparing them for the world of work or further education. It includes questions dealing with things like student enrollment, performance levels, school attendance, and so forth. These variables provide a good picture of what is going on in your schools, and how the community generally perceives them.

Your Assessment Community Education Assets

	Yes	No	Don't Know
Over the past several years:			
1. Our local schools have seen an increase in enrollment.	[]	[]	[]
2. Dropout rates have increased.	[]	[]	[]
3. Graduation rates have gone up.	[]	[]	[]
4. School performance levels have improved.	[]	[]	[]
5. School taxes have increased.	[]	[]	[]
6. Teacher turnover has been stable.	[]	[]	[]
7. Our schools have experienced "growing pains."	[]	[]	[]
8. School standards have been toughened.	[]	[]	[]
9. Student test rates have improved.	[]	[]	[]
10. Our schools have improved.	[]	[]	[]

(Summary will include total responses by selection and percent distribution)

Comments: _____

ENVIRONMENTAL STATUS

This assessment seeks to measure your community’s overall environmental status and sustainability levels. It focuses in on things like pollution levels, the condition of your infrastructure, and how your community looks. In many respects a community’s overall environmental status is like a barometer. If it is low, the community’s ability to sustain a high quality of life is also low. The opposite is true, as well.

Your Assessment of Community Environmental Status

	Yes	No	Don't Know
Over the past 5 years our:			
1. Infrastructure has gotten better.	[]	[]	[]
2. Community’s appearance has improved.	[]	[]	[]
3. Sustainability levels has improved.	[]	[]	[]
4. Overall environment has gotten better.	[]	[]	[]
5. Pollution levels have gotten worse.	[]	[]	[]
6. Community has gotten easier to get around.	[]	[]	[]
7. Local government has done a good job in protecting our environment.	[]	[]	[]

(Summary will include total responses by selection and percent distribution)

Comments: _____

Figure 22A: Community Assessment Form Page 2 Source:WDA

LOCAL GOVERNMENT CAPACITY/OUTREACH

This assessment seeks to measure the capacity and ability of your local government to support long-term development in your community. It also tries to get a better idea of how well it is reaching out into the community. We are also interested in finding out how well the community engages in the planning process.

Your Assessment of Local Government Capacity and Outreach

I believe that:	Yes	No	Don't Know
1. Local citizens are generally involved in our community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Residents know what is happening in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Access to local officials is easy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. There is an active engagement process on the part of local officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. My community plans ahead to meet future needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My local government provides adequate services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Voter turnout in my community is good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Residents are urged/encouraged to participate in local governmental affairs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. My community is proactive – it tries to anticipate changes in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. We have strong leadership in our community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Summary will include total responses by selection and percent distribution)

Comments: _____

SUCCESSFUL COMMUNITY ASSESSMENT

Successful communities usually share a set of common values and perspectives. For example, they focus on openness and dialogue. They are also proactive and try to deal with issues and concerns before they get so bad that only drastic action can mitigate them. The questions below are designed to find out how successful your community is in meeting its needs.

Your Assessment of Successful Community

My community:	Yes	No	Don't Know
1. Has leaders who are able to put differences aside in order to build a consensus on what is best for the community as a whole.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is willing to take risks to create a more livable environment for residents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is able to take advantage of its assets, resources and talent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Has an open planning process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Is actively involved in helping out local businesses to grow and prosper.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Takes a long-range view.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Is open to new ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Is proactive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Is successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Is actively engaged in growing our economy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Summary will include total responses by selection and percent distribution)

Comments: _____

Figure 23A: Community Assessment Form Page 3 Source:WDA

Local Housing Assets

This factor looks at housing assets in your community. Housing is an important factor in evaluating the viability of any community. For example, a community suffering from high vacancy rates, declining housing values and substandard housing is probably experiencing some kind economic distress. In general, housing usually reflects how well a community is coping. It is also a good indicator of a community's quality of life.

Your Assessment of Local Housing

In my community the:	Declined	Been Stable	Increased	Don't Know
1. Supply of quality housing has –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Overall cost of housing has –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Variety of housing choices has –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Number of affordable housing units have –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Quality of housing has –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Number of substandard units have –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Number of apartments have –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Value of housing has –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Number of new housing startups have –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Housing market has –	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Summary will include total responses by selection and percent distribution)

Comments: _____

COMMUNITY ASSETS, TALENT AND RESOURCES

A community's ability to address its needs is largely determined by the kinds of assets, talent and resources it is able to tap into. Equally important is how well the community uses its own citizens to deal with local issues and concerns. A community that is successful usually involves its local citizens. Moreover, the local leadership is always open to new talent and thinking. This assessment tries to get some idea of just how well your community is using its own assets, talent and resources to address its needs.

Your Assessment of Community Assets, Talent and Resources

Does your community have:

	Yes	No	Don't Know
1. An open leadership group that draws in local citizens?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Adequate assets to draw on to meet its needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. A sufficient tax base to meet its needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The means to involve local citizens in building the community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. A way to measure its assets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. A leadership training program that is open to all?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. A diverse leadership group?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Responsive local leaders at all levels?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. A wide range of volunteer type organizations, non-profits/civic groups who are involved in building the community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. A lot of citizen feedback on issues and concerns?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Summary will include total responses by selection and percent distribution)

Comments: _____

Figure 24A: Community Assessment Form Page 4 Source:WDA

LEADERSHIP ASSETS

The ability of any community to move forward is largely a function of its leadership. In fact, leadership is what drives the development process in many communities. This leadership can be generated by a community leader, or by a group of citizens who want a better neighborhood or a better community. On the other hand, a community that lacks leadership is often characterized by indecision, conflict and poor planning. This assessment tries to get a better idea of just how well your community ranks with regard to your leadership factors.

Your Assessment of Community Leadership

	Yes	No	Don't Know
1. Does your leadership think long-term and comprehensively?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is your leadership able to forge a consensus on key community issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Does your community have committed leaders who are able to put aside differences to move forward?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Is your community "forward looking?"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Is your leadership willing to take action?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Is your leadership open to new ideas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Does your community have a clearly stated vision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Are your community goals aligned with its vision?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Is your leadership in tune with the needs of the community as a whole?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Does your leadership communicate well?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Summary will include total responses by selection and percent distribution)

Comments: _____

BUSINESS ENVIRONMENT

A community's business environment or climate has to do with how it seeks to work with local businesses and entrepreneurs to ensure their success. This assessment seeks to measure this by evaluating how your local officials, civic and community leaders and residents promote and support business growth in your community. We also want to get an idea of the kinds of incentives, services and support local businesses receive as they startup, sustain and grow their operations over time.

Your Assessment of Community Business Environment

Do your local officials:

	Yes	No	Don't Know
1. Do their best to make local businesses succeed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Have a positive attitude toward business and economic development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Provide a good environment for promoting business development and growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Reach out to businesses to improve the community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Provide incentives and programs to expand businesses and attract new businesses?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Work with local chambers of commerce?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Invite local business leaders to play an active role in the community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Have a business retention/expansion plan in place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Invite local business leaders to play an active role in the community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Actively recruit new businesses to set up shop in your community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Summary will include total responses by selection and percent distribution)

Comments: _____

Figure 25A: Community Assessment Form Page 5 Source:WDA

QUALITY OF LIFE ASSETS

All communities seek to improve their quality of life. Quality of life is a perceived, sometimes subjective state in a community that is both satisfying and sustainable for local citizens. Certain kinds of assets contribute to a community's quality of life. They include good hospitals, fine stores, museums, and good restaurants. Good schools, excellent public services and attractive parks and recreational areas also contribute. In short, these kinds of assets add value to the community. This assessment tries to get some idea of how the quality of life is in your community.

Your Assessment of Community Quality of Life

Does your community have:	Yes	No	Don't Know
1. A vibrant civic culture?	[]	[]	[]
2. Good schools?	[]	[]	[]
3. Good medical facilities?	[]	[]	[]
4. Local theater groups?	[]	[]	[]
5. Good parks and recreational areas?	[]	[]	[]
6. Active youth groups/organizations?	[]	[]	[]
7. Senior care facilities?	[]	[]	[]
8. High quality public services?	[]	[]	[]
9. Good housing for all income groups?	[]	[]	[]
10. A good quality of life?	[]	[]	[]

(Summary will include total responses by selection and percent distribution)

Comments: _____

INVESTMENT POTENTIAL

This assessment tries to get some idea of the kinds of investments that are now being made in your community. This investment includes financial as well as infrastructure development along with new business development. Investment is a key ingredient in any long-term development strategy.

Your Assessment of Community Investment Potential

Your community has:	Yes	No	Don't Know
1. Strong potential for long-term growth.	[]	[]	[]
2. Business people opening up new businesses.	[]	[]	[]
3. Strong leadership with people willing to invest.	[]	[]	[]
4. Little or no new investment.	[]	[]	[]
5. A lot of poverty.	[]	[]	[]
6. Only a few new businesses are opening up.	[]	[]	[]
7. There is room for new development.	[]	[]	[]
8. Growth is encouraged.	[]	[]	[]
9. Displacement is a problem now.	[]	[]	[]
10. The community needs help.	[]	[]	[]

(Summary will include total responses by selection and percent distribution)

Comments: _____

Community Assessment Factors

As noted, this Assessment is to provide an evaluation of the quality and capabilities of your community to engage in certain kinds of activities important for its overall success. It will provide information to better gauge and evaluate the types of assets, resources, talent and capabilities your community has to meet its needs. By carefully examining these assessment categories, we can get a better idea of where your community stands with developmental and long-range growth prospects. Finally, it will provide a handle on the issues and concerns your community is dealing with.

Figure 26A: Community Assessment Form Page 6 Source:WDA

DONA DE OPORTUNIDAD CERCA DE LADO OESTE

Westside Development Corporation

Nombre: _____ Ubicación de la Propiedad/Dirección Vecindario _____

Ubicación: _____ Fecha: _____ Teléfono: _____

Dirección de correo electrónico: _____

Cuestionario: Líderes Comunitarios/Líderes de Vecindad

1. Cómo describiría su vecindario?
2. Qué problemas y/o preocupaciones se les presentan a usted y otros líderes locales?
3. Dónde compran bienes y servicios, usted y sus vecinos, y por qué?
4. Qué tipos de negocios – minoristas/servicios – le gustaría ver en su vecindario?
5. Qué puede hacer la ciudad de San Antonio para hacer de su vecindario un mejor lugar para vivir?
6. Tiene alguna inquietud con respecto a la gentrificación y/o el desplazamiento de los residentes del vecindario debido a las nuevas empresas que se mudan a la zona?
7. Hay obstáculos para vivir en su vecindario hoy?
8. Qué condiciones obstaculizan el desarrollo de negocios y la inversión en su vecindario?
9. Cómo caracterizaría a su fuerza laboral del vecindario o al grupo de trabajo disponible hoy?
10. Cuál es la condición de la vivienda en su vecindario?
11. En su opinión ¿qué mejoras son necesarias en su vecindario? (Ejemplos: mejor acceso al transporte, mejoras en la calle, más estacionamientos, drenaje, parques, etc.)?
12. Cuáles son los "anclajes" en su vecindario? (Comercial, público, institucional, etc.)
13. Cómo describiría el papel de su rol/organización en el vecindario/comunidad en general?
14. Qué le gustaría ver en el camino de un nuevo desarrollo en su vecindario/comunidad durante los próximos cinco años?
15. Hay espacios o lotes vacantes o vacíos en su área que le conciernen o que le gustaría ver desarrollados?
16. Qué idea o proyecto invertiría dinero para hacer su vecindario un mejor lugar para vivir o para preservar la cultura y la historia de su comunidad?

Comentarios Adicionales: _____

Figure 27A: Community and Neighborhood Leader Questionnaire Source:WDA

NEAR WEST SIDE SAN ANTONIO OPPORTUNITY ZONE

Name: _____ Property Location Neighborhood _____

Location: _____ Date: _____ Phone _____

Email address: _____

Questionnaire: Real Estate Professionals

1. What are some of the assets this area offers for investment and long-term development?
2. What improvements are needed to upgrade the area's infrastructure?
3. What other types of improvements are needed in the area? (For example, transportation access, building upgrades/maintenance, green spaces, overall design, landscaping, etc.)
4. What do you feel are some of the obstacles to developing the area and increasing investment?
5. What conditions are hampering the development of retail/service type businesses in the area?
6. What should the City of San Antonio do to improve the level of investment in the area?
7. Where are some of the most attractive areas in the near West Side for development?
8. Where are the least attractive locations in the area for development and long-term investment?
9. Are you aware of any long-term investment type projects in the area? (public or private?)
10. What, in your opinion, could be successful adaptive re-uses in the area?
11. Should certain parties of the targeted area adopt their own design guidelines or themes?
12. What of retail/service type businesses should be focused on in the targeted areas?
13. What, in your opinion, is the area's potential for long-term investment and growth?

Other Comments: _____

Figure 28A: Real Estate Professional Questionnaire Source:WDA

C8. Strategic Plan Goals, Priorities, Recommended Policies and Actions

Premise for Investors & Developers

Investors willing to provide a benefit to distressed census tracts within the Opportunity Zone — new construction and other development activities — must not accommodate or encourage gentrification and displacement of families or small businesses by providing affordable housing rather than converting affordable to high rent units.

Recommendations, Objectives and Strategies

A. Housing and Neighborhoods

1. Objectives to preserve the neighborhood.
2. Neighborhood strategies.
3. Affordable housing objectives.
4. Affordable housing strategies.
5. The community wants investors and developers to be aware of these things.

B. Economic and Business Development

1. Objectives for near westside opportunity zone economic development and business.
2. Strategies for economic development and business growth.
3. The community wants investors and developers to be aware of these things.
4. Community expectations for growth and development.

C. Culture and Arts

1. Culture and arts objectives.
2. Culture and arts strategies.

D. Open Space and Recreation (includes Pedestrian/Bicycle)

1. Open space and recreation objectives.
2. Open space and recreation strategies.

E. Infrastructure, Facilities and Assets

1. Infrastructure, facilities and assets objectives.

2. Infrastructure, facilities and assets strategies.
3. Investors/developers should be sensitive to community assets.

F. Implementation

1. Implementation objectives.
2. Implementation strategies.
3. Special districts - neighborhood empowerment zone.

Goal of the Strategic Plan

Attract Opportunity Zone investment in the Near Westside of San Antonio – investment that is aligned with community priorities and sensitive to the existing community.

Strategic Plan Goals

Economic Development and Revitalization Goal

- Attract investment and stimulate positive community, business and economic growth to the Near Westside Opportunity Zone.

Preservation of Neighborhoods Goal

- It is the desire of this Community to preserve our neighborhoods and reflect a vision that respects cultural and historical relevancy.
- Preserve our neighborhoods in tradition, culture and other intangibles in a manner that allows citizens, young and old, to experience their neighborhood as one that is respected and which will continue to be recognized for the foreseeable future.

The following sections with goals, objectives and recommendations are based on Community Stakeholder input in meetings in July, August and September, 2019 and questionnaires administered in person and online at the Westside Development Corporation website. Since this plan will not be an official plan of the City of San Antonio, the recommendations and strategies should be considered as suggestions to the City and related implementing departments and agencies. We have included a detailed set of suggested strategies to be applied where practicable and possible. The WDC should use this Strategic Plan as a guide for economic development within the WDC Boundary on the Westside of San Antonio.

A. HOUSING AND NEIGHBORHOOD

1. Objectives to Preserve the Neighborhood (Culture and Character)

- a. Preserve the culture and character of our neighborhood.
- b. Preserve the livability of the Westside community.
- c. Protect the equity and wealth of homeowners and small business owners.
- d. Provide the needed quality of social services, education, and public safety to enhance the lives of residents.
- e. Prevent or minimize displacement of residents.
- f. Mitigate the negative effects of gentrification.
- g. Provide an adequate supply of affordable housing units to achieve desired growth within the Opportunity Zone.
- h. Facilitate the rehabilitation and improvement of owner-occupied housing where renovation or assisted demolition is required.
- i. Facilitate the addition of mixed-income housing and housing choices to achieve desired growth.
- j. Make the process of construction and rehabilitation simple and affordable.

2. Neighborhood Strategies

- a. Encourage and facilitate infill housing and adaptive reuse of properties.
- b. Infill and rehabilitate existing single-family housing in Opportunity Zone neighborhoods with maximum densities of up to 12 units per gross acre to maintain existing neighborhood integrity and character.
- c. Promote home improvement and maintenance;
- d. Promote home ownership.
- e. Increase participation in neighborhood organizations.
- f. Preserve, protect and promote neighborhoods.
- g. Provide free service to protest residential

- h. Provide assistance with transfer on death deeds, affidavits of heirship and gift deeds.
- i. Provide assistance to property owners in protesting property taxes at BCAD.
- j. Provide free services to help homeowners clear title issues, remove liens, resolve tax or mortgage delinquencies and help negotiate payment plans.
- k. Direct City staff to send packets with notifications for new development to neighborhood associations or community-based organizations located within 300 feet of proposed projects.
- l. Provide a one-stop housing center that offers services for clear title issues, financial coaching, household budget coaching, credit coaching, home improvement and rehabilitation counseling, and mortgage delinquency and default resolution counseling.
- m. Adopt housing and tax policies to address the needs and opportunities of low- and moderate-income households.
- n. Encourage owners of publicly subsidized housing to preserve anticipated expiring affordability covenants.
- o. Expand warehouse areas along Railroad right-of-way to residential and studio use.
- p. Facilitate Unified Development Code (UDC)-compliant online estimating, bidding and construction guides, templates and construction manuals to be used in the training of small contractors for rehabilitating local housing.
- q. Implement an institutionalized process for clearing clouded titles for property owners in the Near Westside Community.
- r. Fund the UTSA Center for Policy Studies to develop a UDC-compliant online estimating, bidding and construction guides, templates and construction manuals for rehabbing urban core units based on type and

- year of construction and or more recent renovation.
- s. Collaborate with Bexar County entities such as County Clerk, Probate Courts and Commissioners' Court, San Antonio Bar Association and affiliated pro bono lawyers, title companies and financial institutions to clear clouded titles.
- t. Provide owner protection research and assistance.
- u. Provide housing choices.
- v. Encourage apprenticeship programs to provide skilled workers in the trades.
- w. Establish a program in which neighborhood builders and contractors can engage designated or approved contractors for work within the Opportunity Zone.
- x. Monitor impacts of rising property values.
- y. Continue owner-protection research, reporting and orientations on housing valuations, foreclosures and sales, their impact on asset building, and successful or problematic initiatives dedicated to improving housing stock in the Opportunity Zone while mitigating unwarranted displacement.
- z. Take advantage of categories that allow up to 12 dwelling units/acre, attached and detached houses on individual lots, 2-,3-,4-plexes, cottages and low-rise garden-style apartments and very small lot single-family houses.
- aa. Promote small-and medium-scale, mixed-income development.
- ab. Prohibit/discourage 100% market-rate projects and large-scale luxury development in at-risk neighborhoods.
- ac. Protect from gentrification.
- ad. Turn area historic.
- ae. Develop a method to have slow increases in property values.
- af. Incorporate sustainable design guidelines such as Low Impact Development (LID) and Leadership in

- Energy and Environmental Design (LEED).
 - ag. Keep density at neighborhood scale.
 - ah. Preserve rentals and owner-occupied housing.
 - ai. Create a solution to prevent Flipping.
 - aj. Promote a program for adult education within the neighborhood.
3. **Affordable Housing Objectives**
- a. Encourage smaller size affordable houses on smaller buildable lots within single family neighborhoods.
 - b. Facilitate the addition of a sufficient number of affordable housing units.
 - c. Encourage the Westside TIRZ Board to purchase land and/or single-family lots to be leased for construction of affordable housing.
 - d. Incentivize/require housing developers using public subsidies to include a percentage of below market -rate housing.
 - e. Provide incentives for or require the practice of including affordable housing within housing projects that are primarily market rate.
 - f. Define affordable housing.
4. **Affordable Housing Strategies**
- a. Identify publicly subsidized housing within the Opportunity Zone and develop strategies to preserve anticipated expiring affordability covenants.
 - b. Provide support services and rehabilitation efforts where there are significant numbers of dilapidated housing and high concentrations of vulnerable households.
 - c. Promote public/private partnerships to develop affordable housing.
 - d. Preserve the existing homesteads and affordable housing.
 - e. Prevent 100% luxury and market-rate housing development in the Opportunity Zone.
 - f. Further incentivize the development of new affordable and workforce housing in the Opportunity Zone.

- g. Promote the use of the Neighborhood Improvement Bond Areas.
- h. Limit size of single-family homes to existing.
- i. Establish criteria to renovate homes rather than demolish them.
- j. Provide for Accessory Dwelling Units (ADU).
- k. Provide for an overlay zone that grandfather all existing dwelling units and allows renovation without a zoning change.
- l. Encourage the TIRZ Board of Directors to purchase selected single-family residential lots and deed them to builders for affordable housing.

5. **Community Wants investors and developers to be Aware of These Things:**

- a. Naive neighborhood property owners must not taken advantage of .
- b. Be a compassionate developer rather than a flipper that strips quality and history from the neighborhoods.
- c. Designs and materials similar to styles in the neighborhood must be used in renovation and new construction.
- d. Design and build a gateway/entrance to define area as significant and important.
- e. Current and previous residents want to stay in their Westside neighborhoods.
- f. Laundromats and day care centers are very important to daily lives within the community.

B. **ECONOMIC AND BUSINESS DEVELOPMENT**

I. **Objectives for Near Westside Opportunity Zone Economic and Business Development**

- a. Connect investors and development projects with property owners seeking investment.
- b. Connect investors and developers with business owners seeking investment.
- c. Convey to investors a list of viable opportunities for real estate development.

- d. Link investors with property owners and business opportunities for projects or partnerships.
- e. Mitigate commercial and small local business displacement.
- f. Community desires that new development respect and be compatible with the neighborhood.
- g. Facilitate simplification of the project review and approval process.
- h. Facilitate an organization of businesses within the Near Westside community.
- i. Mitigate commercial displacement, especially locally-owned small businesses.
- j. Promote inclusionary business development.
- k. Retain the uniqueness of local businesses.
- l. Increase participation by financial institutions in local Westside development.
- m. Facilitate training programs and apprenticeships for local jobs.
- n. Encourage development of partnerships between local entrepreneurs and investors.
- o. Provide incentives for developers to hire local residents at all levels.
- p. Facilitate and promote adaptive reuse of vacant buildings.
- q. Developers should be cognizant of the social impact of proposed projects on the neighborhood.

2. **Strategies for Economic and Business Development**

- a. Create an organization of businesses and an area-wide business plan within the Opportunity Zone.
- b. Coordinate programs available to all businesses.
- c. Provide incentives for new businesses to meet community objectives to open and operate.
- d. Provide financing, credit rating and credit counseling for small businesses.
- e. Promote adaptive reuse of vacant buildings with ground floor retail and office/residential on the upper stories.

- f. Recruit neighborhood and student-related businesses such as clothing, restaurants, pharmacies and grocery stores to appropriate locations in the Opportunity Zone.
- g. Encourage training programs in restaurant and hotel settings that provide employees to San Antonio's hospitality industry.
- h. Encourage apprenticeship programs to provide skilled workers in the trades.
- i. Do not Promote themed restaurants and entertainment businesses (i.e. Chinatown, Little Italy or Little Mexico, Hard Rock Café and Rock Music).
- j. Develop partnerships to provide parking facilities near UTSA and nearby businesses.
- k. Address mismatches between available employment and job skills.
- l. In Requests For Proposals (RFPs) issued for development within the Opportunity Zone, require developers to identify social impacts and explain the social impact of their projects and consider ramifications resulting from development.
- m. Commission Community Development Financial Institutions (CDFI) to increase participation by financial institutions.
- n. Establish a revolving fund with an established CDFI lender that will partner with participating financial institutions committed to supporting ownership loans via a range of reduced interest rate, low-down payment, and soft second mortgages for businesses.
- o. Provide commissioned CDFI(s) with the authority to set aside a nominal amount to lend for payout of discounted liens and to purchase pre-auction properties for rehab and affordable resale.
- p. Require developers of large mixed-use projects to set aside at least 10% of retail space for locally-owned small businesses.
- q. Apply best efforts to achieve a retail mix of 30% local, 30% regional, and 30% national companies.

- r. Provide incentives to create a cooperative marketplace as a mutual benefit corporation, where all members share in the cost and governance of the market but keep all profits from items they sell.
- s. Establish a city-wide First Source Hiring effort to recruit and screen low-income job-seekers, coordinate job training and support services and have agreements with local employers to hire new employees through the First Source Center before advertising positions to the public.
- t. Provide incentives or require developers receiving more than \$50,000 in subsidies to hire low-income city residents through a city-wide First Source Center, with penalties for any business that fails to meet a criteria of 30% of new hires to be low-income residents.
- u. Assist developers and contractors with a pre-set participation rate of Minority Business Enterprise and Women Business Enterprise.
- v. Direct the San Antonio Housing Trust to establish adequate funding to: 1) assist qualified home buyers with down-payment assistance, land acquisition for future affordable housing and developer incentives for affordable housing construction and 2) forgive grants for home repairs to existing residents needing assistance to displacement from the neighborhood.
- w. Establish within the Development Services Department a dedicated Small Development Team (SDT) to simplify the process and provide a single point of contact.
- x. Simplify the current complex, costly and time-consuming process that requires a multitude of contacts, reviews and approvals in order to apply, qualify, receive and realize the actual waivers and permits.
- y. Provide property owners, small developers and contractors a single point of contact for consistent information,

- support, assistance, authorization, inspection, final approval and appeal resolution.
- z. Need business investment in the neighborhood.
- aa. Remove “bad” businesses from the neighborhood.
- ab. Encourage big businesses to support small businesses in the neighborhood.
- ac. Promote support for local businesses.
- ad. Attract new jobs that pay a living wage.

3. The Community wants Investors and Developers to be Aware of These

- a. Facilitate retention of uniqueness of local businesses.
- b. Provide a safe and functional location for day laborers and people who live on the streets within the neighborhoods.
- c. Residents and small businesses must not be pushed out/displaced due to gentrification.
- d. Investors and developers must show respect for the residents within the Westside Community.
- e. New investment and development should bring high-paying jobs with benefits to the neighborhood.

4. Community Expectations for Growth and Development

- a. The Community does not expect to see new high-intensity/high-density growth and development like that in the Broadway Corridor, the Pearl or Cevallos Street.
- b. That new projects will fit within the neighborhood character, rather than high-density development in or near the low-density neighborhoods.
- c. That investors and developers will be cognizant of the social impact of their construction and development activities.
- d. That affordable Accessory Dwelling Units (ADU) or similar small houses will be built within the neighborhood.
- e. That most new housing will be affordable –

- whether single-family or multi-family units.
- f. That rehabilitation of existing housings is affordable for current owners or renters.

C. CULTURE AND ARTS

1. Culture and Arts Objectives

- a. Enhance livability of the community through arts and culture.
- b. Promote the cultural and arts assets of the community.
- c. Create a liveable community for residents and business prosperity.
- d. Support the proposed Art Walk.
- e. Support local artists.

2. Culture and Arts Strategies

- a. Work with the local arts and culture community to create an arts district that accommodates and features local artists.
- b. Create a cultural district that preserves and promotes the Mexican heritage of the Westside.
- c. Create an environment designed to make the Opportunity Zone attractive for investments as well as for residents.
- d. Define the gateway at Commerce with public art such as strategically placed murals.
- e. Encourage/facilitate development in areas such as an arts district to provide live-and-work opportunities in the same building.
- f. Work with the local arts and culture community to designate an area or areas as a Design/Arts District for studios, galleries, residential lofts and complementary establishments.
- g. Work with the local arts and culture community to create a sense of place with arts & culture Trail/Walk and destination points through public art representing the culture of the Westside.
- h. Identify existing public art or create new works of

art and cultural destination points that represent the culture of the Westside.

- i. Identify and promote local arts spaces, galleries, etc.
- j. Provide and install markers for cultural and historic landmarks and places.

g. Provide attractive streetscapes (trees and landscaping).

- h. Provide for safe use of alleys.
- i. Organize and execute a community clean-up of Alazan and Martinez Creeks.

j. Identify publicly-owned land east of Alazan Creek within Census Tract 1105 for use as a park and community center.

- k. Prepare proposals for the 2021 Bond Election to include important infrastructure needs within the Near Westside.

D. OPEN SPACE AND RECREATION

1. Open Space and Recreation Objectives

- a. Develop, enhance and extend a well-rounded pedestrian-friendly open-space recreational network that serves the neighborhoods.
- b. Promote and enhance participation in active recreation.
- c. Balance pedestrian and vehicular needs within commercial corridor rights-of-way.
- d. Provide Safe Bicycle Networks connecting places of interest and places of work within the community.
- e. Provide functional sidewalks and ramps in the neighborhood that will connect important locations for residents as well as the disabled

2. Open Space and Recreation Strategies

- a. Add a neighborhood scale park in the Vista Verde neighborhood that is within walking distance of the existing residential area.
- b. Provide functional sidewalks and ramps that can be used by the disabled and residents within the neighborhood.
- c. Support efforts of the San Antonio River Authority, the City of San Antonio and others to develop and enhance hike and bike trails along Alazan and Martinez Creeks.
- d. Improve pedestrian links and add streetscaping along IH-35 at intersections of Martin, Houston, Commerce, Buena Vista, Cesar Chavez and Guadalupe streets.
- e. Provide lighting on bridges, under bridges, streets and walkways and creek trails.
- f. Establish noise limits for trains passing through the neighborhood.

E. INFRASTRUCTURE, FACILITIES AND ASSETS

1. Infrastructure, Facilities and Assets Objectives

- a. Preserve, build and maintain public infrastructure for the safety and well-being of residents and other users of infrastructure.
- b. Invest in public infrastructure improvements to catalyze additional private investment.
- c. Protect and be sensitive to community assets.

2. Infrastructure, Facilities and Assets Strategies

- a. Improve and maintain streets and sidewalks within residential neighborhoods.
- b. Ensure safety and efficiency at railroad crossings.
- c. Encourage development of one or more parking garages with ground-floor retail.
- d. Facilitate development of a community center and park near Vista Verde.
- e. Encourage neighborhood organizations to prepare an effective plan for alleys for neighborhood use as a pedestrian/bicycle circulation system.
- f. Invest in public infrastructure improvements to catalyze additional private investment.
- g. Develop commercial and mixed-use parking facilities.
- h. Establish a partnership between UTSA, the City and the private sector to develop a mixed-use parking garage with ground-floor retail within the proposed Focus Area between Commerce and Buena Vista streets between IH-35 and the bridges.
- i. Work with Union Pacific Railroad to remove out-of-service railroad tracks and make the right-of-way available for public use.

F. IMPLEMENTATION

1. Implementation Objectives

- a. Recognize that administration, communication and marketing of economic development and preservation of the neighborhood are critical to the success of this strategic plan.
- b. Find ways to fund these programs and capital improvements to implement the plan.
- c. Identify and create Special Districts or an Overlay Zoning District to achieve objectives.
- d. Adopt affordable historic preservation strategies that balance preservation and redevelopment to achieve goals of the community.

2. Implementation Strategies

- a. Support UTSA and the continued development and expansion of the Downtown Campus.
- b. Encourage ties to nearby public schools.
- c. Continue to lobby the Board of Regents for expansion funding.
- d. Support development of the University District to contain academic buildings, along with a bookstore, retail and specialty shops, child care center and restaurants.
- e. Develop commercial and mixed-use parking facilities and mixed-income residential uses that include university student housing.
- f. Cleaners, pharmacies and a grocery store are needed to serve the neighborhood.
- g. Provide a high-level quality of social services, education and public safety that are needed by residents of the Opportunity Zone.
- h. Prepare practical guidelines that are appropriate

- for the neighborhood, both physically and economically.
- i. Expand the Westside Tax Increment Reinvestment Zone (TIRZ) to include key locations within the Opportunity Zone, such as North Zarzamora, West Martin to Brazos, North Colorado and South Brazos as shown on the Proposed TIRZ Boundaries map.
- j. Encourage the TIRZ Board of Directors to be proactive in community preservation and economic development.
- k. Create a position at the Westside Development Corporation for promoting real estate development.
- l. Create branding for the Near Westside, the Westside and/or sub-areas.
- m. Create marketing materials to communicate with potential investors and real estate professionals (brochures and other).
- n. Make extensive use of La Prensa to communicate with local businesses and the community.
- o. Circulate updated listings of properties to real estate professionals, City of San Antonio Economic Development Department, Economic Development Foundation and Bexar County Economic Development Department for their use in recruiting new or expansion businesses.
- p. Update the inventory list of available properties on a regular basis.
- q. Create a method to vet small businesses for investors (at least a few indicators).
- r. Provide all types of business assistance to small businesses through UTSA or other service and technical providers.
- s. Formulate and develop positive solutions for the day labor site issue to enhance the existing neighborhood environment.
- t. Prepare handout materials to describe historic sites and promote the historic significance in all

- projects and include in city visitor materials.
- u. Increase the number of small reliable, committed contractors to build and rehab affordable housing.
- v. Partner with Alamo Colleges and others to provide a Small Contractor Training and Certification Program.
- w. Establish a dedicated \$1.5 million as-of-right small development fee waiver fund to include SAWS impact and CPS fees to support affordable and workforce housing construction and rehabilitation.
- x. Convince the City of San Antonio to study the impacts of pro-active blanket zoning to see how effective it is prior to pursuing a costly and time-consuming task.

3. Create a Neighborhood Empowerment Zone (NEZ) or Comparable Overlay District That Can:

- a. Waive or adopt fees related to the construction of buildings, including fees for inspection of buildings and impact fees.
- b. Enter into agreements that benefit the zone, for refunds of municipal sales tax on sales made in the NEZ.
- c. Enter into agreements abating municipal property taxes subject to duration limits.
- d. Set baseline performance standards for use of alternative building materials or building costs, maintenance, or energy consumption.
- e. Ensure accountability to the public.

Sources for Objectives/Recommendations

Opportunity Zone Public Participation

- 1. Focus Group Meetings.
- 2. Questionnaires.
- 3. Community Assessments.
- 4. Strengths, Weaknesses, Opportunities, Threats Analysis.

Existing Plans and Documents Reviewed

- 1. Vista Verde South Neighborhood Master Plan – 2000.
- 2. Avenida Guadalupe ULI – 2005.
- 3. Guadalupe Westside Community Plan – 2007.
- 4. Westside Reinvestment Plan – 2009.
- 5. Downtown Neighborhood Plan — 1999, 2009.
- 6. Analysis of Housing Vulnerability in San Antonio – 2018.

Existing City of San Antonio Policies Reviewed

- 1. Center City Housing Incentive Policy (CCHIP).
- 2. Fee Waiver Program.
- 3. Neighborhood Bond Improvement Areas.
- 4. Tax Abatement Program.
- 5. Tax Increment Reinvestment Zone (TIRZ).

Assess Near Westside Opportunity Zone

- Research best practices for community investment and incorporate as appropriate.
- Compile a synopsis of existing plans that address the area’s land use and development needs and indicate their usefulness as baseline references for current investment and strategic planning.
- Examine viable opportunities for real estate development within the Near Westside Opportunity Zone by compiling an inventory of existing parcels, vacant land, unoccupied structures, residential units, businesses, nonprofits and publicly-owned parcels.
- Identify businesses, land owners and/or new types of business opportunities for collaborative project investments or partnerships.
- Identify residential, business and area organizations’ interests, concerns and expectations related to community growth and development; include potential for project partnerships and community enhancement.

Scope of Work

- Identify businesses and commercial corridors in need of investment.
- Identify viable investment opportunities in property, projects, and businesses.
- Incorporate current planning efforts for potential investment linkages.

- Identify community redevelopment priorities.
- Identify infrastructure improvements to attract or encourage development.
- Analyze development patterns that enhance investment strategies.
- Incorporate existing community and culturally relevant infrastructure, spaces and preservation strategies.
- Recommend business or real estate development incentives to attract investment in line with identified priorities.
- Recommend land-use controls/changes to encourage desirable development.
- Detail how investments and strategies will enhance the existing community, while mitigating displacement and negative effects of gentrification.

provides an opportunity for bringing additional businesses to the Trade Area/Opportunity Zone in those industry groups that have a significant leakage gap.

Retail Market Place Profile

The Primary Trade Area for this analysis encompasses the three Census Tracts that comprise the Near Westside Opportunity Zone. Table 17A provides a general profile of the retail marketplace in the Trade Area. The supply factor – retail sales – represents estimated sales to consumers by business establishments in the Trade Area. The demand factor – retail potential estimates-represents the

expected amount spent by consumers at retail stores in the Trade Area. All estimates are in current dollars. The Leakage/Surplus Factor represents a snapshot of retail opportunity in the area. As noted earlier, a positive value represents leakage of retail opportunity outside the Trade Area. In other words, there are only a few business enterprises in the area that are able to meet local needs, forcing residents to go outside the area to purchase certain kinds of goods and/or services they want. A negative factor or value, on the other hand, represents a surplus of retail sales where customers are drawn in from outside the Trade Area, bringing in new dollars to feed the local economy.

Table 12A: Retail Marketplace Profile – Trade Area Near Westside Opportunity Zone

Industry Summary	Industry Group	Demand (Retail Potential)	Supply Retail Sales	Retail Gap	Leakage/Surplus Factor	Number Of Businesses
Total Retail Trade and Food & Drink	44	\$51,882,482	\$84,044,853	(\$32,162,371)	-23.7	52
Total Retail Trade	44 - 45	\$46,879,545	\$74,412,651	(\$27,533,106)	-22.7	33
Total Food & Drink	722	\$5,002,937	\$9,632,202	(\$4,639,265)	-21.6	19
Industry Group						
Motor Vehicles & Parts Dealers	441	\$10,171,740	\$5,712,392	\$4,459,348	28.1	7
Auto Parts, Accessories & Tire Stores	4431	\$882,683	\$3,578,466	(\$2,695,783)	-60.4	5
Furniture & Home Furnishings Stores	442	\$1,555,415	\$1,204,148	\$351,267	12.7	1
Electronics & Appliances Dealers	443	\$1,642,464	\$0	\$1,642,464	100	0
Bldg. Materials & Supplies Dealers	4411	\$2,597,573	\$3,004,840	(\$407,267)	-7.3	3
Food and Beverage Stores	445	\$8,832,397	\$37,905,405	(\$29,073,002)	-62.2	11
Grocery Stores	4451	\$8,053,538	\$36,539,373	(\$28,482,888)	-63.9	9
Health & Personal Care Stores	446/4461	\$2,717,983	\$6,852,476	(\$4,134,493)	-43.2	4
Gasoline Stations	447/4471	\$5,004,102	\$4,316,172	\$687,930	7.4	1
Clothing & Clothing Accessories Stores	448	\$2,041,991	\$0	\$2,041,991	100	0
Sporting Goods, Hobby, Book/Music Stores	451	\$1,548,938	\$196,066	\$1,352,872	77.5	1
General Merchandise Stores	452	\$8,163,482	\$0	\$8,163,482	100	0
Miscellaneous Store Retailers	453	\$1,781,971	\$15,221,152	(\$13,439,181)	-79	5
Nonstore Retailers	454	\$677,868	\$0	\$677,868	100	0
Food Services & Drinking Places	722	\$5,002,937	\$9,632.20	(\$4,629,265)	-31.6	19
Restaurants & Other Eating Places	7225	\$4,782,931	\$9,384,077	(\$4,602,046)	-32.5	18

Source: ESRI and Infogroup, Retail Marketplace Profile, NWSAOZ

E. Retail Market Profile and Retail Gap Analysis

A gap analysis by definition is a comparison of local consumer expenditures to local retail sales for a given economy or trade area. An opportunity gap is present when consumer expenditures exceed retail sales for a given area. This gap can be either negative or positive, with the negative gap representing a surplus of sales over demand within a trade area. When merchants have a surplus, this means that far more sales are occurring at that location than are being consumed by households within the trade area.

A positive gap, on the other hand, represents a leakage of sales to locations outside the subject trade area – the Near Westside Opportunity Zone-and sales are less than demand by households within the area. For merchants in those industry groups that are experiencing a leakage, the situation again has both positive and negative connotations. The negative aspect indicates that households in the trade area are shopping elsewhere. On the positive side, it presents an opportunity for those merchants to increase their sales by attracting consumers from outside the local trade area. It also

Table 13A: Industry Groups Lacking Presence in the Trade Area

Industry Group	NAICS	Number of Businesses
Automobile Dealers	4411	2
Other Motor Vehicle Dealers	4412	0
Furniture & Home Furnishings	442	1
Electronics & Appliances Stores	443	0
Specialty Food Stores	4452	2
Beer, Wine & Liquor Stores	4453	0
Gasoline Stations	4471	1
Clothing & Clothing Accessories	448	0
Clothing Stores	4481	0
Sporting Goods, Hobby, Book, Music Stores	451	1
General Merchandise Stores	452	0
Department Stores	4521	0
Nonstore Retailers	454	0
Direct Selling Establishments	4543	0

Source: ESRI and Infogroup, Retail Marketplace Profile

The Trade Area retail market in 2018 had a demand or retail potential of nearly \$52 million when food and drink establishments are included. These sales were made through 52 businesses located in the Trade Area. Consumer households in the area spent more than \$84 million in 2018 to purchase goods and services in the area, leaving a retail gap of slightly over \$32 million. Total retail sales in the Trade Area registered nearly \$47 million in retail potential/demand with a retail sales/supply ratio of around \$74 million, resulting in a retail gap of slightly over \$27.5 million.

Total Food and Drink demand, as a separate category, in 2018 was about \$5 million. These goods and services were provided through 19 business establishments in the Trade Area. While the supply/retail capacity was around \$9.6 million, there was a retail gap of \$4.6 million. This means that business establishments in this industry group were able to draw consumers from outside the Trade Area.

Table 14A: Industry Groups with Significant Surplus — Near Westside Opportunity

Industry Summary	Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Surplus (Retail Gap)	Surplus Factor	Number of Businesses
Auto Parts, Accessories & Tire Stores	4413	\$882,683	\$3,578,466	(\$2,695,783)	-60.4	5
Food & Beverage Stores	445	\$8,832,397	\$37,905,405	-29,073,008	-62.2	11
Grocery Stores	4451	\$8,056,538	\$36,539,373	-28,482,835	-63.9	9
Specialty Food Stores	4452	\$380,409	\$1,366,032	-985,624	-56.4	2
Health Personal Care Stores	446/4461	\$2,717,983	\$6,852,476	-4,134,493	-43.2	1
Miscellaneous Store Retailers	453	\$1,781,971	\$15,221,152	-13,439,181	-79.01	5
Office Supplies, Stationery & Gift Stores	4532	\$384,880	\$13,790,844	-13,405,964	-94.6	2
Food Services & Drinking Places	722	\$5,002,937	\$9,632,202	-4,629,265	-31.6	19
Restaurants/Other Eating Places	7225	\$4,782,031	\$9,384,077	-4,602,046	-32.5	18
Total Surplus		\$32,821,828	\$134,270,027	\$101,448,199		75

Source: ESRI and Infogroup, Retail Marketplace Profile, NWSOZ

Table 15A: Industry Groups with Significant Leakage — Near Westside Opportunity Zone

Industry Summary	Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Leakage (Retail Gap)	Leakage Factor	Number of Businesses
Automobile Dealers	4411	\$8,252,652	\$2,133,926	\$6,118,726	58.9	2
Other Motor Vehicles Dealers	4412	\$1,036,405	\$0	\$1,036,405	100	0
Home Furnishings Stores	4422	\$614,393	\$0	\$614,393	100.0	0
Electronics & Appliance Stores	443	\$1,642,464	\$0	\$1,642,464	100	0
Clothing & Clothing Accessories Stores	448	\$2,041,991	\$0	\$2,041,991	100	0
Clothing Stores	4481	\$1,377,972	\$0	\$1,377,972	100	0
Sporting Goods, Hobby, Books & Music Stores	451	\$1,548,938	\$196,066	\$1,352,872	77.5	1
Sporting Goods, Hobby, Musical Instruments Stores	4511	\$1,377,806	\$0	\$1,377,806	100	0
General Merchandise Stores	452	\$8,163,482	\$0	\$8,163,482	100	0
Department Stores	4521	\$5,581,368	\$0	\$5,581,368	100	0
Other General Merchandise Stores	4529	\$2,582,114	\$0	\$2,582,114	100	0
Nonstore Retailers	454	\$677,868	\$0	\$677,878	100	0
Total Leakage		\$34,897,453	\$2,329.99	\$32,567,461		3

Source: ESRI and Infogroup, Retail Marketplace Profile, NWSOZ

Industry Groups With Significant Surplus Gap

Several industry groups in the Trade Area showed a significant gap between supply and demand functions representing excess demand for certain kinds of goods and services. As pointed out in Table 26, the Retail Trade Industry Group had a supply factor in excess of \$74 million and a demand/retail potential of nearly \$47 million, a retail gap of slightly more than \$27.5 million. A surplus occurs when there is more supply than demand. This means that local businesses have to reach out beyond the Trade Area to draw in customers. On the other hand, when there is more demand than supply, local consumers have to go outside the Trade Area to purchase what they need in the way of goods and services.

For example, there is a retail gap of nearly \$2.7 million in the Auto Parts, Accessories and Tire Store industry group in the Trade Area. There is local demand of \$882,683 with a supply total of about \$3.6 million. That difference between supply and demand must be made up by reaching out to consumers outside the Trade Area. (Table 14A)

There are a number of industry groups that have little or no presence in the Trade Area. Table 13A illustrates this.

The retail gap for these businesses is in excess of \$20 million. This means that local consumers must shop outside the Trade Area to purchase goods and services provided by these businesses. This represents a major gap in sales that benefits other parts of San Antonio. A significant portion of the Retail Leakage Gap of nearly \$2.6 million occurred in the Other General Merchandise Store Industry Group. Several other industry groups have similar leakage gaps. New stores of these types of retail stores and industry groups could be located within the Trade Area. Several, in fact, could be targeted for recruitment. These include:

Table 16A: Near Westside Opportunity Zone Demographic Snapshot — 2018

Population	14,307
Households	3,439
Families	2,112
Median Age	32
Median Household Income	\$22,162

Source: ESRI and Infogroup, Retail Marketplace Profile, NWSOZ

Table 17A: Expenditure by Good/Service Type

Good/Service Type	Spending Potential Index	Average Amount Spent	Total
Apparel and Services	40	\$870.82	\$2,944,753
Computer Products	39	\$73.54	\$270,099
Entertainment and	37	\$1,204.06	\$4,140,769
Food	41	\$3,472.53	\$11,942,018
Financial	34	\$2,037.06	\$35,027,222
Health	39	\$76.33	\$787,470
Home	34	\$1,406.16	\$19,343,220
Household			
Furnishings/Equipment	38	\$64.95	\$1,784,845
Household Operations	38	\$161.78	\$2,225,439
Insurance	39	\$391.03	\$9,413,435
Transportation	41	\$819.12	\$8,450,851
Travel	33	\$138.01	\$1,898,520

Source: ESRI Forecasts for 2018 and 2023. Consumer Spending Data are derived from the 2015 and 2016 Consumer Expenditures Surveys: Business of Labor Statistics

1. Other General Merchandise Stores (Dollar Tree, TJ Maxx).
2. Department Stores (Bealls, Stein Mart).
3. Apparel Stores (Men's Warehouse, Kohl's, Burlington)
4. Shoe Stores (Rack Room, DSW, Famous Footwear)
5. Books, Periodicals & Music Stores (Books-A-Million, CD Warehouse)

Tables 14A and 15A show those industry groups with a significant surplus and leakage factor in the Near Westside Opportunity Zone, respectively. There are nine industry groups in the Trade Area that have a significant surplus in sales. These include groups such as Grocery Stores; Miscellaneous Store Retailers; Office Supplies, Stationery and Gift Stores; and Food and Beverage Stores. On the other hand, there are a number that have a major leakage factor. These include industry groups such as Clothing and Clothing Accessories Stores; General Merchandise Stores and Department Stores. In many cases, these industry groups are not located in the Trade Area. As noted previously these industry groups are prime targets in recruitment.

Demand for these types of retail stores in San Antonio is high. Stores such as Dollar General, TJ Maxx, Burlington, Rack Room and Books-A-Million also serve a broad range of income groups in urban areas and residential neighborhoods. However, there are certain requirements that need to be taken into account in recruiting these kinds of enterprises such as local demographic factors, available leasing arrangements, proximity to competitors, the overall level of retail activity and of adequate parking. In addition, location sites for businesses for these industry groups need to be identified and developed. There are also other real estate factors that need to be taken into account in developing a business targeting/recruitment strategy for a particular area.

Recommended Retail Mix

During the focus group sessions, questions were raised regarding an appropriate retail mix for the Opportunity Zone. Several meetings with City staff also discussed business recruitment and investment strategies for the Opportunity Zone. In the Retail Gap Analysis discussed earlier, a number of possible businesses were examined as potential targets. It was also noted that a surplus factor is good because it shows that businesses in the Opportunity Zone are selling to consumers that live outside the Trade Area. This is important for their success and is vital for their viability over the long term. They

key here is to define an appropriate retail mix for residents in the Opportunity Zone.

Table 17A describes the expenditure patterns for residents in the Opportunity Zone for retail goods and services. It shows the average amount spent for a particular good or service and an annual total amount spent for each type. Also included is a Spending Potential Index (SPI). This index is household-based and represents the amount spent for a product or service relative to a national average of 100. This index ranges from a low of 33 for Travel related goods and services to a high of 41 for Food and Transportation related goods and services. With regard to actual spending, the largest categories were for food, entertainment and recreation, financial and home related goods and services. The financial category centers on the value of retirement plans and other financial assets, vehicle loan payments and credit card debt. This list also provides information on the kinds of retail that is needed in the Zone.

Five industry groups have been identified for recruitment purposes and for strengthening the Trade Area's retail mix. These are: Discount Stores; Department Stores; Clothing and Clothing Accessories; Shoes and Accessories Stores; and, Books, Periodicals and Music Stores. Total leakage for these industry groups in 2018 was approximately \$29.3 million. This represents only about half of the Trade Area's total leakage factor. This assumes, of course, that the Trade Area as defined here will not capture all of the leakage factor due to competition from other shopping areas nearby, and from leakage resulting from internet sales. Nevertheless, these industry groups will go a long way in providing additional goods and services to residents in the Opportunity Zone. In addition, they should strengthen the existing mix of retail stores and businesses in the area.

Conclusion

The goal of this analysis is to 1) establish a framework for expanding the Trade Area's retail mix, and 2) define the retail market that currently exists within the Near Westside Opportunity Zone Trade Area. This analysis is also useful for investors and developers looking to invest in the area's retail base.

Over the longterm the business/retail mix will have an important impact on its residential and quality-of-life status. A strong local economy not only means additional jobs for local residents, but a higher quality of life for them as well. However, it is important to keep in mind that other factors such as crime, the presence of a large homeless population, infrastructure needs and affordable housing are critical for recruiting certain kinds of businesses and services for an area. They also have an impact on existing businesses in the area, especially in decisions regarding the expansion of these businesses or in maintaining their operations. Another factor to consider is the displacement impact of new businesses on existing ones already in the Opportunity Zone. While we have discussed this impact in other sections of this Plan and offered recommendations for addressing it, it is important to always be cognizant of anything new in the area that will have an impact on local residents. In any case, every effort should be made to strengthen existing businesses in the Opportunity Zone so that they can effectively compete with other businesses in the area.

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