

DOWNTOWN TOMORROW STRATEGY



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Centro San Antonio

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EPS #213127

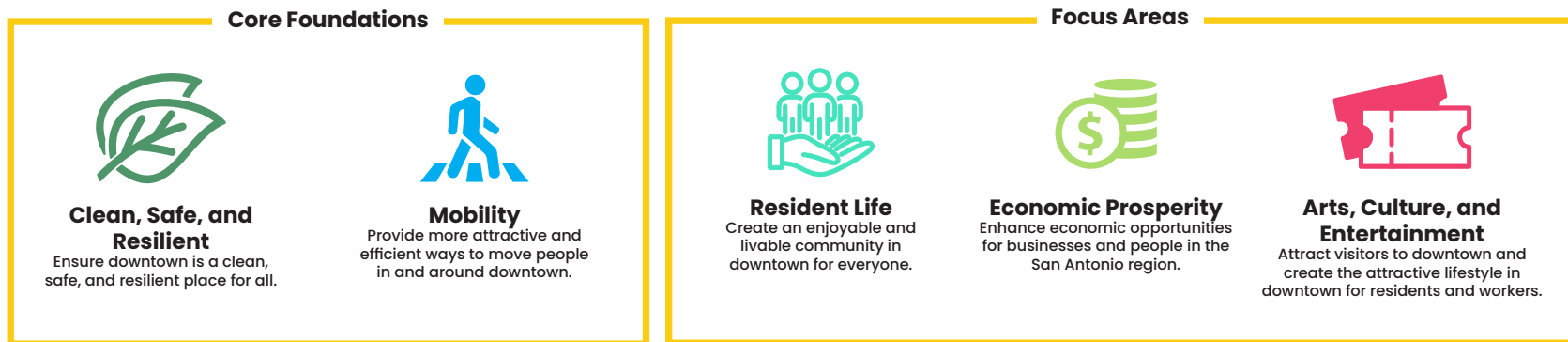
CENTRO
SAN ANTONIO

EXECUTIVE SUMMARY

The Downtown Tomorrow Strategy was developed to guide implementation of several efforts occurring in downtown. The vision for Downtown is:

As the home of 60,000 people and the workplace of many thousands more, downtown San Antonio is the thriving and diverse center of arts and entertainment in South Texas and the engine of a vibrant regional economy. Here, visitors, 10,000 college students, and residents of all ages walk, work, and play in a beloved and unique urban landscape that supports their daily lives and needs - all within 2 miles of home.

The purpose is to help focus efforts on priority initiatives and build community awareness and support. There are five key elements reflecting the core foundations that Centro provides and three focus areas that Centro and its partners will focus on in the coming decade.



In addition to transformative initiatives like the Pearl District, San Pedro Creek, River North, and the Broadway Corridor, this Strategy highlights catalytic projects that can significantly accelerate our evolution in alignment with the vision of Downtown.



Hemisfair



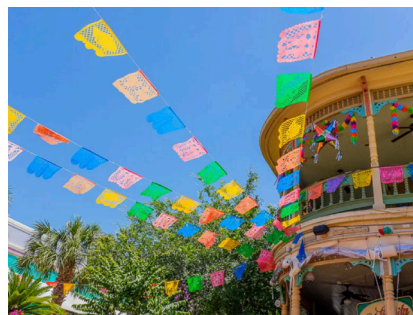
The Alamo



TRTF Innovation District



Lone Star Redevelopment



Zona Cultural



UTSA Downtown Campus Network



The Scobey Complex

2032

1. Introduction and Big Ideas	1
Downtown San Antonio Context	2
Vision Statement	3
2. Strategy Framework Elements	5
Clean, Safe, and Resilient	6
Mobility	8
Resident Life	10
Economic Prosperity	14
Arts, Culture, and Entertainment	17
3. Catalytic Projects	19
Hemisfair	22
The Alamo	23
TRTF Innovation District	24
Zona Cultural	25
Lone Star District	26
UTSA Downtown Campus	27
The Scobey Complex	28
4. Appendix	29

1 Introduction and Big Ideas

Downtown San Antonio is the heart, soul, and economic engine of the San Antonio metro region. It is the crossroads of rapidly growing South and Central Texas, and one of the most important gateways in the nation between the U.S. and Mexico. Downtown's economic, civic, and cultural health is the linchpin of shared prosperity, continued cultural efflorescence, and strategic growth and security for the next century. In the wake of the COVID-19 pandemic, Downtown is itself at a crossroads. Many new projects are underway, yet changes in how and where many people work have radically altered expectations about how Downtown will evolve in the years ahead. Sustained investment in the core of our city, particularly in housing, education, and cultural resources, has never been more important.

This **Downtown Tomorrow Strategy** (Strategy) builds on momentum generated over the last decade, Centro's 2021/22 Annual Report, and the City of San Antonio's Downtown Regional Center Plan (RCP). The Strategy was developed through focus groups, interviews, and surveys of Downtown area stakeholders and partners. We did this to identify contemporary needs and opportunities and to help prioritize actions and steps to fulfill the vision of the Strategy, RCP, and numerous other relevant plans.

This document is intended to serve as a strategy for Centro, its partners, and stakeholders to support a variety of efforts in the Downtown Regional Center. This Strategy also provides measurable outcomes the community should strive to achieve by 2032 and beyond.

DOWNTOWN SAN ANTONIO

Two geographic areas serve as the focus areas of the effort, but the impact and efforts related to downtown extend beyond these boundaries.

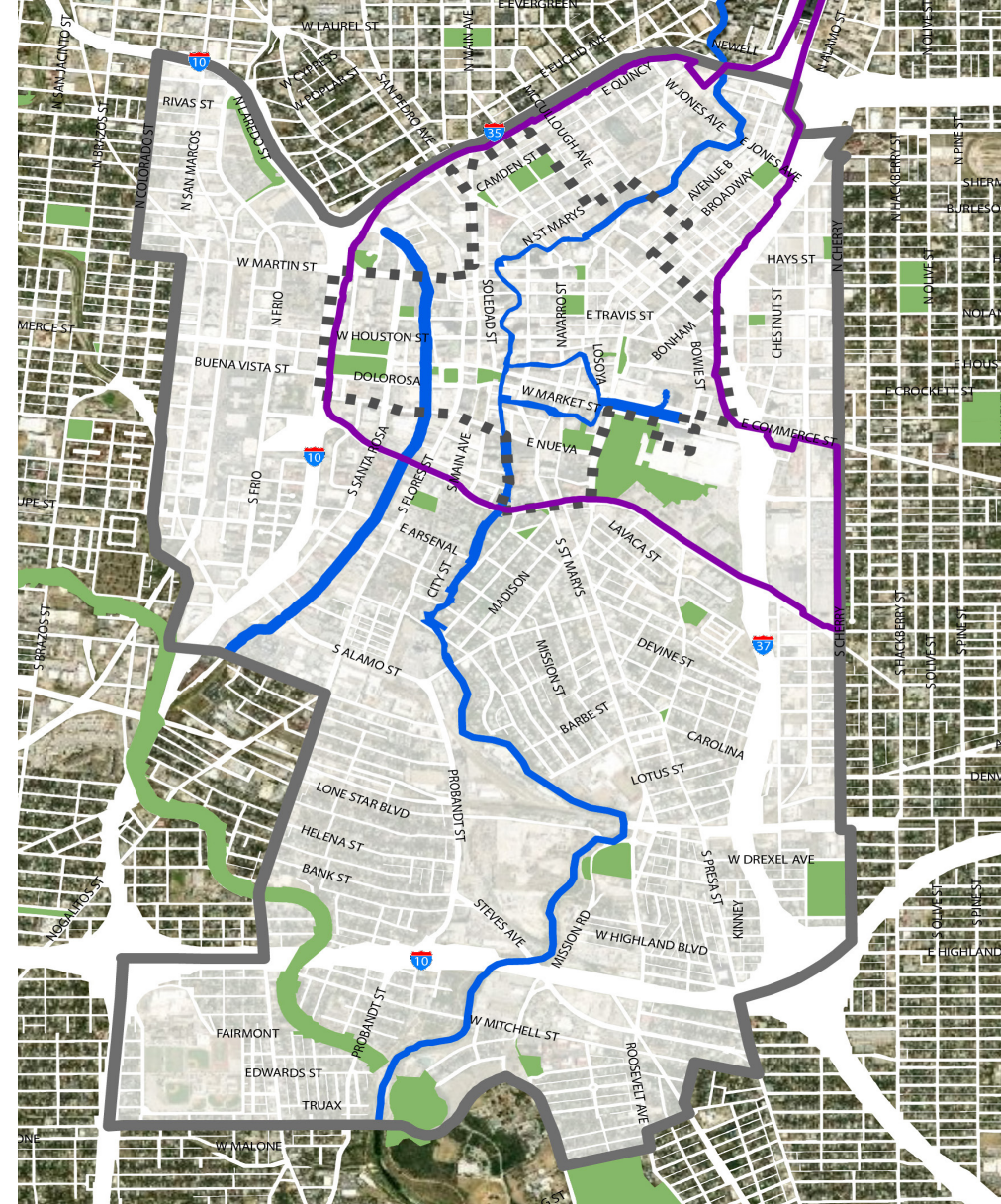
- **Downtown Regional Center (Downtown)**

Downtown is defined by the City of San Antonio’s city-wide Comprehensive Plan. The Regional Center boundary captures the Central Business District (CBD) and historic core of the city as well as the surrounding neighborhoods.

- **Urbanista Downtown Neighborhood Association**






This Neighborhood Association is a City-designated neighborhood north of Cesar Chavez. It is home to nearly 3,000 people, the CBD, and includes the Riverwalk, Alamo, Hemisfair, San Pedro Creek, Historic Market Square, City Hall, County Courthouse and numerous other cultural, historic, business and civic locations.

On behalf of the City, Centro manages the Public Improvement District (PID) covering roughly 50% of the Neighborhood Association. Centro commits to update this strategy regularly in pursuit of a beautiful, prosperous, and welcoming Downtown for all.



Regional Center & PID Boundary

Legend

-  River Walk and San Pedro Creek
-  Park Boundaries
-  Downtown PID
-  Downtown Regional Center
-  Urbanista Neighborhood Association

0 0.25 0.5 Miles





Vision Statement

As the home of 60,000 people and the workplace of many thousands more, downtown San Antonio is the thriving and diverse center of arts and entertainment in South Texas and the engine of a vibrant regional economy. Here, visitors, 10,000 college students, and residents of all ages walk, work, and play in a beloved and unique urban landscape that supports their daily lives and needs - all within 2 miles of home.



The five key elements are:

Core Foundations



Clean, Safe, and Resilient

Ensure downtown is a clean, safe, and resilient place for all.



Mobility

Provide more attractive and efficient ways to move people in and around downtown.

Focus Areas



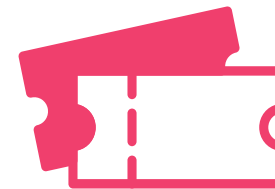
Resident Life

Create an enjoyable and livable community in downtown for everyone.



Economic Prosperity

Enhance economic opportunities for businesses and people in the San Antonio region.



Arts, Culture, and Entertainment

Attract visitors to downtown and create an attractive lifestyle in downtown for residents and workers.

A black and white photograph of a Gothic church tower, showing its intricate stonework, arched windows, and a tall, pointed spire topped with a cross. The tower is the central focus of the left side of the page.

2 Strategy Key Elements

The Strategy is organized under five key elements building on stakeholder outreach and the Downtown Regional Center Plan elements. The elements organize the strategies recommended for downtown, providing measurable outcomes for each.



Clean, Safe, and Resilient

Excellent management and public safety of downtown's public realm is an essential element of creating a welcoming and resilient downtown. Centro's core services include cleaning, public safety, hospitality, and beautification which supplement many other services provided by the City, the County, or other private entities.



INITIATIVES

Cleanest Downtown

One of Centro's primary core services is cleaning and beautifying downtown. The Centro Ambassadors are the smiling faces that welcome visitors and residents to downtown and work tirelessly so that San Antonio has the cleanest downtown in the U.S. Every year, Centro seeks public input through a feedback survey ranking a variety of services and sentiment.

Progress Metric: Centro achieves and maintains 75% annual above average cleanliness starting in 2025.

Reduce Crime

Safety is another core element of Centro's services. The presence of crime can be addressed through services Centro provides such as the ambassador program, but also through increased activity and cleanliness.

Progress Metric: Decrease crime rate in the CBD to being on par with the average crime rate for downtowns of other major Texas cities (according to neighborhood scout) and to increase Centro's perception of safety survey results to 80% during the day and at night.

Shade the Sidewalks, Protect the Waterways

Summer in San Antonio often exceeds 100 degrees, and downtown can be even hotter than the rest of the city due to the urban heat island effect where heat is retained in the asphalt and concrete prevalent in downtowns everywhere. Planting trees and enhancing shade coverage not only helps to reduce temperatures and air pollution, but also offers aesthetic benefits for residents and visitors. Adding trees to downtown will also improve water quality as stormwater can be treated onsite before draining into the San Antonio River and San Pedro Creek.

Other shade structures can mitigate the heat island effect and can provide relief to pedestrians on hot days. Shade structures can take a variety of forms incorporating design and public art that encourage people to spend time in public spaces and enjoy the outdoors while staying cool.

Progress Metric: Increase shade coverage on sidewalks throughout the PID to 60%, prioritizing the high pedestrian use areas most impacted during peak summer hours.



ACTION STEPS

Centro can lead and partner to support other these strategies to make downtown cleaner, safer, and more resilient.

- **Cleanest Downtown** – Seek out new technologies and innovations to address changing cleaning needs. Develop and execute a public restroom plan that ensures 24/7 access around the CBD.
- **Reduce Crime** – Maintain and continuously improve Public Safety Task Force where cross-sector representatives collaborate to address crime Downtown. Topics can include policy, advocacy, and tactical measures that holistically and humanely reduce crime - especially quality of life crimes.
- **Create more shade** – Advocate for adoption and implementation of recommendations in Centro’s Shade Equity Plan, including planting hundreds of large canopy trees downtown. Develop and implement a shade plan for public spaces such as parks and plazas.

Mobility

Mobility focuses on how people can move more efficiently to and within Downtown. Mobility includes multimodal options of walking, biking, driving, public transportation, micro-transit, and other options that currently exist downtown. However, these can be improved upon and expanded to increase usage, reduce the number of people driving, and improve the vitality of streets. Additionally, enhancing connectivity between Downtown and its surrounding neighborhoods provides better access to the heart of the city.



INITIATIVES

Enhance Connections to Regional Centers

World-class downtowns are supported by premium transit networks that connect people to city centers from throughout the region. Centro advocates for transit investment that better connects Downtown to its surrounding neighborhoods and regional centers. VIA Metropolitan Transit is implementing Keep San Antonio Moving (KSAM), a 10-year, funded portion of its Vision 2040 Master Plan. A key component of the KSAM plan is developing its Advanced Rapid Transit (ART) network. Two ART corridors – one running north and south through Downtown, the other proposed to connect the East and West sides through Downtown – will feature dedicated transit lanes that will help VIA move more people faster and farther. VIA is working on its North-South corridor, the Green Line, which will connect the San Antonio International Airport to Downtown along San Pedro Avenue and then continue to Steves Avenue on the South Side. The second corridor will be the East-West corridor, the Silver Line, which will run through Downtown, connecting residents to jobs, shopping and other important places, along with transfers to destinations outside of Downtown.

Progress Metric: VIA's Green Line is operational by 2028 and the Silver Line is operational by 2032.

Offer a Wealth of Transportation Options in and around Downtown

A variety of options for transportation Downtown are needed as an alternative to cars. These alternative modes can include walking, biking, public transportation, and micro-transit. Decreasing the number of cars on the road reduces greenhouse gas emissions and increases the enjoyment of streets by people. Increased mobility will reduce the need for Downtown parking lots that can be reused for new housing and other desired uses. Additionally, walking and biking offer health benefits and increase economic prosperity with more visibility and access to businesses. A wealth of choices offers a variety of benefits and allows people to use the modes of transportation that work best for their daily lives and is more inclusive and equitable.

Progress Metric: Secure more and better micro-transit options Downtown so parking and/or getting around Downtown is no longer a top 5 issue according to public surveys.

Establish Pedestrian Priority Zones

A pedestrian priority zone is a street or area that is closed off to all vehicles to ensure a safe pedestrian environment. The area inherently prioritizes pedestrians to create a safe and welcoming place without competing with other modes of transportation. The zone can be a small plaza, parklet, or sections of the street block or larger. These zones can have outdoor restaurant seating and shops that extend into the walkway to create a destination that offers a variety of amenities.

Progress Metric: Create 10 blocks of pedestrian priority zones within the Neighborhood Association boundary.



CREATE A NETWORK OF PEDESTRIAN PRIORITY PATHS THAT CONNECT THE CULTURAL, ENTERTAINMENT, HISTORIC, AND EDUCATIONAL INSTITUTIONS IN DOWNTOWN.

San Antonio already has world-class pedestrian trails throughout downtown, the world-famous Riverwalk. The community is investing in the creation of the San Pedro Creek Culture Park through downtown as well. The following efforts should be completed to create a connected network (as referenced on pages 17-18).

- Strategic connections between the Riverwalk and San Pedro Creek are needed between the two trails on the north and south edges of the PID.
- Pedestrian priority zones in the core of the community could be created along Houston Street and Commerce Street, for example. These zones should be coupled with main street business support services including building investment support and small business capital funding support.
- Pedestrian pathways connecting the east and west side neighborhoods to the core of downtown along Houston Street, Commerce Street, and through Hemisfair to UTSA along Nueva Street.
- Explore the creation of a third north/south route on the eastern side of the core of Downtown along Alamo Street.
- Enhance these pathways through investment in trees, shade structures, and public art.
- Activate these pathways through events, play-inducing installations, and music.

ACTION STEPS

Centro can serve a central role in helping to support these mobility strategies Downtown.

- **Advocate for Enhanced Mobility** – Support VIA’s initiatives to better connect the downtown regional center with the rest of the city including the airport and to build one or more mobility hubs Downtown.
- **Develop a Curbside Management and Parking Strategy** – Develop and implement a comprehensive parking strategy to address persistent perception that downtown lacks parking and it’s too expensive.
- **Focus on the Pedestrian Experience** – Experiment with pedestrian-only road closures to build support for eventual permanent closures in a way that supports downtown businesses and creates alignment with the Resident Life and Arts, Culture, and Entertainment sections of this Strategy. Develop and execute plan to make underpasses attractive and safe for pedestrians.

Resident Life

Downtown is more than the economic and urban core of San Antonio; it is also a neighborhood. Resident Life is about bringing more people to live Downtown and creating a vibrant neighborhood that is safe, livable, and enjoyable for everyone. The focus of Resident Life is to encourage more residential development for various household types as well as ensure resident needs are met. Downtown should be a full-service neighborhood with the proper infrastructure and services that residents and families need on a regular basis.



INITIATIVES

Downtown Housing Target 2.0

Residents bring vibrancy to Downtown by activating spaces in the evenings and weekends, supporting local businesses, and creating a sense of community. The previous Decade of Downtown Housing Target was to add 7,500 housing units in Downtown San Antonio, which was achieved. Currently, there are approximately 12,700 units in the Downtown Regional Center, including 2,600 in the PID.

Progress Metric: Add 15,000 units Downtown with 7,500 within the boundaries of the Urbanista Neighborhood Association. See following section for additional details.

Everything You Need to Live Downtown

The right amenities are critical to attract residents Downtown. These include basic services such as a full-service grocery store, childcare, dry cleaners, schools and retirement facilities. Residents should be able to fulfill their basic everyday needs without leaving Downtown. Additionally, amenities for residents should be available, such as gym/fitness centers, recreation centers, parks and open space, and entertainment.

Progress Metric: All basic needs can be met within 2 miles of any downtown residence.

Functional Zero for Chronic and Veteran Homeless

San Antonio has several partners, including Centro, working towards a comprehensive and complete system to address and support those who are unsheltered while also preventing people from becoming homeless. A “functional zero” aspiration recognizes that it’s impossible to eliminate homelessness entirely but that our homeless service system can ultimately make homelessness rare and brief for individuals.

Progress Metric: Reduce and sustain chronic and veteran homelessness to functional zero where people experiencing homelessness do not exceed specified numerical levels nor duration of time unsheltered.



Housing Target 2.0 Details: The growth of the Downtown resident base has been a significant driver of reinvestment in San Antonio's urban core and should continue to be a major focus in Downtown.

The community has exceeded its goal of building 7,500 new housing units to the city center over the past decade. Attracting more residents is a major element of strengthening Downtown's vitality, resiliency, and economic health. The following actions should be taken to support housing growth.

CONTINUE TO FOCUS ON ATTRACTING AND SUPPORTING HOUSING DEVELOPMENT IN THE DOWNTOWN REGIONAL CENTER.

The Downtown Regional Center currently has 12,670 housing units. The area is forecast to grow to over 25,000 housing units in 2040. This amount of growth is the continuation of the resurgence of housing in the city core.

However, when comparing the City of San Antonio to its regional peers and aspirational cities, the amount of housing and overall housing density in downtown is still below other similar communities (see analysis on page 13). The community should strive to generate 15,000 housing units per decade in Downtown to reach housing density levels found in other aspirational downtown areas in the US.

Progress Metric – 15,000 new housing units built in the Downtown Regional Center



PRIORITIZE ATTRACTING NEW HOUSING TO THE CORE OF DOWNTOWN.

The Centro PID currently is home to 2,600 housing units. While the PID has attracted new housing development in the past decade, most of the new housing development has occurred in the areas surrounding the PID. Increased activity and vitality created by residents in the PID will help to increase the attractiveness of working in the Central Business District (CBD) and to help revive consumer demand. The community should strive to attract 7,500 housing units within the boundaries of the Urbanista Neighborhood Association by 2032.

Progress Metric – 7,500 new housing units built within the Urbanista Neighborhood Association limits

INCREASE OPPORTUNITIES NEW FOR-SALE/OWNER-OCCUPIED HOUSING OPTIONS.

Most of the new housing units built in the regional center over the past decade have been rental units, which has decreased the share of owner-occupied units in the center. Currently, 25% of units are owner occupied in the regional center. The community should strive for at least 25% of new units built to be for-sale units.

Progress Metric – 25% of new housing units built are for-sale units

ACTION STEPS

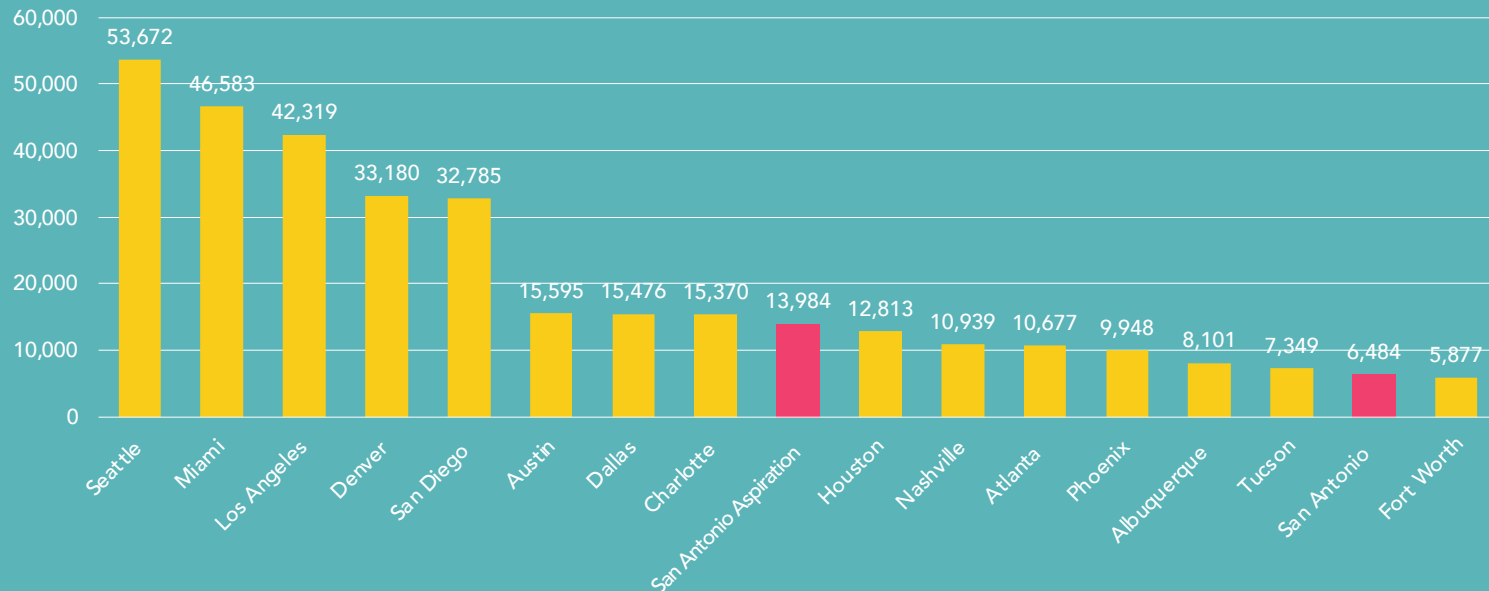
Centro can serve a central role in helping to support the continued development of housing in the core.

- **Advocate for Housing** – The cost of developing in Downtown is still higher than elsewhere in the region. In the 2010's, the community used a full suite of incentives to drive housing in the city center. In recent years, the City shifted the use of incentives to support affordable housing construction through the Strategic Housing Investment Plan (SHIP). However, incentives may still be needed to support housing supply at all levels, especially in the PID where land values are significantly higher and development constraints are tighter.
- **Promote Development Opportunities** – A significant amount of land within the core downtown is underutilized. Specifically, 16% of land within the PID is used solely for surface parking. Promoting development opportunities will help attract investment to ensure amenities are available for living and working downtown.
- **Track Progress** – Championing and sharing the success of the downtown to the community and outside investment will help illustrate the value of investing in downtown.

PEER CITIES HOUSING TARGET ANALYSIS SUMMARY

The Downtown Regional Center was forecast by the Alamo Area Metropolitan Planning Organization to grow to a total of 25,000 households between 2010 and 2040. Currently, the regional center has over half that amount (12,670) and needs an additional 12,330 households to meet this forecast. The core of downtown has the available land, allowable densities, and infrastructure to support capturing most, if not all the forecast additional housing units by 2040. The target for new housing units built in Census Tract 1101 (which includes Downtown PID boundary and Hemisfair) is 7,500 units by 2032. Reaching this goal will put San Antonio in the middle of the aspirational cities (as illustrated below).

SAN ANTONIO HOUSING ASPIRATION WITHIN 1 MILE OF CENTER OF CITY



Economic Prosperity



An inclusive, diverse economy Downtown is crucial to San Antonio’s success and the region’s long-term prosperity. The Economic Prosperity element encompasses the traditional economic development efforts needed to support existing business, create new businesses, and attract workers and companies to Downtown.

INITIATIVES

Bring the World to San Antonio

The tourism industry is the third largest economic driver and largest employer in San Antonio. With the Alamo and Riverwalk as the top two tourist destinations in Texas, Downtown is the heart of hospitality in our city and the state. However, the COVID-19 Pandemic significantly impacted visitation and tourism patterns. As the city rebounds, Visit San Antonio has developed strategic plans to “Bring the World to San Antonio” to experience our True and Real culture. The focus of their strategic efforts is around telling the varied and compelling stories of San Antonio’s history, culture, events, City of Gastronomy designation and World Heritage attractions nationally and internationally.

Centro will develop and manage activations drawing at least 500,000 people downtown by 2028 in coordination with Visit San Antonio and other tourism industry partners.

Progress Metric: Increase visitation to San Antonio to 41 million visitors annually by 2024.

Make Downtown a Main Street Mecca for Small Businesses

Small commercial businesses in downtown areas create the vibrancy and attractions for visitors, workers, and residents. This is especially true with the post-pandemic emphasis on experiences and the continuing effort to enhance local identity. Ensure downtown is a supportive place for small businesses to grow and thrive.

The focus of these efforts will be Downtown’s multiple commercial corridors (e.g., Houston Street) and includes creating spaces for artists and markers within the Main Streets of downtown.

Progress Metric: 75% of storefronts are occupied with small businesses with a primary emphasis on food and beverage and a secondary focus on non-food retail.

Grow Downtown as an Education and Innovation Center

Most of the net job growth for the nation will come from new and existing small businesses creating products and services born out of research and development. To foster this innovation, Downtown needs to be an ecosystem that catalyzes collaboration, experimentation and innovation. The burgeoning cluster of tech businesses and talent in downtown, the hospitality and food industries, the creative class of institutions and creators, the major investments and expansion being made by UTSA, and the creation of the TRTF innovation district on the near eastside around life sciences should all be supported to make downtown a laboratory for innovation.

Progress Metric: 10,000 college students learning Downtown and a sustained, annually increasing rate of businesses opening or expanding downtown



Details on Growing Downtown into Education and Innovation Center: Education and innovation ecosystems work in concert to help generate ‘home-grown’ economic activity. Further, these systems need to be actively inclusive and diverse to maximize the opportunity for all people, especially those who have been historically sidelined.

Here are three areas of focus:

FULLY IMPLEMENT THE UTSA DOWNTOWN CAMPUS MASTER PLAN.

The University of Texas San Antonio (UTSA) has developed a master plan that calls for a large investment into their downtown campus and programs. UTSA is spurring growth of its campus through the creation of the School of Data Science and the National Security Collaboration Center on Dolorosa, acquired the Southwest School of Art, and other investments identified in the Catalytic Projects section of this strategy. In total, the master plan has identified a need for 1.4 to 1.9 million square feet of space to support growth.

Progress Metric – 10,000 undergraduate and graduate students taking classes Downtown

GROW THE NEXT FORTUNE 1000 BUSINESSES IN AMERICA THROUGH INVESTING IN RESEARCH AND DEVELOPMENT THAT CREATES THE INNOVATION OF NEW IDEAS AND PRODUCTS.

Downtown San Antonio is a major research and development hub with activities that have the potential to support growth of new innovations in technology, bioscience, and cybersecurity. Two catalytic developments are essential elements to supporting innovation, which are the UTSA Downtown Campus (specifically the National Security Collaboration Center) and the Texas Research and Technology Foundation Innovation District for Science and Technology on the near eastside. Downtown is also home to a burgeoning tech startup culture anchored by Geekdom.

Progress Metric – Sustained, annually increasing rate of businesses opening or expanding Downtown



CATALYTIC PROJECTS

There are two catalytic efforts within the Downtown Regional Center that will be instrumental in spurring innovation: USTA downtown campus expansion and the TRTF Innovation District for Science and Technology. These efforts are priority projects described later in this strategy under Catalytic Projects (starting on page 19).

RELENTLESSLY PROMOTE DOWNTOWN .

Density of people, places and services is critical to Downtown's prosperity. For us, that is especially true of the PID and surrounding neighborhoods.

Centro can play an essential role in helping to attract investment and activity by highlighting Downtown investments, activity, and opportunities that are ripe for development, illustrating the types of projects that the community wants, and promoting the value of investing in and around Downtown.

Progress Metric – Reduce the acreage of vacant and underutilized properties (i.e., surface parking lots) in the CBD by 50%

ACTION STEPS

Centro can serve a central role in helping to attract investment. Below are two near-term actions that can help promote the priority initiatives.

- **Inventory Opportunity Sites** – Create a database of potential development sites in downtown. Meet with property owners to understand the potential for sale or development of underutilized sites. Help share information about potential sites to all interested stakeholders.
- **Promote Desired Development Opportunities** – Develop promotional materials to illustrate the types of development desired in the core of downtown and opportunities and challenges related to those developments.



Arts, Culture, and Entertainment

Downtown is the cultural and entertainment center of the region. The Alamo and the Missions, Riverwalk, Historic Market Square, Main Plaza, Blue Star, DoSeum, Rivercenter Mall, theaters, museums, public art, and numerous entertainment venues and activated public spaces draw visitors from all over the world. Building on this strength, this element focuses on integrating art, culture, and entertainment into all aspects of life in Downtown and expanding opportunities for everyone to engage, play and create.

INITIATIVES

Establish a Cultural Trails Network

The Downtown Regional Center Plan recommends the creation of a system of urban pathways that enhance connections to the community's cultural assets.

Progress metric: Complete a culture trail such as the one drafted in the map to the right.

Encourage Art and Play in Public Spaces

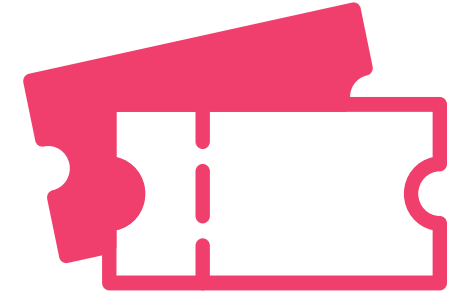
Art and play connect people, bring joy to our community and expand our culture. Examples include Centro's Art Everywhere initiative adding 60 new art pieces between 2020-22; and the Rotary Club's play-inducing annual Ice Rink as part of Holiday Wonderland.

Progress Metric: Install three significant art pieces annually and one new play space (like Peacock Alley) or installation (like Ice Rink) a year.

Always Something Going On

Downtown's vibrancy is driven by there always being something to see, hear, or do. This initiative aims to expand and diversify the number, types, and variety of events occurring downtown.

Progress Metric: At least one activity/event Downtown every day.

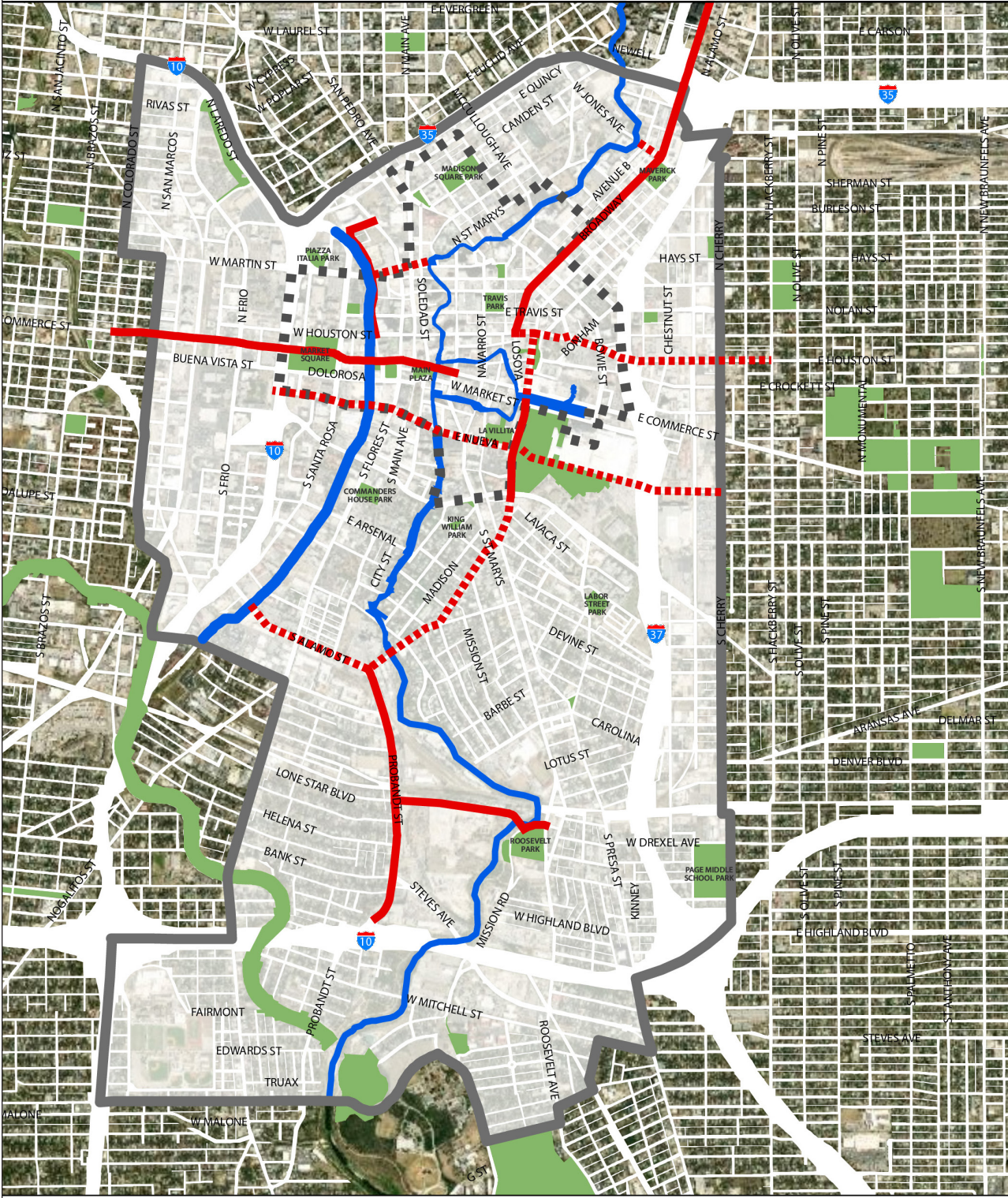


Cultural Network Loop Example

Indianapolis Cultural Trail

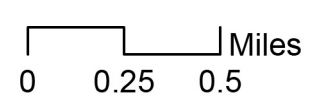
The City of Indianapolis developed its "Indianapolis Cultural Trail" starting in 2001 with the grand opening of 8 miles of the trail in 2013. The trail connects six cultural districts in the center of the community.





Cultural Network Trails Concepts

- Legend**
- - - - - Future Segments
 - 2017 Bond Improvements
 - River Walk and San Pedro Creek
 - Park Boundaries
 - Downtown PID
 - Downtown Regional Center



3 Catalytic Projects

Catalytic Projects are large developments that are transformative economically, culturally and socially. They create positive momentum and attract investment and enthusiasm. They are vital for the city and will have a strong impact on the region, but they may need additional support to fully implement and develop. These projects build on existing catalytic endeavors, such as the Pearl District, River North, the Broadway Corridor, the Mission Reach and Museum Reach, San Pedro Creek, and other successes from the “Decade of Downtown”.





Hemisfair



The Alamo



TRTF Innovation District



Lone Star Redevelopment



Zona Cultural
















UTSA Downtown Campus Network

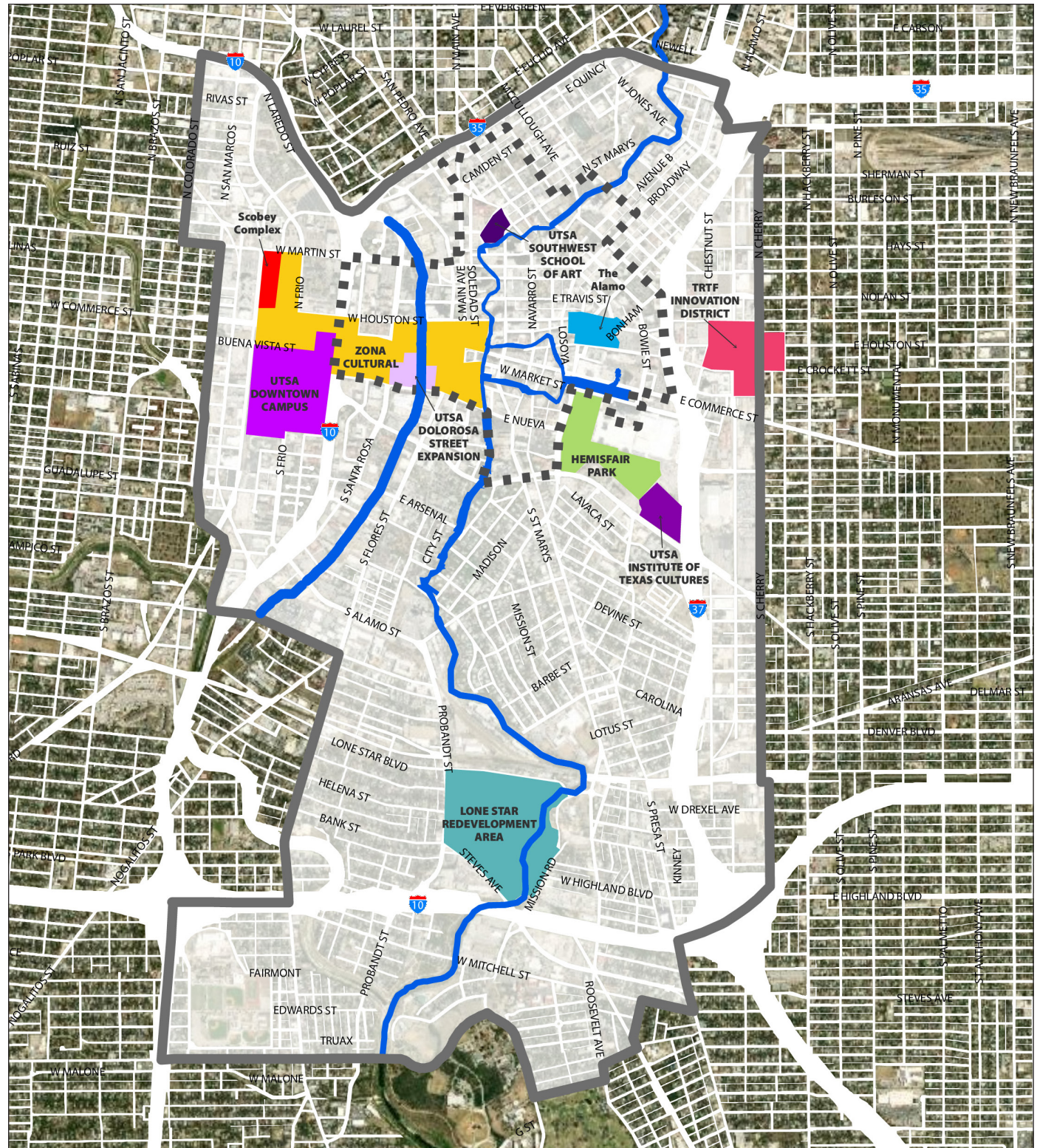
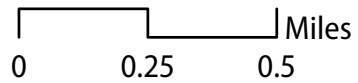


The Scobey Complex

Catalytic Projects

Legend

-  River Walk and San Pedro Creek
-  Downtown PID
-  Downtown Regional Center
- Catalytic Projects**
-  The Alamo
-  Scobey Complex
-  UTSA - Dolorosa Street Expansion
-  UTSA - Downtown Campus
-  UTSA - Institute of Texas Cultures
-  UTSA - Southwest School of Art
-  Hemisfair Park
-  Lone Star Redevelopment Area
-  TRTF Innovation District
-  Zona Cultural



Hemisfair



Clean, Safe,
and Resilient



Mobility



Resident Life



Arts, Culture, and
Entertainment

Hemisfair is the redevelopment of the former World’s Fair site into a vibrant community park and gathering place. The project includes a mixture of public spaces and private developments that activate the spaces. There are three major development areas: Yanaguana Garden, Civic Park, and Tower Park.

Yanaguana Garden opened in 2015 and includes a large playscape area with a variety of play structures and activities that appeal to visitors of all ages. The garden has been further activated through the reuse of historic buildings for commercial shops and restaurants. Hemisfair also solicited the development of a mixed-use apartment project, the ‘68 apartments, which opened in 2019.

Civic Park will be the largest of the parks planned for Hemisfair. The space will serve as a large community gathering place that will host festivals, events, community celebrations, and other experiences. Civic Park is planned to be surrounded by public/private developments that can include a variety of uses including mixed-income residential, retail, and hospitality uses. Civic Park is under construction and is set to be completed by 2025.

Tower Park is the third and final phase of the Hemisfair parks; this project is currently unfunded. Visioning efforts for this phase have begun and will define the program for the area. Also impacting this portion of Hemisfair is the future of the Institute of Texas Culture, which is owned and managed by UTSA. UTSA is in the process of determining the future of the institute as well as the physical building in which the institute was originally located.

Barriers

The following potential barriers to the full build out of Hemisfair were identified during the Strategy development.

- Sustainable funding sources for implementation and long-term maintenance
- Coordinated parking for Hemisfair that also serves the downtown core
- Attraction of private development to activate parks in concert with capital improvements
- Strategic use of older, outdated buildings on the site
- Addressing the future of the Institute of Texas Culture



The Alamo



The Alamo has long been one of the City's major tourist destinations and a valued historic asset. The Alamo Trust is dedicated to the preservation of the Alamo mission and sharing its history with visitors. The Trust's vision is to be the go-to place for all things Alamo and Texas Revolution by providing a world-class visitor center/museum and heritage site complex, telling the whole Alamo story including its evolution from mission to fort, and creating opportunities for people to understand the history of the site and how that can inform our present lives.

The Alamo Trust and City of San Antonio developed a joint Master Plan for the Alamo site complex in 2017. The plan has five key concepts:

- Restoration of the Church and Long Barrack
- Delineation of the historic footprint
- Revitalization of the Historic Mission Plaza
- Create a world-class visitor center and museum utilizing the Crockett Block and its buildings across from the Alamo
- Create a sense of arrival to the site and enhance connectivity

Barriers

The following potential barriers to the full build out of Alamo Plan were identified during the Strategy development.

- Funding for the completion and stewardship of all aspects of the Master Plan
- Connectivity to the revitalized Alamo Plaza
- Impacts from surrounding buildings, businesses, and uses



TRTF Innovation District



The Texas Research and Technology Foundation (TRTF) is spearheading the effort to create an Innovation District on the near eastside of downtown. The effort builds on TRTF's existing campus located in the historic Merchant's Ice Complex at Houston Street and Cherry Street. The Merchant's Campus currently is home to TRTF's Velocity TX bioscience business incubator and accelerator program, as well as the angel investing entity Alamo Angels. TRTF has also attracted businesses that are active in regenerative medicine solutions to locate at the campus.

TRTF recently completed a master plan for the district that calls for attracting over 2.5 million square feet of new development in the near eastside. The catalyst for the larger innovation district is the attraction of Department of Defense military medicine research and development activities in the district. To facilitate this, TRTF has purchased the GJ Sutton property to the south of their existing buildings. This phase 1 catalyst project will include 680,000 square feet of office, lab, and retail space.

To support the attraction of research activities and private development, public improvements are needed to facilitate the growth of the district. Houston Street is a focal corridor connecting the core of Downtown to the eastside neighborhoods. Improvements to Houston Street will help make the street a more inviting pedestrian environment and support the creation of small-scale retail and public gathering places. The innovation district is also envisioned to need support services to address public improvement maintenance, clean and safety programs, and public space management and programming.



Barriers

The following potential barriers to the full build out of the Innovation District were identified during the Strategy development.

- Attraction of military medicine research to the district
- Connectivity with downtown and to the established eastside neighborhoods
- Funding sources and place management entity to guide development and manage public spaces and events
- Multifamily housing development to create vibrancy for the district, support workforce attraction, and attract investment

Lone Star District



The Lone Star District is in the southern portion of the Downtown Regional Center area south of Lone Star Boulevard and east of Probandt Street. The area includes the location of the former Lone Star Brewery and surrounding underutilized parcels. The area is also bisected by the San Antonio River and the River Walk. On the east side of the river is Roosevelt Park and a former CPS Energy power plant.

There have been multiple plans and efforts made to redevelop the area in the recent past. The most recent development plan had an initial phase that included 100,000 square feet of office, 50,000 square feet of retail, and 250 multifamily units. This development plan is stalled while the area waits for a developer that can finance and build the project. Plans to rehabilitate the neighboring power plant into an energy-focused innovation center have also fallen through.

The redevelopment of the area would serve as a major catalyst for the southern portion of the downtown and will provide a major mixed-use center serving the southside of downtown San Antonio.

Barriers

The following potential barriers to the full build out of the Lone Star Area were identified during the Strategy development.

- The scale of the Lone Star Brewery redevelopment is large which makes financing a project difficult and more risky
- A developer with the access to capital and vision necessary for the large brewery site is needed
- The reuse of the power plant is needed to support the growth of the area and bridge the redevelopment investment over the river to the east
- Enhanced connectivity from the core of downtown to this southern activity node is needed



Zona Cultural



Clean, Safe, and Resilient



Mobility



Resident Life



Economic Prosperity



Arts, Culture, and Entertainment

Zona Cultural has been envisioned as the revitalized destination for culture and commerce in downtown. The Zona Cultural area stretches from Main Plaza on the east to VIA Centro Plaza/UTSA Campus on the west. The district is connected by Commerce Street and Buena Vista Street/Dolorosa. The area is home to the Plaza de Armas, the Spanish Governor’s Palace, the historic Market Square, the Alameda Theatre, and the San Fernando Cathedral. The area is also bisected by the San Pedro Creek Cultural Park. The Zona Cultural also extends west of I-10 to the historic Cattleman Square district, which includes VIA’s Centro Plaza and historic Scobey facility that is planned for reinvestment. The extension west also includes the UTSA downtown campus area. Zona Cultural is the original location of major commerce activities in the City of San Antonio when it was founded. The purpose of Zona Cultural is to celebrate this history by restoring its role as a bustling commerce node.

The City of San Antonio, supported by Centro, has begun to make major public investments in the roadways and public spaces in the district including the current reconstruction of Commerce Street that includes enhanced pedestrian pathways. The improvements have largely been funded through the 2017 Bond and the continuing projects from the 2012 Bond. The West Commerce improvements stretch from Colorado Street on the west to St. Mary on the east. These improvements are planned to be completed by 2024. In addition to Commerce Street, improvements to Milam Park and Market Square Park have also been funded. Lastly, Santa Rosa (from Cesar E. Chavez Blvd. to Martin Street) and San Saba Street (from Nueva Street to Martin Street) are being improved like the improvements being made on Commerce Street. These improved streets are meant to catalyze and support the growth of new businesses along the corridors and better connect the River Walk to Market Square and other area cultural attractions. Additional public funds are committed to improve cultural facilities in Zona Cultural.

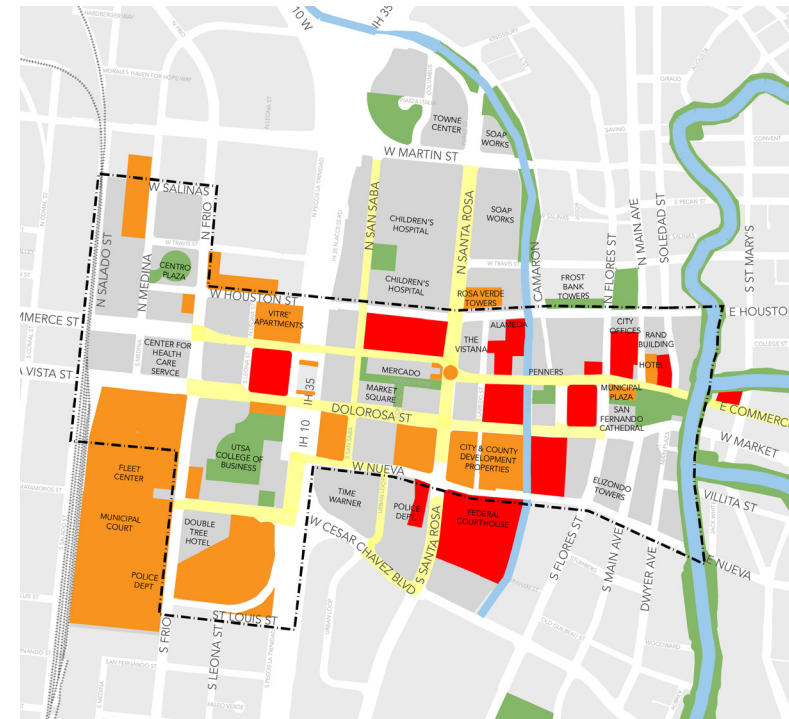
The City of San Antonio’s Department of Arts & Culture is also a project partner with the Public Works Department. The street improvements incorporate substantial investments in public art that celebrates the history of the area and the culture of San Antonio.

Barriers

The following potential barriers to the full build out of Zona Cultural were identified during the Strategy development.

- Full funding of the infrastructure planned for the area including streets, sidewalks, and utilities to support growth

- Creating connections under I-10 to the near westside and the current UTSA downtown campus
- Building greater public awareness of the importance and significance of the Zona Cultural



UTSA Downtown Network



The University of Texas at San Antonio (UTSA) has developed visionary plans for investments in education and innovation in downtown. These plans are core elements to the future potential for the city center. UTSA currently has a downtown campus located on the near westside of downtown along Frio Street. In addition to growing and maintaining this core campus area, the university is expanding into other parts of downtown. The university has identified the need for 1.4 to 1.9 million square feet of new space to support growth of their downtown endeavors.

A major component of UTSA's downtown master plan is the creation of a second node of university buildings between Dolorosa and Nueva Street from Laredo to Flores Street. Construction of the first building completed in 2022 with classes beginning in January 2023. This significant opening will bring 400 students to downtown. The second building is expected to break ground in 2023. The last building site is envisioned to be a mixed-use building with University and private uses within it. The buildings will be home to a new School of Data Science, the College of Business, and the National Security Collaboration Center. In addition, the University is supporting the growth of housing near their facilities to support new students.

UTSA has two other major facilities within downtown. It owns and operates the Institute of Texan Cultures located adjacent to Hemisfair. UTSA is currently in the process of developing a plan for the future of the Institute as well as the building it's currently located in. The university has recently purchased the Southwest School of Art and plans to continue the operations and educational offerings at the school.

Barriers

The following potential barriers to the full build out of UTSA Downtown Campus Master Plan were identified during the Strategy development.

- Campus connectivity is a challenge as the university has three nodes of facilities spread throughout the downtown area that are separated by highways, railroads, and other physical barriers
- Providing affordable and attractive student housing and educational environments in downtown
- Capital funding for the expansion plans needs approval and will have a big impact on the timing of development
- Increased parking and accessibility options are needed to support the growth of each node



Scobey Complex



The Scobey Complex is a collection of six historic industrial buildings on the near-west side of San Antonio adjacent to VIA Metropolitan Transit's Centro Plaza. The complex fronts onto Medina Street between Travis Street and Martin Street. VIA purchased the complex in 2017 to help catalyze development around Centro Plaza.

VIA selected development partners that include the DreamOn Group, the Geyser Group, and Overland Architects to develop the complex. The development program calls for rehabilitation of the buildings to create space for residential, retail, education, office, and storage space. The residential program includes 81,000 square feet of space that will include both market rate and affordable rental units. One building in the complex will be devoted to office and education space. Retail uses will be mixed into the complex on the ground floor.

Lastly, the basement areas will be used for self-storage. In total the project will have 167,000 square feet of leasable space. VIA will be a major partner in the project and will be the occupant and owner of 26,500 square feet of office space. The project is planned to be completed in 2025.

Barriers

The following potential barriers to the completion of the project were identified during the strategy development.

- Ability of VIA and the development partner team to reach a deal.
- Attraction of capital investors in the project.
- Ability to fully utilize financing tools such as historic tax credits, property tax waivers, and the formation of a Local Government Corporation to manage the complex.



Appendix

PROJECT BACKGROUND

The City of San Antonio began a large community effort to revitalize the downtown area of the city in the early 2000's, which led to the "decade of downtown" vision to transform the core of the community to become vibrant and healthy through 2020. To support efforts over the past 10 years, the City of San Antonio and Centro commissioned a Strategic Framework Plan (2011) that set the vision for downtown and an Implementation Plan (2013) to provide the strategy recommendations and measurable outcomes. The 2011 and 2013 efforts set forth the goal of making downtown central to the city's long-term economic strength.

The strategy called for a "housing first" approach that focused on attraction of housing development in the city center and supporting it and other uses through providing an amenity rich and welcoming public realm. The community set a goal of 7,500 new housing units in the city center by 2020. The City, Centro and its partners have implemented much of what was recommended in the 2013 strategy and is looking for a renewed strategic direction to maintain the growth and revitalization of the city center.

As the community moves into another decade, a renewed strategic plan is needed to guide community efforts in downtown. The City of San Antonio adopted the SA Tomorrow Downtown Regional Center Plan in 2019 to provide the vision, goals, and policies needed to guide the future of the Downtown area. However, the Plan needs to be augmented with tactical methods and measurable outcomes for how to achieve the goals that the community had for the previous downtown plan. To guide efforts of Centro, the City of San Antonio, and community partners, this Downtown Tomorrow Strategy was created to guide implementation over the next decade.

This Strategy is built on Centro's annual report and the Downtown Regional Center Plan and also incorporated other plans and efforts active in the Downtown Regional Center Plan area. The Strategy was also supported by focus groups, interviews, and surveys of Downtown area stakeholders to help address issues not in the Regional Center Plan and to help prioritize actions and steps. Lastly, additional research was completed to help provide measurable targets and performance metrics.



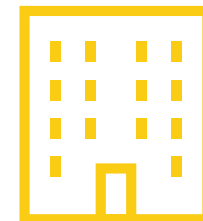
9,000



new housing units were added in the city center



by 2020





Downtown Plans

DOWNTOWN REGIONAL CENTER PLAN

The City of San Antonio adopted the Downtown Regional Center Plan in 2018. The Plan provides the policy and land use plan needed to guide development for the area over the next 20 years. The plan provides the following vision for the area:

Downtown has a wealth of active public spaces and urban greenways, connected by robust public transit and safe pedestrian and bicycle infrastructure. Its urban neighborhoods infuse their unique character into an exciting live, work, and play environment. A diverse array of housing choices provides options that are affordable for all Downtown residents.

The plan provides policy direction for land use, catalytic focus areas and projects, mixed-use corridors, mobility, amenities and infrastructure, housing, and economic development. This Strategy identifies focused efforts, tactics, programs, and measurable outcomes and programs necessary to guide policies and implement the vision and enact policies.

OTHER INFLUENCING PLANS

2040 Long Range Transit Plan, *VIA Metropolitan Transit Authority*

2030 District Plan, *Districts Network*

All in SA, *greater.SATX*

Bike Master Plan, *City of San Antonio*

2021 Annual Report, *Centro*

Homelessness Strategic Plan, *City of San Antonio*

SA Climate Ready 2019, *City of San Antonio*

UTSA Downtown Campus MP, *UTSA*

Value of Downtown, *Centro*

Strategic Housing Implementation Plan, *City of San Antonio*

Innovation District Master Plan, *TRTF*

HemisFair Master Plan, *HemisFair Park Area Redevelopment Corporation*

Zona Cultural Revitalization Plan, *Centro*

Value of Downtown

Downtown San Antonio is central to the economic health of the community as the center of the economic, civic, cultural, and historic activities of the region. Downtown is home to the most visited destinations in Texas (the Riverwalk and the Alamo), the Henry B Gonzalez Convention Center, and Hemisfair (the site of the 1968 World's Fair) which is being transformed into the community's central park and gathering place. The Downtown Regional Center is the location of over 75,000 jobs and home to over 30,000 residents. In addition, the area attracts millions of annual visitors to its various attractions.

Downtown has a tremendous economic impact on the community, estimated at \$19 Billion in 2019. The properties in Downtown are valued at over \$5.4 billion (5% of the citywide value) despite only accounting for 1% of the land area in the city. The average value per acre of land in the Downtown Regional Center is \$2 million, which is over 5 times the citywide average. The impact is even greater in the core (PID boundary) as 1 acre in the PID is worth 23 times the average acre citywide.

The impact of the Downtown Regional Center Plan on the community if implemented by 2040 illustrates the value of investing in Downtown. An analysis found that every \$1 invested in Downtown to implement the plan will generate a return of \$7 to the city in future tax revenues to invest throughout the community. The development densities and uses proposed in the regional center plan are expected to generate a 77% increase in the value per acre of property in the city center by 2040.



7:1
RETURN ON INVESTMENT

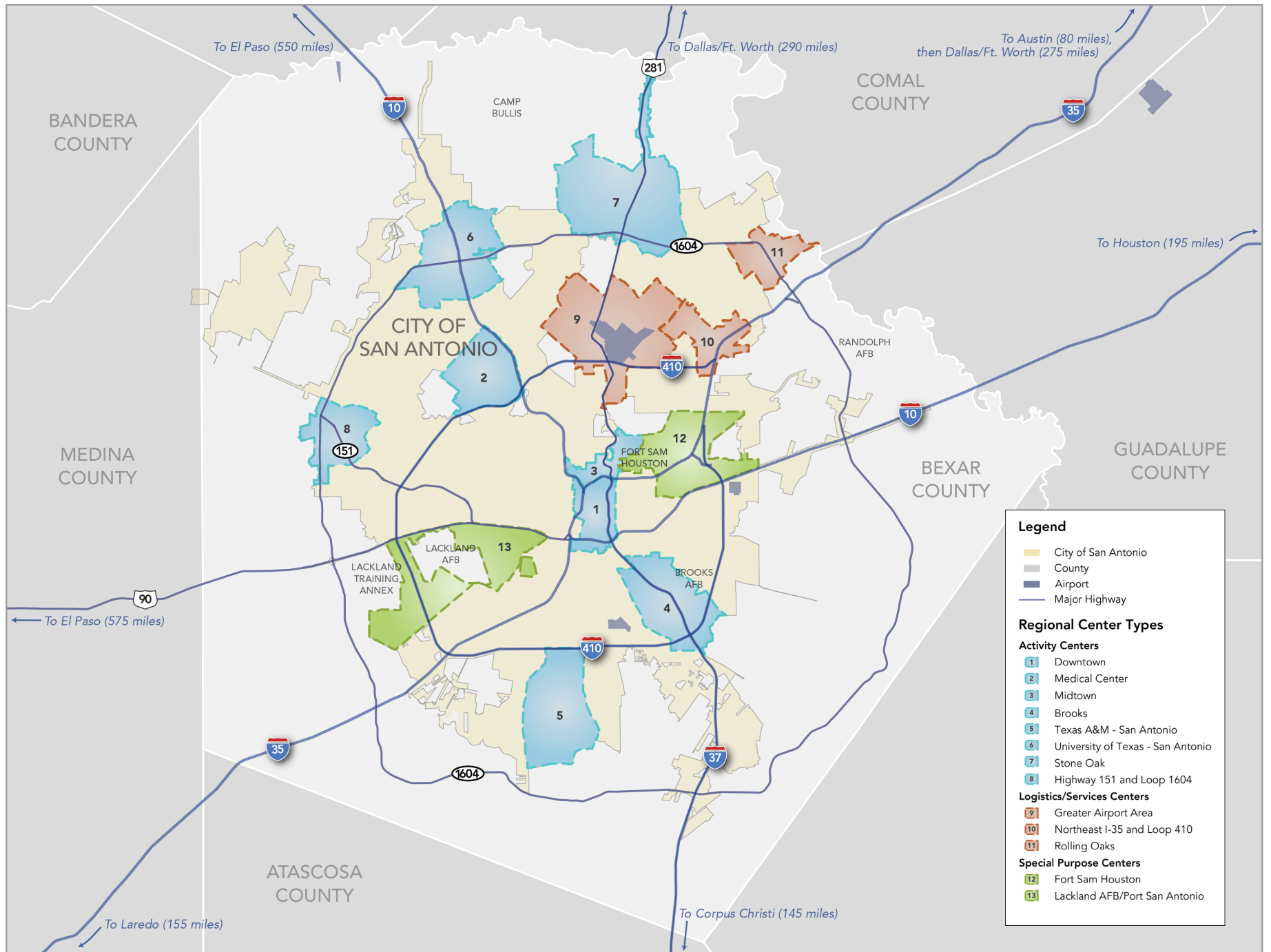
COVID 19 Pandemic and Downtown



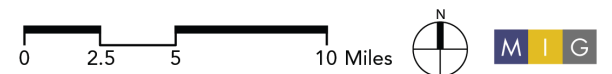
The COVID-19 Pandemic has had a major impact on the everyday life of people all over the world. The impacts have been felt unevenly on various aspects of life, some of which is more evident in downtowns than other areas. The service sectors were initially the most impacted, which is a significant portion of the Downtown San Antonio economy as it is driven largely by entertainment and visitor spending. About 70% of US Gross Domestic Product (GDP) is directly tied to consumer spending, 20% of which is discretionary and is most impactful on accommodation, food service, and retail industries. Some of the most significant impacts on downtowns include:

- The contraction of brick-and-mortar retail and growth of e-commerce, a trend that accelerated during the pandemic, leaving lasting impacts on spending patterns. The most successful retail locations post-COVID will be ones that offer authentic experiences and retail products that cannot be purchased online. Downtowns offer an excellent location for more experience oriented retail shopping environments due to the existing mixture of cultural and entertainment assets.
- There have been significant impacts on leisure and hospitality and related retail spending due to disruptions in travel. Leisure was impacted significantly but has since rebounded; however visitation from business events and conferences has not yet returned to pre-pandemic levels. These sectors are often a major part of the economic activity in city centers, which is true in San Antonio. Diversification of the visitors coming to Downtown San Antonio will create a more resilient hospitality sector in downtown.
- Lastly, the rapid transition to remote work for many jobs occurred as result of stay-at-home orders. Many jobs that traditionally locate in office spaces were quickly performed remotely from home. This transition has dramatically changed companies' ability to support remote work. While retail spending, entertainment venue visitation, and even travel patterns have returned or exceeded pre-pandemic levels, office space vacancies and in-office work hours are still dramatically lower (30% to 70% lower depending on location). This reduction has had significant impacts on central business districts, which have traditionally relied on office worker spending to generate economic activity. While employment in downtown remains a significant driver of economic activity, the decrease in daily foot traffic, spending, and related activities has highlighted the importance of a well-rounded downtown.





Regional Center Types



WHAT COMES NEXT

This Strategy will guide efforts for Centro and its partners over the next decade. While the priority initiatives and metrics focus on changes that can be made by 2032, this document is not meant to be a static plan. Instead, the strategy strives to serve as a framework to anticipate new investments and ideas that support the major themes and elements identified.

The progress that downtown makes towards achieving the priority initiatives will be tracked and used to gauge the effectiveness of the community's efforts. The major milestone metrics are meant to serve as the measuring posts for success. However, it is likely that unanticipated changes will impact downtown over the next 10 years and Centro will use this strategy to prioritize and refocus efforts as needed to meet emerging opportunities and challenges.

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Downtown Tomorrow Strategy