

2024

DOWNTOWN STRATEGIC PLAN

Lori Houston, City of San Antonio
Trish DeBerry, Centro
Marc Anderson, Visit San Antonio



CENTRO
SAN ANTONIO



MARCH 6, 2024

Real stories. True experiences.

Background



ECONOMIC IMPACT OF DOWNTOWN SAN ANTONIO: 2011

Study Conducted by:

Steve Nivin, Ph.D.
Maya Halebic
Cheyenna Villarreal

November 15, 2012

Strategic Framework Plan

December 2011



Strategic Framework Plan Recommendations

Housing First Strategy

Creating a Vibrant Place

Center City Implementation Plan

March 2012



Recommended Implementation Actions

Downtown Investment

Housing Incentives

Management and Regulation

Success

- The 2012 and 2017 Bond Programs included approximately \$270M for downtown
- Adopted the Center City Housing Incentive Policy. As a result, a total of 9,094 new housing units were added to the greater downtown area
- Established a place-based approach for Zona Cultural/San Pedro Creek and Hemisfair/Alamo. These two (2) areas represent a combined total of \$2.2B in investment
- Adopted design guidelines for downtown and adopted the Hemisfair Master Plan and the Downtown Regional Center
- Leverage public assets for improvement and/or redevelopment: Hemisfair, Alamo, UTSA DT Expansion, Continental Hotel, and others
- Realigned CCDO to include both development and operations to ensure coordination

Status of Downtown

2020 – 2023

- Decade of downtown ended
- Policy priorities have shifted
- Strategic Plan and Implementation Plan are outdated
- COVID Happened
- Downtown Regional Center

2024 & BEYOND

- Unified Leadership



Proven Partnership



Funding



\$45,000



\$255,000



\$255,000

Strategic Plan Support / Coordinating Documents



-
- SA Bike Network Plan
 - SA Tomorrow Plan (2015)
 - Downtown Regional Center Plan (2019)
 - Strategic Plan for Homelessness (2020)
 - Strategic Housing Implementation Plan (2021)
 - Downtown Economic Impact Study (2024)
 - Transit Oriented Development Plan (underway)
 - Downtown Housing Study (underway)

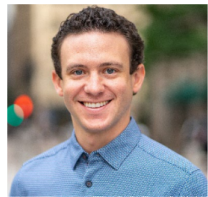
Consultant Team



Pronouns: She/Her/Hers

Candace Damon | Chair

Candace is the Chair of HR&A Advisors, Inc. and has over 35 years of experience in the management of complex, public-private real estate and economic development activity. Candace has devoted her career to crafting sustainable urban redevelopment strategies in cities across North America. Her specific areas of expertise include supporting master planning efforts for large-scale revitalizations, including of downtowns and waterfronts; ensuring the long-term viability of urban open space; leading organizational planning for non-profits and institutions; and addressing the financial challenges of making commercial and multifamily residential buildings energy efficient.



Pronouns: He/Him/His

Education

Princeton University, Bachelor of Arts,
Public Policy, 2011

Aaron Abelson | Partner

Aaron manages public-private development, real estate strategy, and open space projects for a range of public-sector, private-sector, and nonprofit clients. Aaron's work has included economic development policy analysis and implementation for the City of Dallas; market and financial analysis underlying a vision plan and \$100M public financing package for mixed-use redevelopment of a 40-acre former industrial site in Denver; project management and real estate strategy for Rice University's development of a 16-acre innovation district in Midtown Houston; and investment and implementation strategy for Buffalo Bayou Partnership's park, trail, and community development along four miles of waterfront east of Downtown Houston. In Dallas, Houston, Fort Worth, Cleveland, Kansas City, Charlotte, Oklahoma City, Tulsa, Charleston, and Boston, among other cities, he has provided clients with the analysis and strategic guidance to move large-scale projects from plan to implementation. Aaron is located in Dallas.



Pronouns: She/Her/Hers

Ada Peng | Director

Ada Peng provides implementation and financing strategies in the realm of public-private partnership, housing, and real estate development. Ada brings her background and experiences in housing and real estate development finance to HR&A's real estate advisory practice. She assists public agencies, non-profits, and private developers to achieve their long-term vision with a practical approach suitable for the market condition. Prior to joining HR&A, Ada contributed to three large-scale mixed-use developments in Southern California. Her role included financial analysis and project management throughout the full development cycle— from master entitlement to project positioning, construction, lease-up, and disposition. Ada was previously a graduate student researcher at UCLA, focusing on Asian-American asset building and housing disparity issues.

ABOUT HR&A

- HR&A Advisors, Inc. (HR&A) is an employee-owned company advising public, private, non-profit, and philanthropic clients on how to increase opportunity and advance quality of life in cities. We believe in creating vital places, building more equitable and resilient communities, and improving people's lives

MISSION STATEMENT

- HR&A's mission is to ensure the implementation of our clients' aspirations: to create vital places, build more equitable and resilient communities, and improve people's lives

Value of Downtown

EMPLOYMENT, WAGES, AND ECONOMIC IMPACT



- **Employment Hub:** Downtown is a significant employment hub, providing jobs for **78K** individuals, showcasing its role as a central source of employment opportunities
- **Wage Generation:** Workers in the Downtown region earn approximately **\$4.9B** in wages
- **Economic Impact:** Downtown contributes substantially, with a total economic impact of **\$22.7B**, underscoring its economic significance

Value of Downtown

DENSITY



- Employment Density: **12,270 jobs** per square mile
- Total Wages Density: **\$768.3M** per square mile
- Economic Impact per Square Mile: **\$3.6B** output per square mile

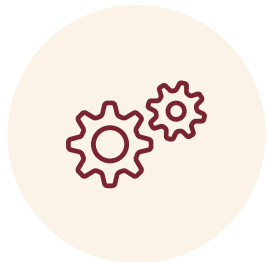
When standardized per square mile, Downtown emerges as the regional center with the highest density of employment, total wages, and economic impact

Strategic Plan Scope



Strategic Framework Plan

- **Unified Vision**
- **What do we want and how do we want to grow?**
 - Housing
 - Jobs
 - Catalytic Projects
 - Planning
 - Public Investments
- **What actions do the partners need to take to make the plan a reality?**
 - New policies
 - Finance and Incentive Tools
 - Bond Programs

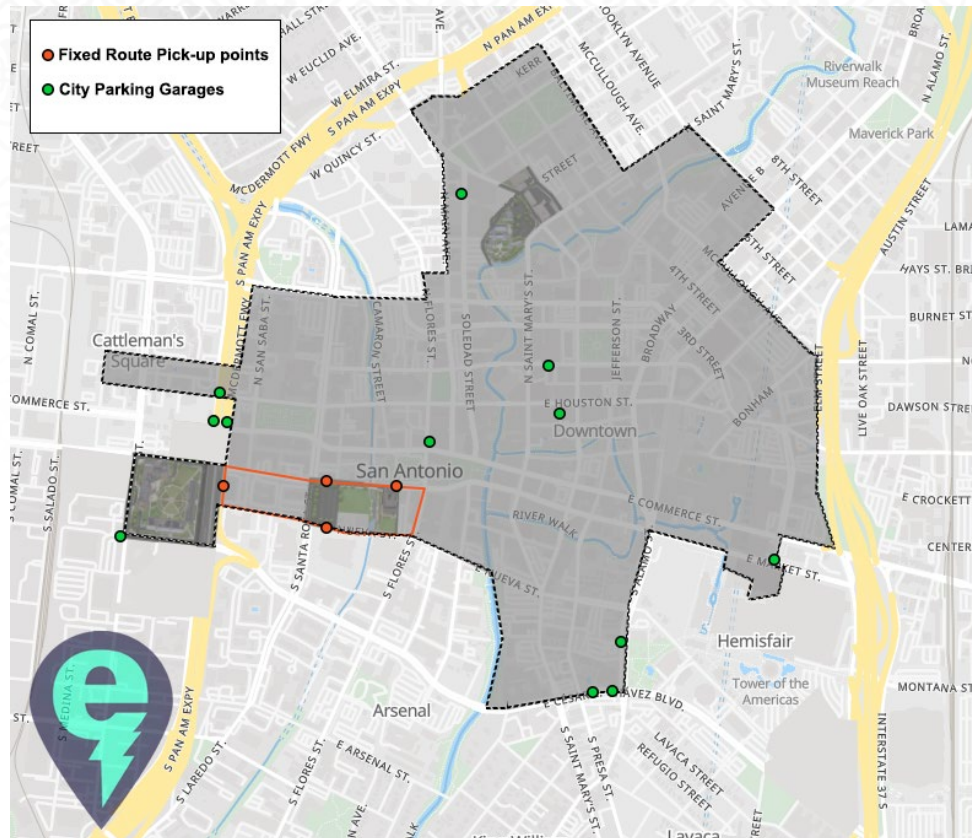


Example Goals



- Increase downtown housing units to include affordable, workforce, and market rate housing
- Enhance public safety
- Improve downtown gateways and public parks
- Diversify transportation options

Circulator & Courtesy Shuttle Pilot



Circulator & Courtesy Shuttle Pilot

Data Capture

eCab will provide an anonymized ridership data dashboard to UTSA and Centro with real-time analytics of traffic flow, weather conditions, ridership trends, and additional information as desired by UTSA and Centro. (See example below)



- 6-Month Pilot (March-August 2024)
 - Formal RFP in Fall 2024
 - Free and no tips
- 4 total vehicles operating (permitted)
 - 2 throughout the PID for the public
 - 2 operating on a circulator route for UTSA students, faculty, and staff
- Monday to Thursday
 - 7:30 a.m. to 10:30 p.m. and Friday – 7:30 a.m. to 7:00 p.m.
- Fixed Route Hours include
 - 7:30 a.m. – 8:30 a.m., 11:30 a.m. – 1:30 p.m., 5:00 p.m. – 7:00 p.m.
- Collaborators
 - Centro (\$100k), UTSA, (\$100k), City, (\$100K), VIA (\$60k)
 - March 21st City Council Funding Consideration

Timeline



APPROXIMATELY 9-MONTH SCHEDULE

MAR – AUG
2024

- Draft Recommendations Report and Preliminary Findings
 - Housing Strategies and Community Benefits
 - Economic Development and Connectivity
 - Partnership Strategies

SEPT – NOV
2024

- Finalize Report

Public Engagement



Surveys



Public
Meetings



Stakeholder
Meetings



Council District
Focus Groups

Oversight



- Partnership Taskforce including subject matter stakeholders and downtown residents
- Governing Body Briefings
 - Centro Board
 - Visit San Antonio Board (25% of VSA BOD are City Staff/Council)
 - City of San Antonio City Council
 - Planning and Community Development Council Committee
- Governing Body Consideration

THANK YOU



CENTRO
SAN ANTONIO

