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San Antonio: Target '90

Goals and Decisions For San Antonio's Future



Proposed by
Mayor Henry G. Cisneros
May, 1983
(Revised draft)

San Antonio: Target '90

- **Goals To Be Attained By 1990**
- **Decisions To Be Made During The 1983-85 City Council Term**

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TABLE OF CONTENTS

PREFACE

Newspaper Article (Dateline: June 1, 1990).....Page iv

INTRODUCTION

Introduction to Goals Document.....Page vi

GOALS SECTION

BASIC SERVICES & UTILITIES.....Page 1

- A. Drainage, Streets, & Public Works.....Page 1
- B. Police & Fire Services.....Page 3
- C. Quality of Life Services.....Page 5
- D. Planning & Zoning.....Page 7
- E. City Finances, Budget Decisions, & Administration.....Page 8

INVESTMENT IN EDUCATION.....Page 12

- A. Primary & Secondary.....Page 12
- B. Education for the World of Work.....Page 14
- C. Higher Education.....Page 16

DEVELOPMENT.....Page 22

- A. Downtown Development.....Page 22
- B. Investment in Major Public Facilities.....Page 28
- C. Development Objectives of Special Emphasis.....Page 30
- D. Projection of San Antonio's Development Objectives.....Page 32

TRANSPORTATION & FOREIGN TRADE.....Page 34

- A. Regional & National Access.....Page 34
- B. International Trade & Cultural Exchange.....Page 39

SOUTHERN SECTOR DEVELOPMENT.....Page 42

- A. General Emphasis on Southern Sector Needs.....Page 42
- B. Southside Projects.....Page 43
- C. Eastside Projects.....Page 49
- D. Westside Projects.....Page 52

<u>UTILITIES</u>	Page	56
A. Energy.....	Page	56
B. Water & Sewer.....	Page	59
<u>HUMAN SERVICES, THE ARTS, RECREATION, & YOUTH</u>	Page	61
A. Human Services.....	Page	61
B. The Arts.....	Page	63
C. Recreation & Youth Motivation.....	Page	66
<u>TRANSITION TO THE TECHNOLOGY ERA</u>	Page	69
A. Expand Research Funding & Activities.....	Page	69
B. Research Parks.....	Page	71
C. Venture Capital.....	Page	71

Preface

"Spirit of San Antonio Sets Tone for International Discussions"

Excerpt: **America Today Newspaper,**

Published in New York
DATELINE:
SAN ANTONIO, TEXAS
June 1, 1990

Business, academic, and governmental leaders from North and South America gathered in this Sunbelt city today to pour over working papers on the critical issues that confront North and South America in the last decade before the year 2000. The occasion was the Conference on the Americas in the Third Millennium, an event which attracted over 500 leaders from 22 nations and included addresses by the Presidents of the United States, Mexico, Brazil, Canada, the World Bank and the InterAmerican Development Bank.

The conference host is a consortium of San Antonio institutions with research and management interests in Latin America. Although still in its infancy, the consortium has already gained an outstanding reputation, with its scientists and researchers ranked among the top in the fields of applied research in genetic structures and the reproductive process of plants — areas of critical importance to the production of food and fiber in Latin America. In addition, the consortium's emphasis on management, education and training has led to courses in the latest techniques in public health, water supply management, nutritional programming, vocational education, sewer and solid waste control, refugee management, and municipal administration.

But as significant as are the addresses and policy discussions in the

conference, for many observers that story may well be eclipsed by the story of this dynamic city. It would be an understatement to describe the conferees as charmed by San Antonio, for this city has maintained a warmth unrivaled among other power centers of the Southwestern United States. Indeed, the setting for the conference has so permeated its spirit that the conferees already refer to their discussions as reflecting "The Spirit of San Antonio."

One conference speaker was interviewed as he strolled through the lush parkways and lagoons adjacent to his hotel, in an area that was once a world's fair site. John Naisbitt, whose 1982 best-seller **Megatrends** had predicted that San Antonio would be one of the 10 U.S. growth cities of the decade, chuckled modestly as he was complimented on his prediction and assured listeners that the trends would continue in the 1990s. He noted that at the beginning of the decade just passed, San Antonio's median family income had ranked 72nd among the 74 largest cities in the U.S. Early printouts from the 1990 Census are expected to show that the city's income has now reached the national average. With vigorous employment growth in high technology industries — particularly in electronics, communications, aerospace, defense, agricultural, and biomedical technologies — the San Antonio-Austin Corridor has become a leading center of research, development, and manufacturing.

Several observers commented on the key building-block in San Antonio's development. They agreed that the city's achievements would not have been possible without the

improvements which began to be made in the early 1980's throughout its educational system. These ranged from state financial equalization of property-poor school districts, to the creation of several magnet high schools of medicine and technology, to the accreditation of a full-scale network of South Texas graduate engineering programs by the late 1980's.

Another part of the foundation was San Antonio's foresight in diversifying its sources of energy, and the regional solution to its water supply needs that was ratified in 1986. Deliberate policies and rate incentives have fostered energy conservation. A comprehensive study of the city's long-term water needs led to a regional initiative to develop surface water supplies, which spared the city from the worst of the critical water shortage that has parched much of West Texas and transformed the economies of other Sunbelt cities to near "dust-bowl" panorama.

San Antonio also wisely differed from the older northeastern cities by continually maintaining and upgrading its streets, sewers, and drainage systems, balancing new growth with the renewal of existing systems. Revenues from the municipally-owned energy system enable the city to finance sustained massive investments in flood control and drainage improvements, where there had been a massive backlog of need in earlier decades. In addition, the city maintained one of the lowest property tax rates in any major city in America and since mid-decade it has enjoyed a AAA rating on its general obligation bonds.

With all of these basics in place,

San Antonio's emergence during the 1980's now seems to have been almost inevitable. Its vibrant downtown is the envy of any other city. New developments during the 1980's were led by a major regional commercial center known as the Plaza del Rio, which attracts conventioners and tourists from all over this country as well as Mexico and Latin America. A companion development on the old world's fair site includes hotels and a delightfully lush park, as well as a specialty commercial center. Elsewhere throughout downtown, the seven new 30-plus story buildings built since 1983 have been integrated with this city's rich historic and architectural heritage. Despite the construction of the city's first 50-story structure, careful attention to traffic concerns, public transit, and the construction of pedestrian malls with fountains emphasizing cool and refreshing water themes, have prevented the streetscape from acquiring the stark character of other high-rise downtowns. Several of the new developments have won national architectural awards and made San Antonio's skyline one of the most interesting in the nation. A striking performing arts center will be the permanent home of the San Antonio Symphony, which is receiving international acclaim for its recordings, tours, and its successful string of premiers, and for the respected San Antonio Ballet Company.

Areas surrounding the central business district have also blossomed with new vitality. Vista Verde South was a pioneer project in successful inner city industrial redevelopment. Nearby, the restored Missouri Pacific depot is the center of a specialized commercial area with a uniquely southwestern flavor. On another side, traffic, improvements and trolley car connections have overcome the isolation of the lively St. Paul Square and new developments have been stimulated by a State Office Building complex.

To the north, the San Antonio River has been developed into a

linear park all the way from downtown to the edge of Brackenridge Park. The city's colorful river barges ply a regular route to the Museum of Art. To the south, the national park which links the city's string of Old Spanish missions has been carefully developed into a major national historic attraction. Growth has been generated across a wide band of the south side since the decision by a major aerospace firm to locate a plant on Loop 410 South which now employs 3,000 people. Since that decision in 1987, the arc of Loop 410 from Kelly to Brooks AFB has become the site of no less than five industrial parks with well known electronics and telecommunications firms as primary tenants.

Elsewhere outside of downtown, the city's 60,000 seat stadium, which has served as a successful and profitable convention exhibit annex, will host the third season of San Antonio's NFL expansion franchise. And throughout the city, energetic neighborhood organizations are active in self-help planning and development efforts, which reinforce the city's traditional quality of residential life.

From its previous role as the trade and service center for the South Texas region, San Antonio emerged during the 1980's as a pre-eminent commercial and cultural center, dominating U.S. exchange with Mexico and increasingly with Central America. A number of factors contributed to this development. Prominent among them were a steady program of improvements to its conveniently located international airport, expanded air connections, and the development of a shipping terminal and foreign trade zone complex which serves as an assembly point for goods shipped through the computerized and modernized Port of Corpus Christi.

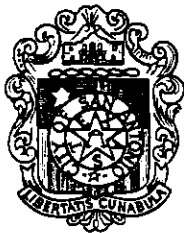
Another factor was the expansion of San Antonio's world-renowned medical complex, which added to its reputation as an advanced care center with the decision in 1985 to build one of the nation's finest biomedical and bioengineering research parks on adjacent acreage.

San Antonio's emergence as a first-rank educational center was also aided by the imaginative physical linkage to the university complex in Austin. After several years of hard negotiations for the use of existing rail lines, in early 1988 it became possible for students and faculty to move back and forth between the two cities on the clean and convenient high-speed light-rail system which connects them hourly. Also characteristic of the explosive growth of this urban corridor was that which accompanied the opening of a huge theme park in the area. This made Austin and San Antonio the beneficiaries of the same kind of attractive development in the 80's that Orlando, Florida had experienced in the 1970's.

But for all of its modern dynamism and physical impressiveness, perhaps the most captivating aspect of San Antonio is its almost palpable spirit of cooperation and tolerance. Where other cities exude wealth or raw power, glittering showmanship or massive scale, San Antonio tangibly celebrated ethnic and racial understanding, an achievement measured in civic spiritedness and community warmth. It is a city with character; it is a city with a family ambience. It is a city that has learned some lessons and now can teach some lessons.

San Antonio's lessons for the Americas in the 1990's are best summed up in the words of Helena Rodriguez, a resident of one of the new senior citizen apartments that overlook Control Data's Latin American Technology Headquarters in Vista Verde South. "I understand that for any part of my city to be healthy, the whole must be sound. And thank goodness that the people of San Antonio understand that for the whole to be sound, it must be fair and just and know how to share."

Perhaps that is the spirit of San Antonio, which has touched the conferees and made their sessions so meaningful. And perhaps it will be the Spirit of San Antonio that sustains the great nations of the Americas in the last decade before the Third Millennium. The conference continues tomorrow through Thursday.



CITY OF SAN ANTONIO

SAN ANTONIO, TEXAS 78205

HENRY G. CISNEROS
MAYOR

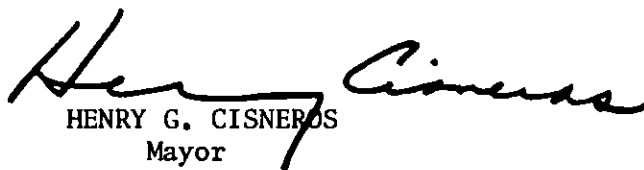
INTRODUCTION

The "news story" you have just read is, of course, not true -- at least not yet. But it can become -- if we work to make it happen.

The purpose of this document is to begin a dialogue to develop goals which San Antonio can achieve by the year 1990, just seven short years or 82 months from now. Our goals must be pragmatic, realistic, clear, and achievable. They must provide a sense of direction for the community, a standard against which our accomplishments can be measured, and a rallying point for our diverse hopes for San Antonio.

To serve these purposes, specific goals must be agreed upon by the broadest possible community consensus. This document is, therefore, being distributed to community and civic leaders from all sectors of our community, as a revised draft to stimulate discussion. During the next several weeks they will be debated, refined, and modified. At the end of this process, they will be published in edited form and distributed again to all the participants in the process. We will seek support from community organizations for the goals as representative of the steps necessary to build the kind of San Antonio that can be a quality place to live and a good place to make a living.

As we set our goals, we will together write the news of the future.


HENRY G. CISNEROS
Mayor

BASIC SERVICES & UTILITIES

A. DRAINAGE, STREETS, & PUBLIC WORKS

1. Enact a Long-Term, Consolidated Drainage & Flood Control Program that Substantially Overcomes the Backlog of Needed Improvements

By 1990:

- . Complete \$500 million of the \$600 million agenda for critical drainage needs by issuing \$65 million of bonds (in 1982 dollars) every 18 months

During 1983-85:

- . Go to construction with the \$61 million in projects approved in April, 1983
- . Define the projects in the next installment
- . Examine ways to accelerate financing from GPS revenues and thus start the schedule of annual installments

Comments:

2. Undertake Street Improvements: Paving & Maintenance

By 1990:

- . There should be no unpaved streets in any developed area of the city
- . Upgrade the existing network of city streets
- . Overcome deficiencies in street maintenance

During 1983-85:

- . Activate the Streets Task Force
- . Task Force designates high priority targets for needed street improvements
- . Task Force asks Public Works to present inventory of unpaved streets in the City
- . Task Force determines financing approach and recommends approach to first installment

- . Utilize federal highway tax revenues and state "pot hole" monies
- . Address streets maintenance funding in the 1983-84 budget

Comments:

3. Upgrade City Sidewalks

By 1990:

- . Improve city sidewalks in school areas throughout the City

During 1983-85:

- . Expand district program for sidewalk construction and replacement
- . Establish program for more vigorous washing of sidewalks in downtown district, perhaps charged to individual property owners of downtown street frontage

Comments:

4. Improve Contractor/Architect/Engineer Selection Process

By 1990:

- . Assure an environment in which the number of minority-owned and affirmative-action oriented contractors and professional services is expanded

During 1983-85:

- . Seek staff guidelines that recognizes role of City in spurring small, minority-owned, and affirmative action-oriented firms

Comments:

B. POLICE & FIRE SERVICES

5. Add Police Manpower Strength and Improve Availability for Patrol

By 1990:

- . Meet higher standards of patrol manpower
- . Assure 33% patrol availability

During 1983-85:

- . Define two-year objective of adding approximately 60 more officers to present strength
- . Seek increased budget allocation for 25 additional police officers in 1983 budget cycle
- . Add more officers in 1984 budget cycle to reach present authorized level
- . In 1985 budget cycle, address increases in actual authorized strength

Comments:

6. Upgrade Police Procedures & Organization

By 1990:

- . Complete implementation of the Police Management Study

During 1983-85:

- . Set up monitoring system to determine degree of implementation by City Manager of each point of recommendations
- . Assess effectiveness of measures actually set in motion; re-evaluate overall programs

Comments:

7. Police Minority Hiring

- . Achieve rough employment proportion to the population mix of the City

During 1983-85:

- . Push hard to assure incoming classes advance affirmative action targets; emphasize black hiring
- . Implement new methods of outreach and recruitment without diminishing competency standards

Comments:

8. Improve San Antonio's Ranking Among Comparable Large Cities in Loss of Life & Property Damage Rates Due to Fire

By 1990:

- . Meet national standards
- . Restore a 15-20% fire insurance credit

During 1983-85:

- . Develop a more comprehensive fire prevention policy; emphasize education programs
- . Utilize fire companies in fire prevention functions outside the fire station and in the neighborhoods
- . Support the Fire Marshall's decisions on vacancies and sprinkler regulations more consistently
- . Establish a systematic replacement program for overage fire apparatus as a recurring budget commitment
- . Support expanded arson investigation and enforcement efforts

Comments:

9. Locate New Fire Stations

By 1990:

- . Meet the service needs in the growing areas of the City; provide service for annexed areas

During 1983-85:

- . Resolve station and manning issues in the fire locator study
- . Seek increased budget allocation for 20 additional fire positions in 1983-84 authorized strength of the SAFD; approach constant manning standard of four men on a truck by 1986

Comments:

10. Improve Municipal Court

By 1990:

- . Assure effective functioning of the Municipal Court system

During 1983-85:

- . Review effectiveness of recent court reforms
- . Work for court of record status
- . Monitor the effectiveness of environmental court and review recent budget improvements
- . Develop concentrated effort on illegal dumping

Comments:

C. QUALITY OF LIFE SERVICES

11. Involve Neighborhoods in City Plans & Projects

By 1990:

- . Assure a working partnership between the city and neighborhood organizations

During 1983-85:

- . Enact Planning Commission recommendations on Neighborhood Planning Process
- . Push neighborhood conference and subsequent follow-up
- . Include budget item for staff to assist neighborhoods in developing neighborhood plans

- . Seek specific requirements of contractors to work with neighborhoods
- . Adopt revised billboard and sign control regulations

Comments:

12. Attack Environmental Problems

By 1990:

- . Have in place an effective program of active zoning enforcement, code enforcement, dumping, and empty lot clearance

During 1983-85:

- . Review effects of last year's budget improvements
- . Propose new steps in 83-84 budget
- . Place special emphasis on dumping problem; include modification of open hours at City dump sites and designate accessible district collection sites
- . Implement neighborhood street sweeping program in 83-84 budget

Comments:

13. Build a Quality Library System City-Wide

By 1990:

- . Meet "standards of excellence" in volumes, programs, staffing, and innovation in use of personal computers
- . Assure adequacy of service to all geographic areas including reconsideration of joint use with schools

During 1983-85:

- . Seek formation of the Library Foundation
- . Give Foundation assignment to raise \$100,000
- . Upgrade city budget allocation for library in 1983-84
- . Ask Library Board Planning Committee to define "standards of excellence" for 1990; update Master Plan for use in fundraising

Comments:

14. Increase the Availability of Park Acreage

By 1990:

- . Approach standards for available park land as outlined in 1981 Parks Plan
- . Extend the recreational program in all areas

During 1983-85:

- . Seek staff emphasis on maintenance of existing parks
- . Set challenge to Parks Foundation
- . Widen volunteer maintenance efforts; officially create an "adopt a park program"
- . Seek consensus on next phase of the Brackenridge Park Master Plan; secure funding
- . Seek horticultural excellence in use of flowers and tree sculpture in downtown parks

Comments:

D. PLANNING & ZONING

15. Re-Zone Areas Covered by Old Classifications

By 1990:

- . Complete a carefully planned down-zoning of older classifications across the entire city and of temporary zonings in developing areas

During 1983-85:

- . Secure budget item for funding of staff to re-zone key areas
- . Select key areas for comprehensive zoning attention by special city staff
- . Set guidelines for coordination with the Board of Adjustment on structures outside the CBD

Comments:

E. CITY FINANCES, BUDGET DECISIONS, & ADMINISTRATION

16. Implement Budget Priorities

By 1990:

- . Close the gap between San Antonio standards for basic services and recommended national levels of service

During 1983-85:

- . Establish clear priorities for 1983-85 budget
- . Set as many fund accounts on self-sustaining basis as practicable

Comments:

17. Update & Improve the Appraisal Process

By 1990:

- . Have in place a regular and continuous re-appraisal program

During 1983-85:

- . Develop programs to inform public concerning valuation notices
- . Seek Council consensus on approach to lowering tax rate in 1983-85 to offset effect of new valuations

Comments:

18. Maintain City Employee Salaries Competitive

By 1990:

- . Achieve competitiveness with Texas standards for municipal employees in all areas of city services
- . Implement expanded program of merit incentives

During 1983-85:

- . Resolve level of salary adjustment in 83-84 budget

Comments:

19. Assure Police & Fire Contract Competitiveness

By 1990:

- . Achieve long-term contracts that assure competitive salaries, incentives for education, and high motivation

During 1983-85:

- . Try for multi-year contract that increases San Antonio's competitiveness

Comments:

20. Reduce Reliance on CPS Revenues in General Budget

By 1990:

- . Achieve reduction in City's take from CPS revenues

During 1983-85:

- . Work toward phased-in approaches to limit CPS payment to City over next five years
- . Seek applications to sustained program of capital improvements from CPS payment to the City

Comments:

21. Achieve & Maintain AAA Bond Rating

By 1990:

- . Hold AAA rating

During 1983-85:

- . Continue intensive communication with bond rating agencies
- . Work to establish principles in 1983-84 budget process with AAA target in mind

Comments:

22. Maintain City-County Agreements on Joint Services

By 1990:

- . Expand city-county cooperation to eliminate duplication and reduce revenue requirements

During 1983-85:

- . Push for five-year contracts on specific services to stabilize city-county services

Comments:

23. Seek Financial Stability in Planned Annexation Program

By 1990:

- . Continue program of annexation to preserve city rights in ETJ and assure financial future

During 1983-85:

- . Establish next phase of orderly annexation

Comments:

24. City Government Productivity

By 1990:

- . Seek continued program of improving productivity of city services

During 1983-85:

- . Support City Manager's initiative to implement Management by Objective
- . Support City Manager's budget requests to improve productivity of city services delivery

Comments:

INVESTMENT IN EDUCATION

A. PRIMARY & SECONDARY

25. Raise Achievement Levels in San Antonio Schools

By 1990:

- . Each local school district achieves performance levels such that 70.9% of their high school students have the skills needed to graduate from college; this means that achievement levels should be targeted for verbal and quantitative scores in each district

During 1983-85:

- . Each school board act to increase the number of hours of learning time in the public schools to extend "time on task" for students
- . Each school board increase the number and quality of courses required for high school graduation with emphasis on expanded math and science requirements
- . Each school board take steps to increase public school attendance and reduce dropout rate

Comments:

26. Assure Educational Curriculum in Primary and Secondary Schools for Preparing Students for Modern Job Market Demands

By 1990:

- . Complete curriculum changes assuring that every primary and secondary student is familiar with the essential math and science concepts to perform in an increasingly technological job market

During 1983-85:

- . Each school board take steps to modify the school curriculum to relate to society's emerging technology requirements, incorporating courses into the high school curriculum that emphasize technological developments in the society, basic

- . Each school board take action to free counselors from extraneous duties in order that more time can be devoted to career counseling tasks
- . The Alamo Community College District complete a survey of the vocational education curriculum to encourage conformance of courses and the range of offering with anticipated technology job needs
- . Establish summer programs to expand the availability of special courses in science and technology, including possibly working with local and state universities

Comments:

27. Assure the Adequacy of School Financing for Area Schools

By 1990:

- . Raise the expenditure level of school districts in San Antonio to the state average

During 1983-85:

- . Work in the 1983 Legislative Session and in anticipation of the 1985 Legislative Session to meet Communities Organized for Public Service (COPS) stated goals:
 - .Equalization Aid raised to the \$750 per pupil 1982 statewide average
 - .Compensatory Aid formulas be revised to \$100 per pupil
 - .Maintenance and construction monies be authorized
 - .Bilingual Education funding be increased to \$250 per pupil
 - .State funds to replace cuts in Federal Impact monies be authorized at 80% pre-cut levels
 - .Aid to school districts affected by immigration be authorized
 - .Loan and grant programs to college bound students be established

Comments:

28. Establish Network of Specialized High Schools

By 1990:

- . Establish a network of top quality "magnet" schools in various parts of the city, emphasizing technology, medical careers, and the arts

During 1983-85:

- . Press to assure that the technology high school opens in September 1983
- . Develop financial approach to larger student group in second year
- . Set approach to medical technologies high school with South Texas Medical Center

Comments:

B. EDUCATION FOR THE WORLD OF WORK

29. Organize a Major Community Effort to Pursue Higher Levels of Literacy

By 1990:

- . Have in place a One-Teach-One Literacy Program available to all citizens
- . Achieve 75% functional literacy among population 25 years and older
- . Raise level of high school graduates to 90% youth population

During 1983-85:

- . Bring together creative leaders in business, churches, government, PTA's, civic groups, social agencies, and the media to plan and carry out a coordinated effort for literacy; mobilize citizen interest and support through a positive and aggressive public awareness campaign
- . Urge special programs to provide adequate training for teachers of adult learners
- . Provide adequate and accessible locations and facilities for literacy classes throughout the city
- . Urge the Public Library System to insure that learning materials are available to all who need them -- not only in classes but also in libraries and places where adults gather for other activities

Comments:

30. Maximize Potential of Manpower Training Programs

By 1990:

- . Have in place an integrated program of manpower training

During 1983-85:

- . Assure that the Jobs Training Partnership Act provisions are enacted in San Antonio as effectively as possible
- . Work to set up effective Private Industry Council in accordance with Jobs Training Partnership Act provisions

Comments:

31. Continue Improving Network of Vocational & Technical Resources

By 1990:

- . Have in place an exemplary system of technical educational centers, fully supportive of labor market needs

During 1983-85:

- . Push survey of vocational education curriculum to encourage conformance with emerging job needs
- . Continue updating next step of United San Antonio's matrix of technical education offerings

Comments:

32. Support Top Quality Hotel & Restaurant Training

By 1990:

- . Establish an expanded hotel and hospitality industry program to serve the needs of the entire region

During 1983-85:

- . Support the St. Philips program with grants for equipment and personnel in order to raise the profile of this effort
- . Establish contacts with national hotel company chief executive officers (CEOs) and public affairs officers

Comments:

33. Expand the Mission of Texas A&M's Regional Training Center to Emphasize Applications of Engineering Research

By 1990:

- . Assure a strong technology presence in San Antonio by Texas A&M in applied research and selected areas of technology training

During 1983-85:

- . Expand the relationship between San Antonio and A&M
- . Review the Extension Service Mission statement and seek a broadened role for San Antonio in research applications
- . Urge consideration of a second site, with more engineering applications

Comments:

HIGHER EDUCATION

34. Assure a Superior Network of Technical Education at the Alamo Community College District (ACCD)

By 1990:

- . Have a city-wide system of technical education
- . Assure an adequate financial base for the ACCD by expanding district boundaries

During 1983-85:

- . Cooperate to implement the decision on a Southwest campus; support a future Northside facility

- . Encourage the ACCD to accept a lead role in preparation of San Antonians for Technological Opportunities
- . Seek State action to authorize "start up" funds for new programs at community colleges for technical programs in cooperation with industry

Comments:

35. Develop the Reputation of our Other Higher Education Institutions for Excellence in Selected Areas of Technology Specialization

By 1990:

- . Each higher education institution achieve acknowledged specialization in an area of technology-related instruction

During 1983-85:

- . Cooperate with St. Mary's in developing and financing the new Engineering Physics curriculum
- . Meet with each local university president to review possible areas of specialization and excellence, stressing integration of programs that are compatible not competitive
- . Urge establishment of PhD programs in selected areas at private higher education institutions
- . Urge creation of a quality joint program in international trade, international finance and economics

Comments:

36. Work to Assure Public Higher Education in San Antonio is Funded Adequately and Meets San Antonio's Needs

By 1990:

- . Insure the appropriations needed for growth of the San Antonio area state institutions of higher education
- . Assure that UTSA meets high education needs in the central city by establishing a better transportation system to the main campus

During 1983-85:

- . Work with Legislative delegation on adequate levels of funding for UTSA during 83-85 biennium
- . Work to secure funding to assure emergence of UT Health Science Center as nationally prominent health science teaching and research center

Comments:

37. Encourage Acceleration of UTSA's Role in Graduate Engineering Programs & as a Center of Excellence in a Selected Technological Field

By 1990:

- . Have a full graduate engineering program in place
- . Achieve recognition for center of excellence in selected technology area such as software engineering
- . Achieve cooperation of Texas A&M and UT Systems for joint applied research and education facility in San Antonio

During 1983-85:

- . Work with Texas Coordinating Board staff to review timetables for earliest possible efforts on graduate engineering
- . Work with UTSA President and staff on acceleration timetable
- . Work with state officials to build support for joint A&M and UT research operations in San Antonio

Comments:

38. Develop a Comprehensive UTSA Campus on the HemisFair Plaza Which Will Make UTSA More Accessible to the Western, Eastern, and Southern Sectors of San Antonio and Bexar County

By 1990:

- . Offer each semester several sections of multi-sections undergraduate courses regularly offered at UTSA

During 1983-85:

- . Offer each semester several sections of lower division courses, particularly in mathematics to get students started on the right track as science and engineering majors

Comments:

Develop High Quality Graduate Level Teacher Education Programs in Local Universities and Industry

By 1990:

- . Have in place at different academic institutions academic content Master's Programs in mathematics, science, and computer science
- . Have in place teacher internship summer programs in local high technology industry

During 1983-85:

- . Begin academic content Master's Program in mathematics
- . Coordinate the Teacher Internship Program among local high technology industries

Comments:

40. Establish a University-Based Research Capacity That can Lead San Antonio to Academic Excellence in Selected Disciplines

By 1990:

- . Achieve national pre-eminence in selected graduate education and research disciplines at the UT Health Science Center
- . Extend that academic excellence to the attraction of bio-medical firms; also to serve as the nucleus for establishing a bio-sciences research park

- . Define San Antonio as the undisputable leader in bio-medical research in Texas building on broader and more intense joint efforts between UTHSC, Southwest Research Institute, the Southwest Foundation, UTSA, St. Mary's Health Services Program, and Incarnate Word's programs

During 1983-85:

- . Convene work groups of the necessary participants to select likely areas of research and educational excellence
- . Commit to a program of financing the drive toward pre-eminence

Comments:

41. Expand San Antonio Business Commitment to Education

By 1990:

- . Establish a model program of business involvement in education that is continuous and intense and that demonstrates business initiative in assisting education at all levels

During 1983-85:

- . Accelerate United San Antonio's (USA) Business/Education Network and seek an explicit acknowledgement of its role in assisting schools to improve their curriculum and equipment
- . Ask USA's Business/Education Network to explore the "Boston Compact" concept of jobs in exchange for educational performance standards
- . Encourage corporate support for special programs to prepare minority students for college programs in technology areas, such as the PREP program
- . Urge local businesses to expand opportunities for teacher income and experience through paid summer and part-time positions
- . Encourage the Engineering Foundation's efforts to support technology programs in higher education
- . Utilize assets of existing military installations in higher education by establishing "co-op" training positions at military bases, expanding tours of technical labs and shops and urging joint technical projects and instructor exchange programs

Comments:

DEVELOPMENT

A. DOWNTOWN DEVELOPMENT

42. Add Convention Hotel Rooms Downtown

By 1990:

- . Have 25,000 quality hotel rooms available in San Antonio overall, with 6,000 in the downtown; that would be up from 17,000 total rooms in the City today and 3,000 in the downtown at present

During 1983-85:

- . Cooperate in starting construction on at least three new downtown hotel properties adding 1,500 new downtown rooms

Comments:

43. Redevelop HemisFair Plaza

By 1990:

- . A functioning mixed-use center with hotel, expanded convention facility, water features, educational facilities, and shops

During 1983-85:

- . Assure City Council support for Fox plan
- . Approve contract details
- . Seek concurrence on public spaces including water features and open park areas
- . Assure adequacy and accessibility of parking
- . Address financing plan and facilities for University of Mexico and Instituto Mexicano

Comments:

44. Assure Success of Plaza del Rio Mall

By 1990:

- . A successful downtown mall with hotel and office tower in place

During 1983-85:

- . Secure third anchor store
- . Hold UDAG funding commitment
- . Move forward on public sector investment

Comments:

45. Integrate Municipal Auditorium into Overall Convention Assets

By 1990:

- . Maintain in modern condition as part of convention facilities

During 1983-85:

- . Stay on construction program
- . Integrate structure into convention attraction plans in cooperation with nearby hotels
- . Involve community in aesthetic treatment

Comments:

46. Implement Results of Downtown Traffic & Transportation Study

By 1990:

- . Implement recommendations on traffic flow, parking, bus routes, and pedestrian mall

During 1983-85:

- . Encourage Board to make consultant decision
- . Select consultant
- . Get study completed; hold hearings
- . Set forth actions to implement

Comments:

47. Establish Downtown Pedestrian Mall

By 1990:

- . Have a functioning pedestrian mall in place

During 1983-85:

- . Define concept and involve downtown merchant organizations
- . Include recommendations of Downtown Transportation Study
- . Stress water features and outdoor cooling techniques such as shading; foliage, awnings, fans, and use of the chilled water plant
- . Push toward decision

Comments:

48. Continue Building System of Downtown City Garages

By 1990:

- . Complete four more city facilities, beyond Mid-City Garage

During 1983-85:

- . Decide financial approach to Mid-City Garage
- . Integrate into Downtown Transportation Study
- . Seek decision on next garage; tie in peripheral sites
- . Consider self-financing City Parking Authority

Comments:

49. Improve Travis Park & Other Downtown Parks

By 1990:

- . Complete renovation and establish as an open and inviting downtown park

During 1983-85:

- . Push improvement program
- . Review status of police kiosk, vagrancy programs

Comments:

50. Utilize Tax Increment or Special Districts to Finance Downtown Projects

By 1990:

- . Implement TIF or Assessment District financing for specific downtown improvements, i.e., pedestrian mall

During 1983-85:

- . Review the advisability of such financing techniques
- . Decide their appropriations on projects such as the pedestrian mall

Comments:

51. Complete Pending UDAGS

By 1990:

- . Complete Losoya Street and Alameda projects

During 1983-85:

- . Push Losoya and Alameda projects

Comments:

52. Assure Success of HEB Headquarters Move

By 1990:

- . Complete all aspects of award-winning and architecturally unique HEB Headquarters

During 1983-85:

- . Work on final steps before construction

Comments:

53. Assure Installation of Special Water Features & Public Art

By 1990:

- . Locate water features in HemisFair, in pedestrian mall, on downtown streets, in major office and hotel projects

During 1983-85:

- . Seek sites to locate and seek financing for refreshing water features in the downtown area

Comments:

54. Continue to Emphasize Historic Preservation as a Major Theme of San Antonio Development

By 1990:

- . Establish historical and architectural preservation as a dominant community ethic, emphasizing adaptive re-use
- . Regularly utilize the Sites and Structures survey and a dispute mediation process

During 1983-85:

- . Urge the Sites and Structures Committee to complete its work, including a dispute resolution process
- . Set timetables for Council review of work product for inclusion in overall Master Plan
- . Review Historic Tax Abatement program for effectiveness; offer improvements as needed
- . Enact stronger, more effective prohibitions on demolitions for structures on the survey
- . Continue emphasis on public examples of adaptive re-use of historic structures

Comments:

55. Continue Riverwalk Development

By 1990:

- . Develop the River as a linear park from Lexington to Brackenridge Park, with barge navigation to the Museum of Art and South to Lone Star area

During 1983-85:

- . Resolve alternatives for San Antonio River flood control (tunnel vs channel)
- . Reach agreement with San Antonio River Authority and Corps of Engineers on local improvements
- . Pursue implementation through River Corridor Committee

Comments:

56. Implement a More Coordinated & Appealing City Graphics System

By 1990:

- . Create a unified, bilingual graphics and signage system to aid tourists and enhance the appearance of the community

During 1983-85:

- . Assign the first steps of moving this concept forward to appropriate staff and ask Centro 21 for special task force on signage and graphics
- . Layout and mark walking trails in historic areas of the downtown

Comments:

57. Increase Downtown Housing at Various Price Ranges

By 1990:

- . Add 5,000 apartment, condominium, and detached housing units in the downtown

During 1983-85:

- . Re-start efforts to encourage construction of dwelling units in the downtown
- . Ask Centro 21 to create new financial incentives and pool bank resources
- . Offer City sites as may be available for this purpose

Comments:

INVESTMENT IN MAJOR PUBLIC FACILITIES

58. Continue Convention Center Expansion

By 1990:

- . Complete expansion by adding 60,000 square feet

During 1983-85:

- . Identify funding source for architectural/planning effort to design convention center expansion
- . Determine best financing mechanism for actual construction
- . Include modern conference amenities such as teleconferencing and simultaneous translation capacity in specialized facility

Comments:

59. Develop Stadium & Sports Complex

By 1990:

- . Complete 60,000 seat stadium and sports complex, which can also host large convention exhibitors and events
- . Host international sports event (e.g., World University Games or Pan American Games)

During 1983-85:

- . Seek private sector contributions for funding of feasibility study to determine market prospects, site consideration, and best financing approach

Comments:

60. Construct Performing Arts Center

By 1990:

- . Complete modern musical arts center for symphony, opera, and musical presentations

During 1983-85:

- . Appoint work group to consider approaches to a musical arts center -including investigation of an area-wide financing mechanism and an appropriate location and physical configuration

Comments:

C. DEVELOPMENT OBJECTIVES OF SPECIAL EMPHASIS

61. Attract National & Regional Corporate Headquarters to San Antonio

By 1990:

- . Attract five major corporate headquarters to San Antonio

During 1983-85:

- . Continue contacts with national corporate leaders

Comments:

62. Strengthen San Antonio Area Small Business

By 1990:

- . Increase the rate of job creation in area small businesses

During 1983-85:

- . Kickoff aggressive federal/state/local procurement programs

Comments:

63. Continue Expansion of Employment Levels & Attract New Missions to Area Military Bases

By 1990:

- . Complete modernization of key facilities at Fort Sam Houston and Wilford Hall

- . Attract Regular Air Force flying unit to Kelly AFB
- . Expand ATC function at Randolph AFB
- . Explore joint use with City of surplus facilities at Brooks AFB

During 1983-85:

- . Emphasize mission expansions and joint uses, using such opportunities as "SA to DC" trips

Comments:

64. Support Expansion & Projection of the South Texas Medical Center & Southwest Research Institute & Southwest Foundation for Research and Education

By 1990:

- . Assure that San Antonio's medical services and scientific research complex is acknowledged as one of the ten best in the United States

During 1983-85:

- . Work with South Texas Medical Foundation to integrate their efforts more directly into San Antonio's overall economic development efforts with special emphasis on a research park complex, a medical technology high school, specialized areas of curriculum excellence at UTHSC, and on marketing of the complex as a major San Antonio economic asset

Comments:

65. Have as a Municipal Priority Maintaining Reasonable Housing Prices

By 1990:

- . Maintain reasonable housing prices as a major San Antonio asset for relocation of families associated with corporate and business development and for families wishing to upgrade from existing housing stock

During 1983-85:

- . Maintain City policies to keep home prices as low as possible
- . Open up areas of lower land cost such as far west, southwest, northeast, southeast and inner city areas for development of housing
- . Urge improvements in the effectiveness of the Building Inspections staff to reduce regulatory and inspection delays
- . Urge continuous review of subdivision and building codes to reduce requirements which add to purchase price and which reduce flexibility for infill, redevelopment and innovative housing configuration

Comments:

PROJECTION OF SAN ANTONIO'S DEVELOPMENT OBJECTIVES

66. Integration of Planning Documents

By 1990:

- . Update physical plans on a regular basis and publish every two years in an integrated series designed for citizen understanding and easy access to City plans

During 1983-85:

- . Seek budget allocation if needed to publish

Comments:

67. Projection of National Image

By 1990:

- . Establish San Antonio's image firmly as one of the most dynamic cities in the U.S. during the 1980s

During 1983-85:

- . Determine need for advertising funds for Economic Development Foundation in 83-84 budget
- . Urge local businesses to participate in City advertising supplements
- . Create development newsletter for national circulation

Comments:

TRANSPORTATION & FOREIGN TRADE

REGIONAL & NATIONAL ACCESS

68. Airport Development

By 1990:

- . Continue expansion of terminal facility to next wing after present construction on new terminal is completed

During 1983-85:

- . Stay on present construction program; set timetable for next terminal
- . Assure aesthetic appeal through public participation
- . Review international baggage handling
- . Resolve building height limitations in airport area

Comments:

69. Pursue Air Route Expansion

By 1990:

- . Be an established "mini-hub" for at least two airlines and have direct international flights originate in San Antonio

During 1983-85:

- . Re-activate Chamber of Commerce task force as part of more intense effort to attract routes and airlines
- . Meet with Southwest Airlines concerning international timetable
- . Meet with key airline chief executive officers

Comments:

70. Assure Adequacy of Expressway System to Handle Anticipated Growth

By 1990:

- . Complete the major projects designated as highest priority by the State Highway and Transportation Department:
 - .Downtown Y
 - .IH-10, additional lane from Loop 410 to 1604 with interchange at Medical
 - .Frontage roads on Loop 410 South and IH-37 South between IH-10 and S.W. Military
 - .Loop 410 widening from Ingram to Valley Hi
 - .Loop 1604 widening
 - .U.S. 281 widening from Bitters to 1604

During 1983-85:

- . Monitor the Downtown Y project; provide city support as necessary in construction as well as traffic flow
- . Seek funding for other priority projects from State Highway and Transportation Commission
- . Consider approaches to reduce the potential for major congestion in the northwest sector; review major alternative thoroughfare improvements such as "flyover" structures on Loop 13, Highway 16, and Bandera

Comments:

71. Promote the SA/Austin Corridor as a Job Generator for the Region

By 1990:

- . Have the corridor recognized nationally as a focal point for technology development

During 1983-85:

- . Get group officially designated
- . Define work agenda - submit priority projects for consideration

Comments:

72. Achieve Full Potential of Port of Corpus Christi Initiative

By 1990:

- . Help establish the Port of Corpus Christi as a competitive, fully-served, major Gulf port

During 1983-85:

- . Act on the recommendations of the expanded study
- . Organize import/export group in San Antonio
- . Push investment in modernization

Comments:

73. Implement Taxicab System Improvement

By 1990:

- . Have a pricing system in place that addresses travel airport area

During 1983-85:

- . Urge completion of Taxicab Study with emphasis on linking the downtown attractions and effectively providing transportation from the airport to the downtown as well as to the North Loop 410 hotel complex
- . Implement recommendations of study
- . Utilize city "starters" as needed to assure smooth taxi operations in key areas such as the airport
- . Upgrade inspection and enforcement function within the City budget

Comments:

74. Solidify San Antonio's Leadership Role in South Texas

By 1990:

- . Assure regular San Antonio advocacy of South Texas issues

During 1983-85:

- . Convene South Texas leaders for identification of projects of mutual interest

Comments:

75. Encourage Development of Texas Triangle Rail Service

By 1990:

- . Assure San Antonio's inclusion in the high-speed rail concept

During 1983-85:

- . Seek opportunities to advance San Antonio's case

Comments:

76. Establish Light Rail Service to Austin on Existing Track

By 1990:

- . Have in place a functioning light rail system connecting the downtown of San Antonio and Austin

During 1983-85:

- . Activate a work group to define the concept and approach the railroads for use of existing tracks

Comments:

77. Assure Quality Rail Service Between San Antonio, Laredo, Monterrey, & Mexico City

By 1990:

- . Assure that regularly scheduled rail service links San Antonio and key Mexican cities

During 1983-85:

- . Meet with Mexico officials to move the concept forward

Comments:

78. Expand ANTRAK Service & Rehabilitation Station

By 1990:

- . Complete station complex and offer full ANTRAK service

During 1983-85:

- . Commit CDEG or UDAG resources to complete station complex

Comments:

INTERNATIONAL TRADE & CULTURAL EXCHANGE

79. Aggressively Market the Foreign Trade Zone

By 1990:

- . Attract 30 firms into the Foreign Trade Zone complex

During 1983-85:

- . Complete process of administrative compliance
- . Kickoff marketing effort internationally
- . Monitor Mexico recovery and maintain economic relationships

Comments:

80. Create a Viable Network of Exporters to Lead the Projection of San Antonio as an Export Center

By 1990:

- . Establish San Antonio as an acknowledged export center

During 1983-85:

- . Set up work group of exporters to market the foreign trade zone
- . Help organize a San Antonio-based export trading company
- . Re-orient the Sister-City program to export promotion
- . Set meetings with foreign banks on San Antonio exports

Comments:

81. Organize a Local Capability to Host Foreign Officials & Represent the City in International Forums on a Consistent Basis

By 1990:

- . Have in place a functioning network of San Antonio organizations involved in international promotion

During 1983-85:

- . Organize local citizens and organizations

Comments:

62. Establish a Washington Liaison in Order to Assure San Antonio's Inclusion on Itineraries of Foreign Government, Trade, & Business Leaders

By 1990:

- . maintain a regular presence in Washington to promote international business and economic contacts

During 1983-85:

- . Seek Council consensus on the approach
If approved, select method of representation

Comments:

63. Establish Offices of Foreign Banks in San Antonio

By 1990:

- . Establish offices of five foreign banks in San Antonio

During 1983-85:

- . Make initial contacts with foreign bank leaders

Comments:

34. Set up a University Center to Support San Antonio's International Goals with Studies, Conferences, Educational Presentations, & Policy Papers

By 1990:

- . Have a quality university-based international center funded, established, and recognized for the excellence of its work

During 1983-85:

- . Activate work group to initiate discussions on the concept

Comments:

SOUTHERN SECTOR DEVELOPMENT

A. GENERAL EMPHASIS ON SOUTHERN SECTOR NEEDS

85. Change Governmental Attitudes on Services, Projects, & Public Investment in the Southern Sector

By 1990:

- . Assure balanced treatment of every part of the city

During 1983-85:

- . Work with the City Manager's staff to assure emphasis on fairness and cooperative attitudes

Comments:

86. Urge Task Force Approach to Zoning Overlay to Correct Antiquated Zoning Throughout Southern Sector

By 1990:

- . Eliminate antiquated zoning applications damaging to Southern Sector investment

. During 1983-85:

- . Seek Council approval of direction to zoning staff for major overlay project

Comments:

87. Market Southern Sector for Investment Opportunities

By 1990:

- . Present continuous positive messages concerning Southern Sector economic opportunities

During 1983-85:

- . Initiate first phase of marketing program

Comments:

SOUTHSIDE PROJECTS

88. Initiate Concerted Effort to Enforce Salvage Yard Ordinance

By 1990:

- . Remove blight from areas of potential redevelopment

During 1983-85:

- . Act to enforce provisions of salvage yard ordinance stringently and mandate compliance; present screening requirements that are not being met
- . Seek designation of staff person to carry out this objective

Comments:

89. Establish Projects for Purchase or Redevelopment of Salvage Operations Along Somerset Road, Roosevelt, & Laredo Highway Corridor

By 1990:

- . Have underway a comprehensive program of relocation of salvage yards along key development corridors such as Somerset Road, Roosevelt, and Laredo Highway

During 1983-85:

- . Initiate a Planning Department effort to designate key development sites along those corridors
- . Devise phased-in financing approaches to purchase and relocate salvage yards in sites targeted for development

Comments:

90. Target UDAG & Commercial Revitalization South of Military Drive to 410 South on Presa/Southon, Pleasanton, South Flores & Commercial

By 1990:

- . Establish attractive growth corridors on South Military Dr.

During 1983-85:

- . Designate Planning Department and Department of Economic & Employment Development responsibilities for such plans
 - . Comments:
-
-
-

91. CDBG Funds for Office & Industrial Parks

By 1990:

- . Have in place several public-sponsored or public/private partnerships on industrial parks in the deep Southside

During 1983-85:

- . Draft concept of industrial park with CDBG funds
- . Study Brooks AFB area, Loop 410 South, & East Kelly areas for action

Comments:

92. Stinson Airport Development

By 1990:

- . Complete upgrading of instrumentation and facilities

During 1983-85:

- . Decide between development alternatives and authorize action on selected approach

Comments:

93. Development Frontage Roads & Access from Loop 410 South for Development

By 1990:

- . Have in place frontage roads and streets network adjacent to Loop 410 South for industrial and commercial development

During 1983-85:

- . Prepare document on needs and specifications including continuous frontage roads on IH-37 from Fair Avenue to Loop 13
- . Integrate into Highway Department and City streets program

Comments:

94. Work with Department of Air Force to Develop East Kelly & Brooks AFB Sites for Industrial Parks

By 1990:

- . Develop East Kelly area into industrial park and training complex

During 1983-85:

- . Initiate discussions with the Air Force and define City's role

Comments:

95. Revitalize Business Districts on Key Streets with UDAG and Commercial Programs

By 1990:

- . Be underway with revitalization of business districts along South Presa, Commercial, Pleasanton, South Flores, Nogalitos, and Goliad Road

During 1983-85:

- . Select target business districts
- . Prepare UDAG or CDBG approaches

Comments:

96. Create New Single Family Housing Developments

By 1990:

- . Complete a major single family subdivision in the southside

During 1983-85:

- . Initiate the project, select sites, financing approaches, and developers

Comments:

97. Develop CPS Power Plant Sites for Industrial Attraction

By 1990:

- . Use co-generation incentives as an attraction for selected industrial on public land near the electrical generating stations

During 1983-85:

- . Initiate investigation of the concept at CPS
- . Determine street system needs in the major thoroughfare plan to develop the South/Southeast area near the power plants

Comments:

99. Develop Mitchell Lake Area into Mixed Use Development

By 1990:

- . Have first available parcels leased to industrial projects

During 1983-85:

- . Define steps necessary to move toward industrial utilization of Mitchell Lake area

Comments:

100. Extend Water Capacity for Development into Entire Southside

By 1990:

- . Assure existence of expanded water supply system for major industrial development

During 1983-85:

- . Define clearly water supply needs and enact master plan as per City Council direction to City Water Board
- . Incorporate into subsequent capital program package

Comments:

101. Locate Alamo Community College Southwest Campus

By 1990:

- . Have Southwest Campus in place and operating

During 1983-85:

- . Urge City cooperation as needed to accomplish, including allocation of CDBG funds in 1983 decision cycle

Comments:

102. Develop Missions Area to Full Recreation/Historical Potential

By 1990:

- . Assure that national park concept develops to its full potential

During 1983-85:

- . Assure City compliance and aggressiveness on national agreements and zoning plan for the area

Comments:

103. Complete Removal of Rilling Road Treatment Plant

By 1990:

- . Complete the transition to the Dos Rios sewerage treatment plant and initiate use of Rilling Road area for industrial purposes

During 1983-85:

- . Continue construction of Dos Rios plant to meet City's sewage treatment needs
- . Develop plan for alternate use of City property at Rilling and land use strategy for adajacent land in appropriate industrial uses

Comments:

104. Redevelop the Stockyard Area to Mixed Commercial/Residential Uses

By 1990:

- . Initiate specific projects for redevelopment of the stockyards area

During 1983-85:

- . Design UDAG projects to address most offensive environmental problems and clear obstacles to alternate redevelopment of adajacent neighborhoods and commercial areas

Comments:

EASTSIDE PROJECTS

105. Enterprise Zone

By 1990:

- . Have in operation a local enterprise zone area along Southern Pacific tracks in near Eastside

During 1983-85:

- . Pending federal decision, devise elements of local version for Cherry Street area

Comments:

106. Fort Sam Houston Gateway & New Braunfels Avenue

By 1990:

- . Assure maintenance of high standards of rehabilitation in Fort Sam Gateway area
- . Complete major business revitalization of New Braunfels from Montana to IH-35

During 1983-85:

- . Monitor efforts of businessmen in Gateway area and fulfill City's obligations to remove blighted projects and facilitate private renovation efforts
- . Maintain CDBG support for Eastside Development Council and define City role in making New Braunfels corridor development possible

Comments:

107. St. Paul Square

By 1990:

- . Maintain as successful business area and tourism draw

During 1983-85:

- . Seek report from Commerce Street Task Force
- . Work on basic problems of marketing

Comments:

108. Railroad Land for Industrial Development

By 1990:

- . Have in place industrial parks on Southern Pacific Railroad property with cooperation of Southern Pacific Land Development Company

During 1983-85:

- . Meet with chief executive officers and land division managers of major railroads
- . Identify tracts in priority areas
- . Propose specific projects with UDAG funding

Comments:

109. Martin Luther King Plaza

By 1990:

- . Complete and maintain fully landscaped project

During 1983-85:

- . Push improvements as authorized in city budget

Comments:

110. Develop Single Family Housing on Scattered Six-Block Sites Throughout Eastside

By 1990:

- . Complete five projects on different sites with up to 60 units of single family housing at each site

During 1983-85:

- . Identify housing target areas for projects following the Colonia San Alfonso model
- . Designate financing approach

Comments:

D. WESTSIDE PROJECTS

111. Vista Verde South

By 1990:

- . Have industrial/commercial/residential components fully completed

During 1983-85:

- . Get major planned construction underway
- . Move on the housing component at earliest opportunity

Comments:

112. Develop Avenida Guadalupe

By 1990:

- . Complete the project as a mixed commercial/cultural/residential project from Brazos to Zarzamora

During 1983-85:

- . Continue land acquisition
- . Allocate needed CDBG funds for next phase
- . Push timetable for overall plan
- . Secure private investment

Comments:

113. Control Data

By 1990:

- . Upgrade to "hub" facility with regional headquarters role in the Control Data system of manufacturing facilities; set goal of 2,000 employees in Vista Verde area

During 1983-85:

- . Comply with contract to facilitate expansion of present manufacturing center
- . Take steps to establish Business and Technology Center
- . Persuade Control Data and Alamo Community College District to develop Control Data Institute for training in San Antonio
- . Launch Seed Capital Program

Comments:

114. Elmendorf-Rosedale Area Improvements

By 1990:

- . Expand concept to include lease of land for outdoor restaurant and boat concession linking the lake and the park

During 1983-85:

- . Initiate design program for Elmendorf-Rosedale area; seek estimates of financing needed

Comments:

115. Establish Texas A&M Agricultural Research/Extension Center

By 1990:

- . Have major A&M Urban Agricultural Extension Facility in place and initiate experiment operations

During 1983-85:

- . Work to refine financing, site, commitments, program

Comments:

116. Encourage 410 Westplex Growth to East of Culebra & Continuing South to Marbach Area & to Edgewood Industrial Area

By 1990:

- . Develop areas along Callaghan Road from Culebra to Highway 90 West as industrial sites, as well as, along Loop 410 West to IH-35

During 1983-85:

- . Cooperate in designation of key tracts in that area for industrial marketing with 410 Westplex leaders
- . Work with Edgewood School officials in marketing industrial sites

Comments:

117. Redevelop the Missouri Pacific Depot Area

By 1990:

- . Complete redevelopment of the depot building and landscape surrounding area

During 1983-85:

- . Choose a development strategy
- . Designate it a UDAG or CDBG project

Comments:

118. Redevelop the Zarzamora Corridor from Ruiz to Woodlawn

By 1990:

- . Create a neighborhood commercial and business corridor along Zarzamora Street

During 1983-85:

- . Establish a citizen/business task force to design a business revitalization plan and recommend approaches to public improvements and private business investment
- . Support first phase of plan in 1984 with CDBG funding

Comments:

UTILITIES

A. ENERGY

119. Enact Major Conservation Measures

By 1990:

- . Enact a model energy conservation program
- . Reduce the rate of growth in generation required to slow capital financing needs in early 1990s

During 1983-85:

- . Assure that authorized and funded City Energy Conservation Office is established
- . Define active program from Long-Term Energy Study
- . Work to define and implement a CPS role in conservation

Comments:

120. Implement Long-Term Energy Study Recommendations

By 1990:

- . Re-define CPS role to include assisting San Antonians with well-rounded energy services
- . Define the role of lignite-generated electricity in our plans

During 1983-85:

- . Set up presentations of key recommendations
- . Act on them as recommended

Comments:

121. Energy Price Relief

By 1990:

- . Have in place a continuous program of senior citizen energy price relief

During 1983-85:

- . Expand senior citizen rate relief program
- . Monitor Project WARM
- . Continue pressing for price concessions and regulatory safeguards from gas suppliers
- . Consider initiatives in future legislative sessions

Comments:

122. Complete the Nuclear Project

By 1990:

- . Have both units of the South Texas Nuclear Project in service

During 1983-85:

- . Seek stronger monitoring of managing process to assure cost restraint, compliance with NRC guidelines and timely completion
- . Establish principles on EBASCO contract
- . Seek role for San Antonio labor on construction crews and suppliers in purchasing contracts

Comments:

123. Seek San Antonio/Mexico Energy Transactions

By 1990:

- . Enact a gas contract with Mexico for long-term sales at favorable price

During 1983-85:

- . Seek firm gas offer for comparison
- . Pursue coal-generated electricity offer

Comments:

124. Start Resource Recovery-Energy Generation Plant

By 1990:

- . Have in place an integrated system of garbage collection, burning, and energy generation

During 1983-85:

- . Seek Public Works and CPS process for review of proposals
- . Seek go-ahead decision from City Council

Comments:

125. Enact Solar Energy Projects

By 1990:

- . Use solar power in municipal projects on a widespread basis
- . Expand incentives for residential and commercial use

During 1983-85:

- . Establish incentives for individual use and new construction consideration of solar methods

Comments:

B. WATER & SEWER

126. Support Water Distribution Operations

By 1990:

- . Continue reconstructing system in older area
- . Assure adequate water distribution system in growing areas
- . Assure availability of system for growth in southern sector

During 1983-85:

- . Pass rate increase needed to finance main replacement, plastic pipe, governmental relocation, and continuing capital program
- . Enact long-term stable policies on extension and general support facilities
- . Vigorously pursue pending suits against plastic pipe suppliers
- . Revise coordination system between CWB and City Public Works to prevent repetitive work on newly refurbished streets

Comments:

127. Long-Term Water Supply

By 1990:

- . Have in place an assured water supply for long-term growth
- . Enact the recommendations of comprehensive study of long-term supply needs
- . Focus major efforts on conservation

During 1983-85:

- . Act on Planning Commission recommendation to set in motion study of long-term water needs
- . Start analysis parallel to energy study with focus on water adequacy and conservation methods

Comments:

128. Develop Sewer System at Lowest Rate Structure Possible

By 1990:

- . Have Dos Rios plant in operation; replace Rilling Road; meet area water treatment requirements

During 1983-85:

- . Initiate concerted effort to downgrade level of City expenditures at Dos Rios by aggressively pursuing federal funding

Comments:

HUMAN SERVICES, THE ARTS, RECREATION, & YOUTH

A. HUMAN SERVICES

129. Provide Day Care on a Basis that Enables Women to Enter the Labor Force Without Hardship

By 1990:

- . Have in place a network of day care to facilitate industrial development drive

During 1983-85:

- . Integrate key day care programs with industrial attraction efforts
- . Encourage central city churches and schools to establish day care facilities

Comments:

130. Maintain Functioning System of Neighborhood Clinics

By 1990:

- . Have in place a network of neighborhood clinics

During 1983-85:

- . Resolve problem of funding for neighborhood clinics
- . Establish greater cooperation between existing neighborhood clinics
- . Add neighborhood clinics in Villa Coronado
- . Seek corporate funding for neighborhood health services
- . Integrate Metropolitan Health District services into neighborhood clinic network

Comments:

131. Establish an Outstanding System of Supportive Services for Senior Citizens

By 1990:

- . Maintain a balanced and extensive program of senior citizen services

During 1983-85:

- . Add protective services for senior citizens as a priority in our police and human resources programs

Comments:

132. Expand Access to Public Facilities, Education, Employment & Participation for Disabled Citizens

By 1990:

- . Enhance San Antonio's awareness of the needs of its disabled citizens and actively pursues programs that enables those citizens to join fully into the mainstream of economic, social, and recreational life in San Antonio

During 1983-85:

- . Assure that disabled persons are represented more equitability on key City boards and commissions
- . Study the mass transit system in order to develop a plan to mainstream disabled people and make public transportation buses usable by them
- . Complete sidewalk and street crossing modifications in major public areas and around activity generators
- . Locate and encourage development of barrier free or adaptable housing, an inventory of such housing and an information clearinghouse to match people's needs to housing resources
- . Continue support of City's Handicapped Access Office as the focal point for assuring access and providing technical assistance
- . Expand and support the Job-Lead program of the Mayor's Committee on Employment of the Handicapped and San Antonio Independent Living Services and similar independent living initiatives

Comments:

133. Retired Military Personnel as Human Resource Asset

By 1990:

- . Have in place a continuous program

During 1983-85:

- . Kick-off United San Antonio project in this area

Comments:

THE ARTS

134. Development Objectives for San Antonio Symphony

By 1990:

- . Acknowledged as one of the ten highest quality symphonies in the United States

During 1983-85:

- . Urge staff to finalize development contract providing incentives for tours, recordings, and expansion
- . Use it as a guideline for budgeting symphony in 83-84

Comments:

135. Enact Museum Long-Term Plan

By 1990:

- . Continue to develop as a major San Antonio asset
- . Establish emphasis on interpretation of our region's cultural and historical attributes

During 1983-85:

- . Push staff to initiate five-year development contract with San Antonio Museum Association

Comments:

136. Project Hispanic Arts to National Prominence

By 1990:

- . Establish San Antonio as the leading center for Hispanic music, visual arts, and performing arts in the United States

During 1983-85:

- . Assure adequate support in the 1983-84 budget including development objectives, tours, adequate facilities, and corporate support
- . Integrate with Arts Council programming

Comments:

137. Assure San Antonio Festival Success

By 1990:

- . Assure the continued success of the Festival annually and establish as an international attraction

During 1983-85:

- . Carefully monitor levels of spending, programming, ticket sales, promoting, city assistance

- . Work to assure success as a recurring event

Comments:

138. Develop First-Class Professional Ballet Company

By 1990:

- . Achieve national profile for San Antonio-based ballet company

During 1983-85:

- . Broaden leadership support for the San Antonio Ballet; broaden board membership
- . Secure agreements for future development and set financial incentives and support

Comments:

139. Carver Cultural Expansion

By 1990:

- . Establish Carver Cultural Center as full service auditorium/cultural facility and provide parking as needed

During 1983-85:

- . Seek design of needed interior improvements and parking
- . Place in City budget as needed
- . Establish supportive Black Arts Council to coordinate a full range of black artistic presentations for the community and to address visual and performing arts training

Comments:

C. RECREATION & YOUTH MOTIVATION

140. Establish Youth Athletics/Motivation Program

By 1990:

- . San Antonio youth excel in conditioning and fitness; set high standards of achievement and generate self confidence

During 1983-85:

- . Work with Parks staff to design program for summer of 1983
- . Design priority elements - chess, track and field, electronic games, basketball, and softball

Comments:

141. Widen Summer Neighborhood Performing Arts & District Talent Project

By 1990:

- . Extend the concept to more neighborhoods with more frequency and preparation

During 1983-85:

- . Define program for 1983

Comments:

142. Launch Self-Help Clean-Up Campaigns on a Massive, Continuing Basis

By 1990:

- . Have in place a network of neighborhood self-help projects for paint-up, fix-up, clean-up

During 1983-85:

- . Kick-off in selected areas with the help of neighborhood associations

Comments:

143. Assure Broader Youth Involvement in Learning & Leadership Organizations

By 1990:

- . Assure extension of youth organizations into every part of the City
- . Provide transitions from youth organizations to college and community activities

During 1983-85:

- . Work with Scouts to assure involvement in all sections of the City
- . Set up high school age Mayor's Leadership Group to provide access to highest and best opportunities
- . Attract MALDEF Leadership program to San Antonio

Comments:

144. Establish Extensive Network of Volunteers in City Projects

By 1990:

- . Have in place an extensive and reliable network of citizen assistance in parks maintenance, recreation, youth olympics, paint-up efforts, energy conservation, fire prevention, and police matters

During 1983-85:

- . Launch efforts with Greater San Antonio Chamber of Commerce and school personnel in summer youth olympic projects

Comments:

TRANSITION TO THE TECHNOLOGY ERA

EXPAND RESEARCH FUNDING & ACTIVITIES

145. Encourage Cooperation in Local Universities & Research Centers to Attract, Support, Finance & Develop Jointly Major Technology Research Projects & Attract Personnel

By 1990:

- . A functioning consortium of joint research among the higher education institutions in San Antonio

During 1983-85:

- . Work with the Higher Education Council to advance cooperative research
- . Encourage intensification of the cooperation underway between UTSA, University of Texas Health Science Center, and Southwest Research
- . Urge joint appointments with business
- . Involve the Federal agencies in San Antonio, such as the Aerospace School of Medicine, Kelly AFB, and the Electronic System Command

Comments:

146. Expand the Share of State Research Funding Targeted for San Antonio

By 1990:

- . Expand San Antonio's share to 14% of the state total, up from about 6% today

During 1983-85:

- . Establish task force of San Antonio research scientists and administrators to draft the outline of the approach and begin to discuss the concept with State officials
- . Ask United San Antonio to publish a monograph on the issue of State research funding and the allocation of research monies to State institutions
- . Consider consortium of public and private institutions

Comments:

147. Establish San Antonio as a Recognized Center for Technology Conference, Seminars, & Symposiums

By 1990:

- . Establish a technology conference center with tele-communication capabilities in San Antonio
- . Assure a national reputation as a science & engineering conference site

During 1983-85:

- . Seek designation of a technology specialist in the Convention & Visitors Bureau; compile list of desirable technological oriented societies
- . Brief San Antonio citizens who are members of national scientific, engineering, and professional societies to pursue conference activities in San Antonio
- . Build capabilities of local affiliated technical societies and involve them more explicitly in our economic development program
- . Coordinate field trips to South Texas Medical Center, UTMSC, SWRI, and private firms with technology expertise
- . Maximize contacts from military technology conferences regularly held in San Antonio by coordinating with public information officers at the military installations for industry tours
- . Develop a military/industry brochure of technical tours that could be made available to conference planners for use in developing meetings in San Antonio

148. Address the Problem of Inadequate Research & Technology Programs & Funding in South Texas Colleges & Universities

By 1990:

- . Expand South Texas' share of state funding for research to 20% of the State total

During 1983-85:

- . Convene a meeting of South Texas Higher Education Officials in San Antonio

Comments:

B. RESEARCH PARKS

149. Develop a Nationally Recognized Research Park Complex

By 1990:

- . Have in place a quality research park facility

During 1983-85:

- . Activate a task force to work on site, management, and financing recommendations

Comments:

C. VENTURE CAPITAL

150. Draw Venture Capital Resources to San Antonio

By 1990:

- . Assure that San Antonio is a nationally prominent center for venture capital investment and activity

During 1983-85:

- . Inventory and publicize existing venture capital assets over in San Antonio
- . Develop contacts with established national venture capital firms

Comments:

151. Encourage Public/Private Commitments to Technology Investment Based on the SBIC Concept

By 1990:

- . Have a functioning public SBIC with technology emphasis

During 1983-85:

- . Seek consensus on public investment in SBIC with technology mandate
- . Contract national corporations, such as insurance investors to participate
- . Involve universities and banks in screening technology areas

Comments:

152. Emphasize Capabilities in Banks to Attract & Invest in Technology Enterprises

By 1990:

- . Have fully functioning technology sections in local banks

During 1983-85:

- . Convene groups of local bankers to promote the concept

Comments:

D. FOREIGN INVESTMENT IN TECHNOLOGY

153. Attract Foreign Technology Investment to San Antonio

By 1990:

- . Attract \$500 million of foreign investment capital in the form of technology plants and facilities

During 1983-85:

- . Set priorities and gain funding for a program of foreign advertising and direct contacts
- . Organize San Antonio trade delegations to foreign technology companies

Comments:

E. PROJECTING A TECHNOLOGY CAPABILITY

154. Establish San Antonio Image as a National Technology Center

By 1990:

- . Achieve 12% of San Antonio's total employment base in technology jobs, up from about 4% today
- . Attract three major technology firms per year through the remainder of the 1980s

During 1983-85:

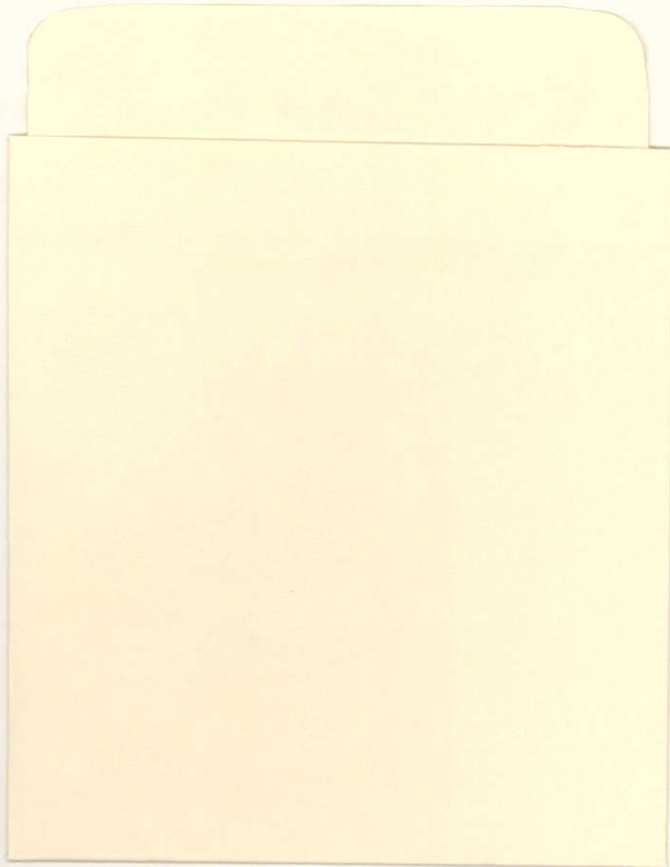
- . Establish task forces of volunteer specialists who can help create "prospect lists" for use the Economic Development Foundation
- . Encourage industrial developers to develop personnel on their staffs with specific technology expertise
- . Urge that future advertising programs project the technology potential of San Antonio
- . Encourage our own citizens to include San Antonio's identify as a technology center in their own thinking along with our more traditionaly identity

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