



Downtown Planning Team

Meeting #5

Wednesday, February 21, 2018

Central Library Auditorium
600 Soledad Street

5:30PM – 8:00PM



Cambridge Systematics, Inc.
Bowtie
Economic & Planning Systems, Inc.
Auxiliary Marketing Services
Mosaic Planning and Development Services
SJPA

Downtown Project Team

- Jacob Floyd, Project Manager
City of San Antonio
- Jay Renkens, Principal-in-Charge
MIG, Inc.
- Andy Rutz, Co-Project Manager
MIG, Inc.
- Matt Prosser, Vice President
Economic & Planning Systems



Project Phases

2

Analysis & Visioning

Existing conditions research; vision/goals framework; stakeholder input; Community Meeting #1

Summer through
early Fall 2017

3

Plan Framework

Opportunity areas; catalytic projects; develop Plan elements; stakeholder input; Community Meeting #2

Fall 2017 through
Winter 2018

4

Recommendations & Implementation Strategies

Action and phasing strategies; draft Plan elements; stakeholder input; Community Open House

Spring through
Summer 2018

5

Documentation & Adoption

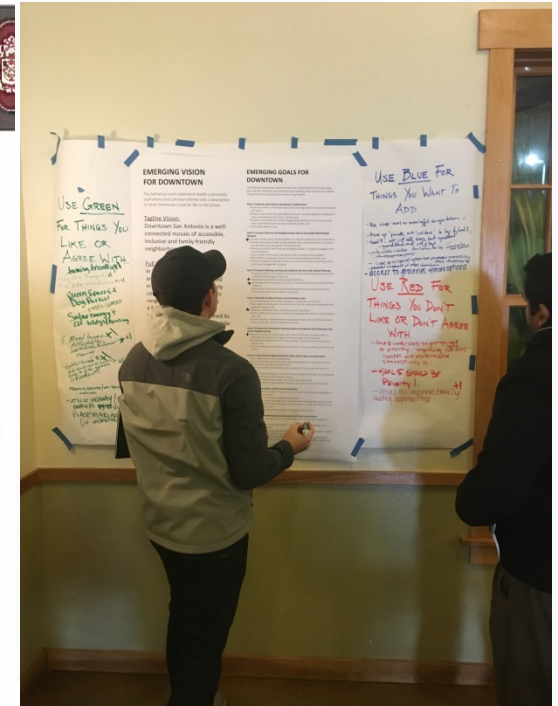
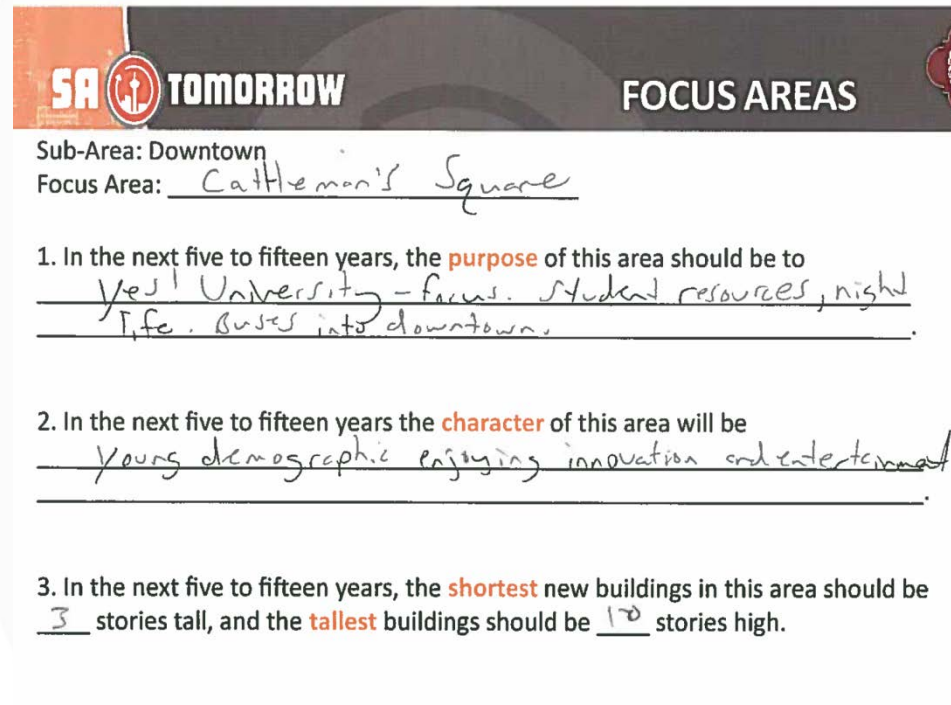
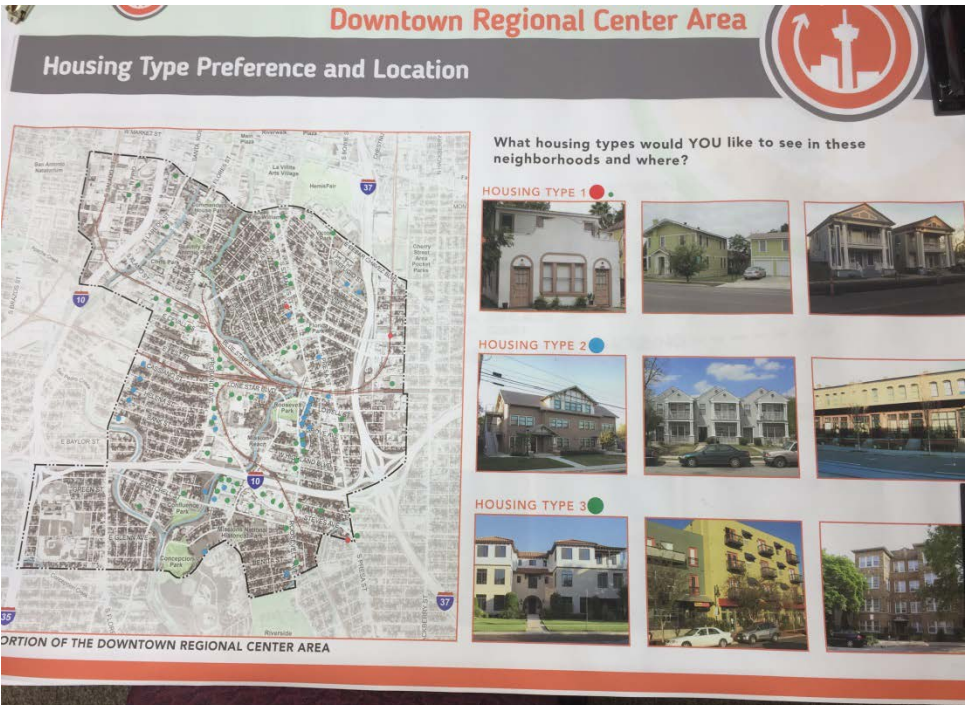
Public Hearings, adoption, final summary and ePlan

Summer through Fall
2018

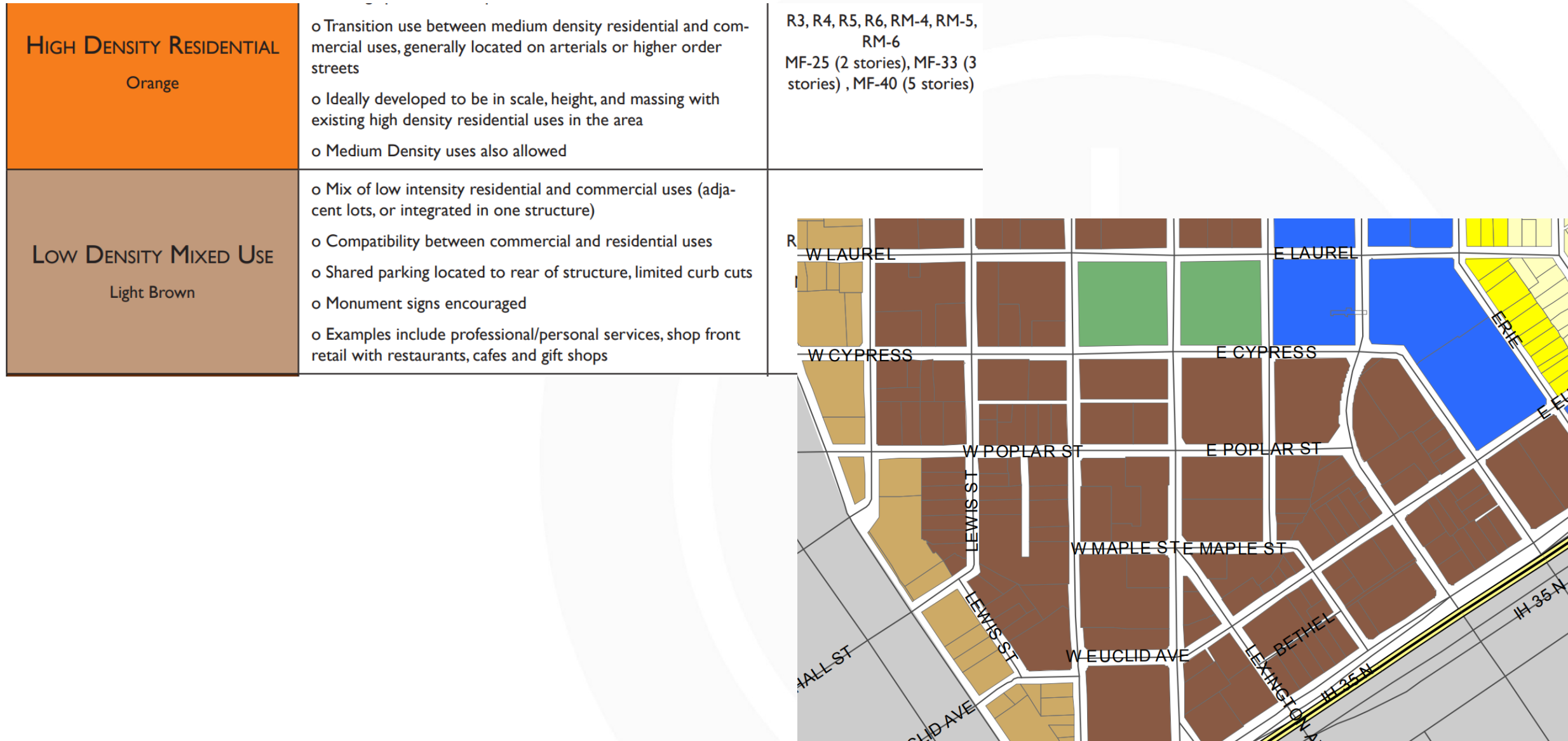


Community Meeting #2

- Open house interactive activities
- Vision, future land use, transportation priorities, housing types
- 70 attendees



Future Land Use Mapping



Neighborhood Action Strategies

- Sections in the plan for uniquely local issues in each neighborhood
- A few pages each
 - Unique/local strengths and character
 - Unique/local opportunities and challenges
 - Implementation priorities
- We will send a template or draft to each neighborhood association to draft or revise
- Available for neighborhood association meetings

Tonight's Meeting

Objectives

- Review Focus Areas
- Catalytic Sites Selection
- Inform Housing and Economic Development Strategies
 - A unique section in the plan
 - Other sections like the Future Land Use map

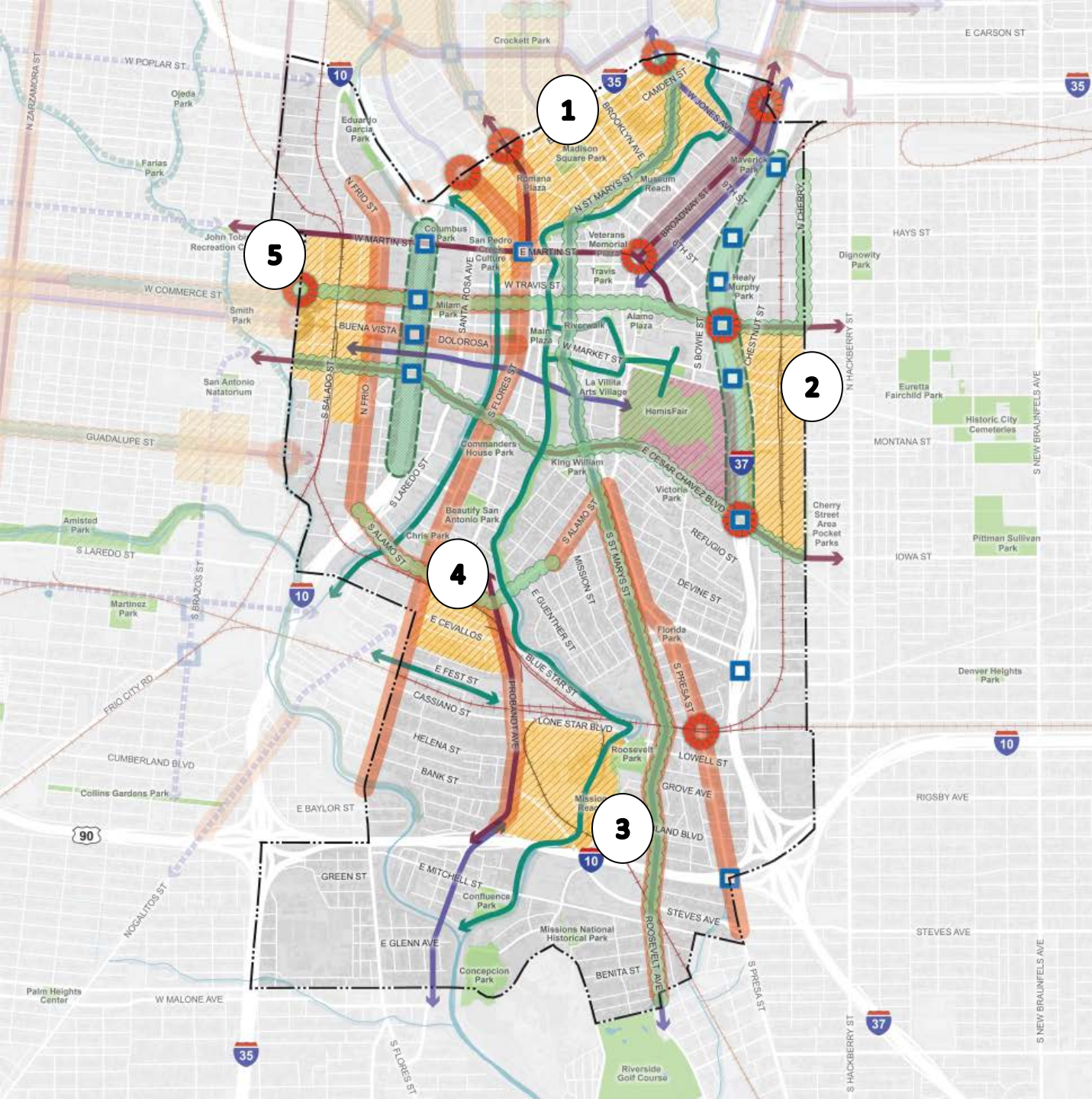


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Focus Areas

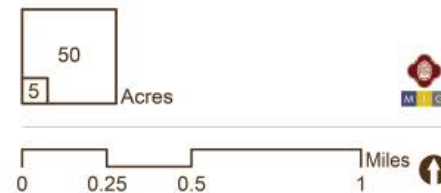


SA Downtown
Regional
Center Area
TOMORROW

PLAN FRAMEWORK

- LEGEND
- Downtown Regional Center Area Boundary
 - Rail Line
 - Park or Open Space
 - Stream, Creek or River
 - Body of Water
 - Focus Area
 - Active Investment Area
 - Under-Freeway Parks and Open Space Opportunity
 - Priority Transit Route
 - Priority Trail
 - Priority Bicycle Route
 - Other Mixed-Use Corridor
 - Priority Pedestrian Streetscape
 - Improved Pedestrian Crossing
 - Gateway Opportunity
 - Plaza Opportunity

- 1** River North/
Madison Square
Park
- 2** Alamodome/ St.
Paul's Square
- 3** Lone Star
- 4** East Cevallos
- 5** Cattleman's
Square/ Frio
Street



Focus Area #1: River North/Madison Square Park

In the next five to fifteen years, the **purpose** of this area should be to become **a destination for cultural and arts institutions and the performing arts, have a diverse mix of dense housing types, and with medical offices and restaurants.**

In the next five to fifteen years the **character** of this area will be **a complete neighborhood where you can live and complete daily activities. The diverse buildings will designed to enhance the pedestrian experience.**

In the next five to fifteen years new **buildings** in this area should be **2 to 8 stories tall** depending on the specific location and circumstances, with taller buildings near major roadways and I-35.



Focus Area:

#2 Alamodome/St. Paul's Square

In the next five to fifteen years, the **purpose** of this area should be to **connect the Eastside to Downtown**. It should have a residential fabric woven of multiple housing types, a neighborhood-scaled national retailer(s), and music venues.

In the next five to fifteen years the **character** of this area will be **safe and walkable with around the clock activity**.

In the next five to fifteen years **new buildings** in this area should be **4 to 6 stories tall** depending on the specific location and circumstances, with taller buildings near major roadways.



Focus Area: #3 Lone Star

In the next five to fifteen years, the **purpose** of this area should be to establish a **mixed use destination, connected to the river and focused on local residents, with multi-family residences, a grocery store, shopping and entertainment. It should be a center for creative and innovative businesses.**

In the next five to fifteen years the **character** of this area will be **family friendly, sustainable, and diverse. The industrial feel should be preserved as spaces are re-purposed.**

In the next five to fifteen years **new buildings** in this area should be **two to ten stories tall** depending on the specific location and circumstances, with two story buildings along Probandt and taller buildings designed with step backs to improve the pedestrian experience and respect the river.



Focus Area: #4 East Cevallos

In the next five to fifteen years, the **purpose** of this area should be to be **pedestrian friendly and bikeable with a mix of residential and commercial land uses and a range of densities.**

In the next five to fifteen years the **character** of this area will be **safe with well defined roads, pedestrian realm and bike facilities.** Road and railroad crossings will be safe for all users and streetscapes will be well landscaped and lit.

In the next five to fifteen years **new buildings** in this area should be **one to five stories tall** depending on the specific location and circumstances.



Focus Area:

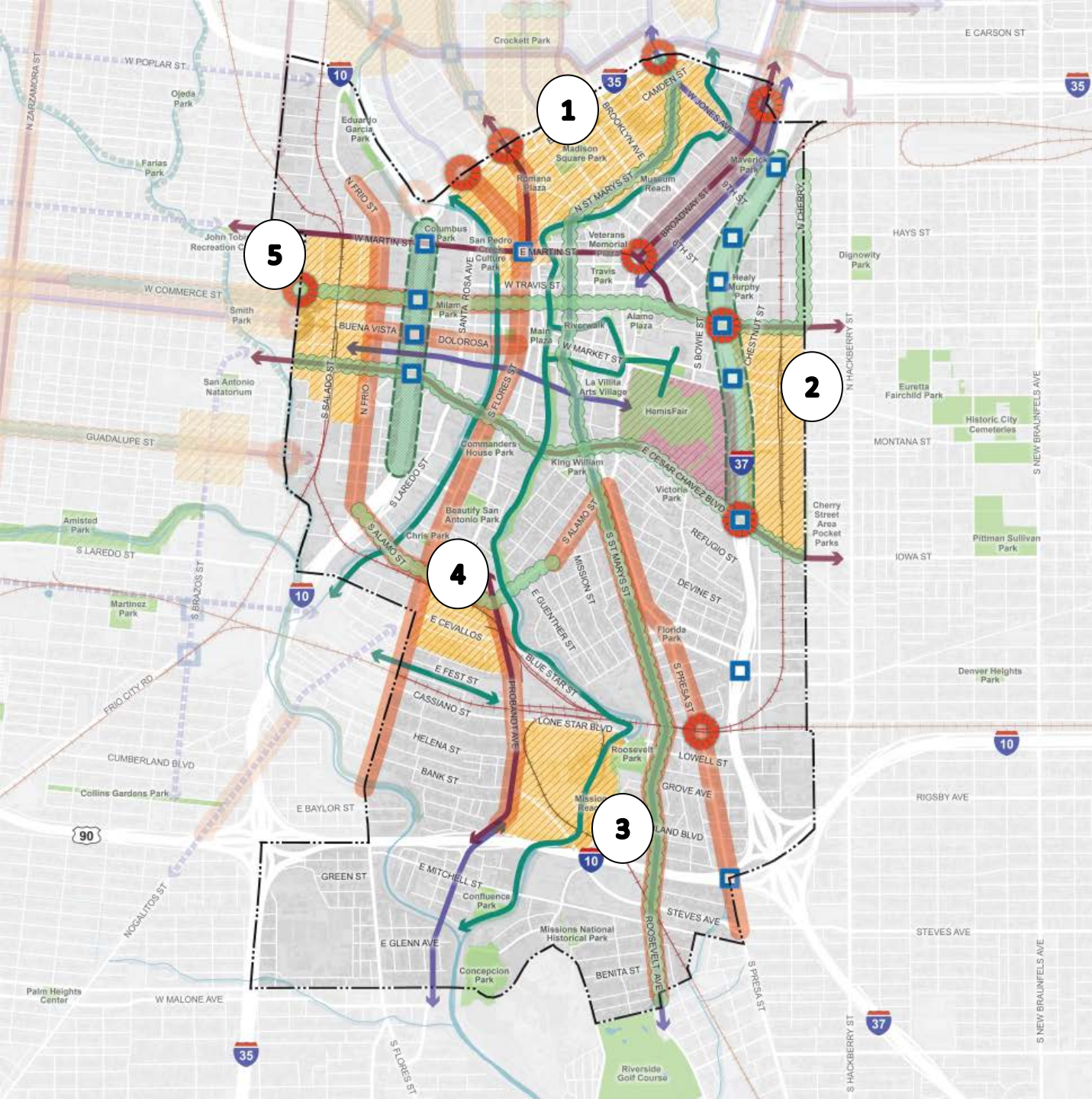
#5 Cattleman's Square/Frio Street

In the next five to fifteen years, the **purpose** of this area should be to **support a university neighborhood with housing, transportation, and services for students and educators. The area should be home to the arts and cultural institutions as well as their administrations and supporting businesses.**

In the next five to fifteen years the **character** of this area will be a **safe, walkable, and sustainable university village. It will be a place of 24/7 activity.**

In the next five to fifteen years **new buildings** in this area should be **3 to 10 stories tall** depending on the specific location and circumstances.



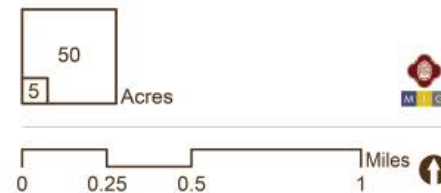


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PLAN FRAMEWORK

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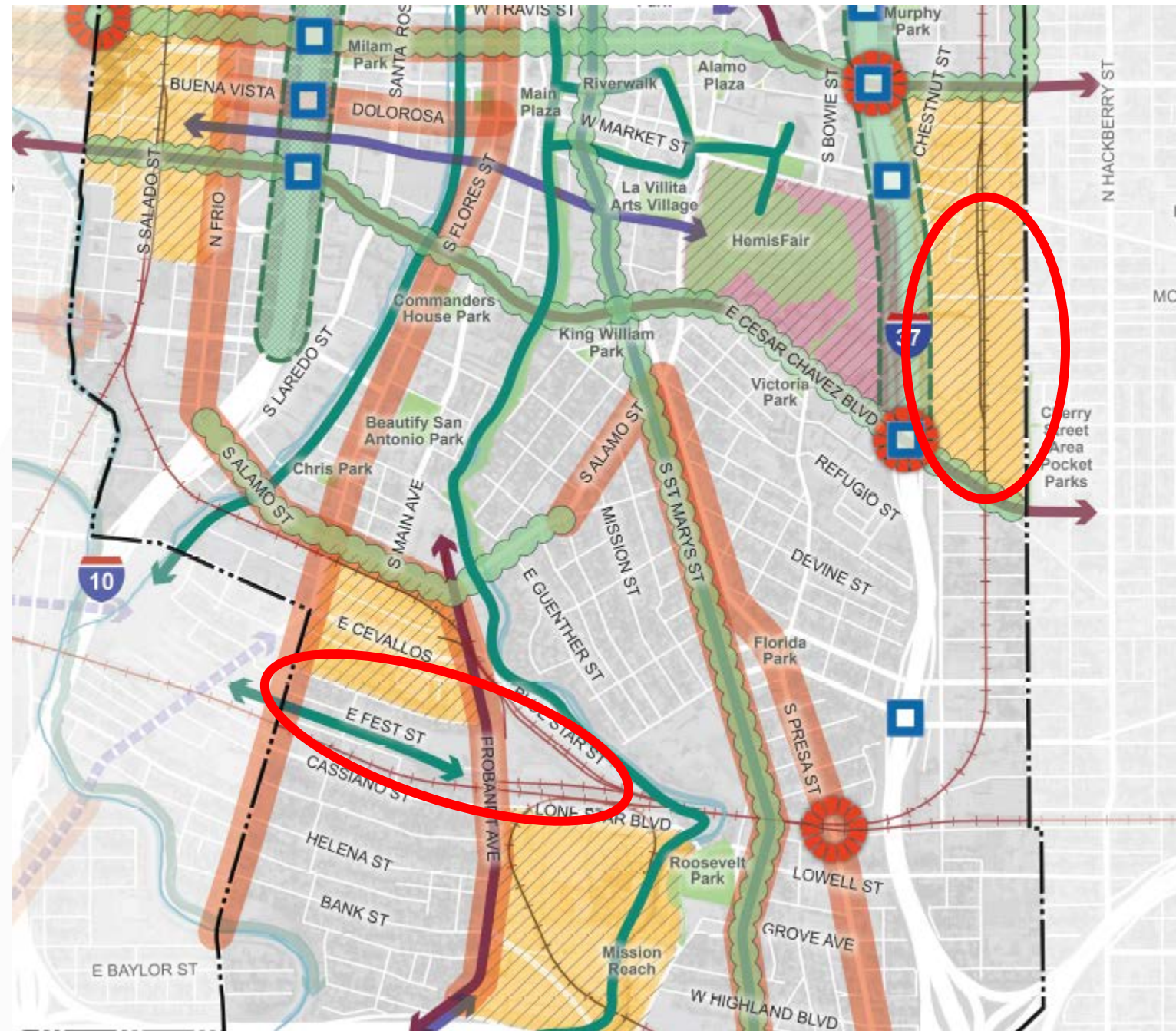


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Catalytic Sites

Catalytic sites

- Two sites in the Downtown Area Plan
- More detailed vision and understanding of obstacles and opportunities
- Design charrette with 8-10 stakeholders and technical advisors



Proposed Catalytic sites



Alamodome Parking / Sunset Station



Rail to Trail



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Housing Strategy Overview (Downtown)

Housing Overview

Total Population (2016) | **25,405**

Total Households (2016) | **8,957**



Average Household Size

2.2 persons

2.73 City of San Antonio Average



46% one-person households

28% City of San Antonio Average

55% non-family households

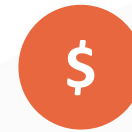
35% City of San Antonio Average



Annual Household Growth | 2010-2016

Downtown **2.3%**

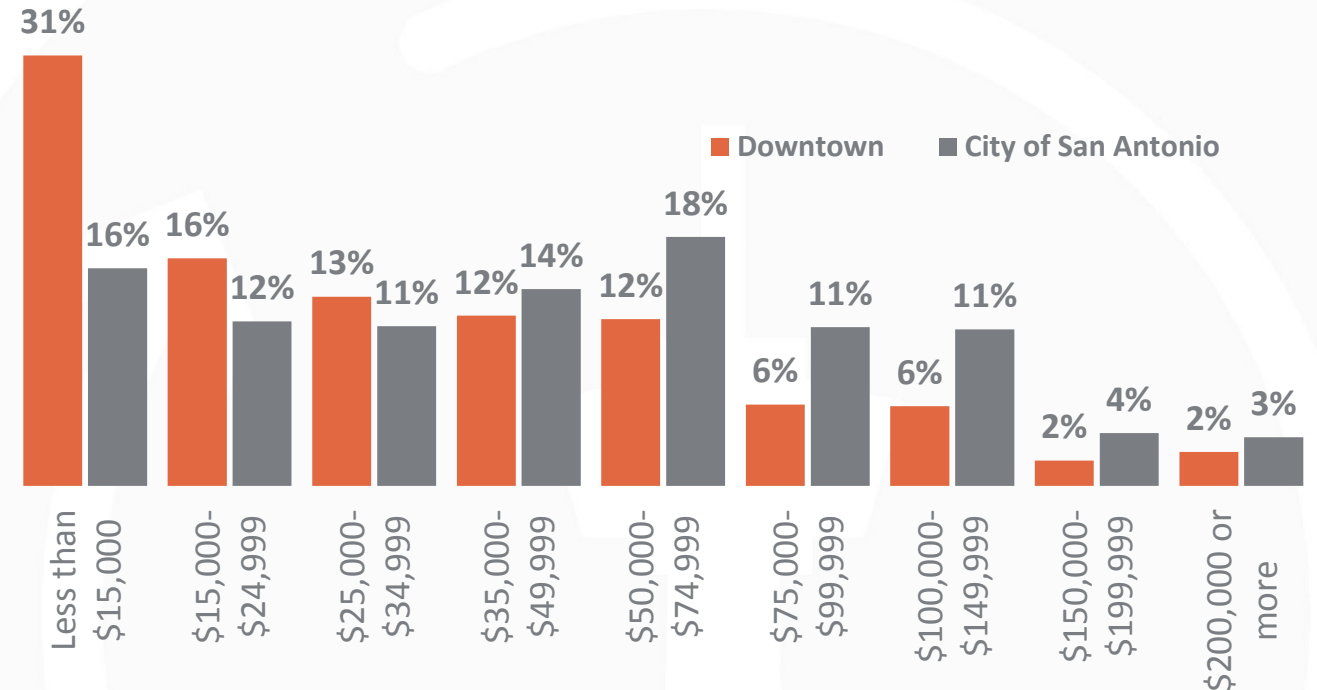
City of San Antonio **1.0%**



Household Income

Median HH income is **\$26,800**

42% lower than City of San Antonio

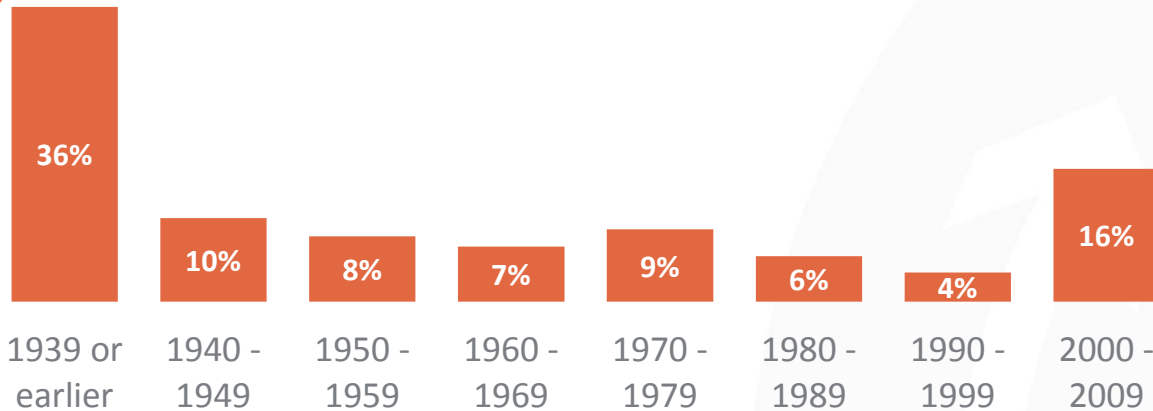


Downtown has **more one-person and non-family** households than the City, and households have **lower household income** than the City overall

Housing Conditions

Total Housing Units (2016) | **10,291**

Age of Housing Stock

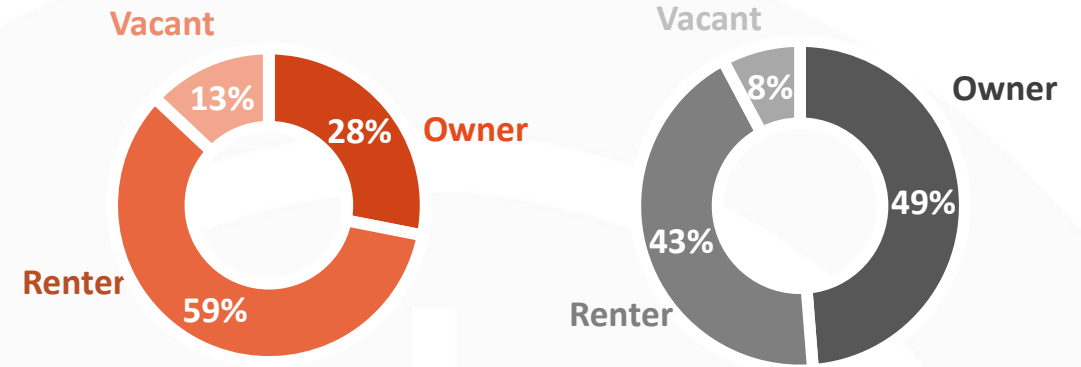


New Development

80 homes and **2,590** apartments built since 2010

New apartments are **20% more expensive** than the County average

Tenure



68% of occupied housing units are **rented**
47% City of San Antonio Average

Units in Structure

24% of all housing units are in buildings with 50 or more units
5% City of San Antonio average

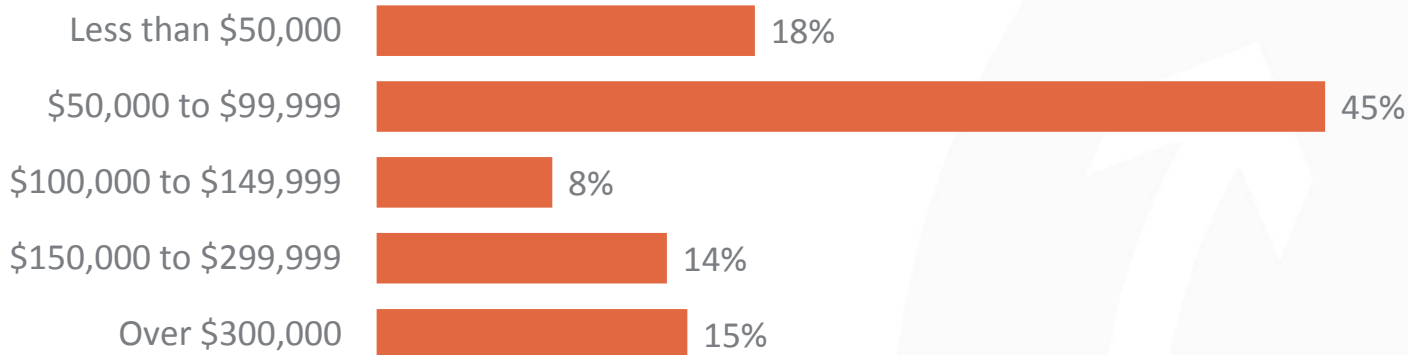
The housing stock is largely split between lower density single-family homes and mid-high rise apartments.

Housing Accessibility and Affordability



Owner-Occupied

51% of homes are valued between \$50,000 and \$100,000



Average home list price is around **\$480,000**
(Average Trulia zip code estimates for 78204, 78205, 78210)

City of San Antonio is around **\$300,000**

64% of households with a mortgage have housing costs that are affordable to a household earning the Citywide median income of **\$46,500**

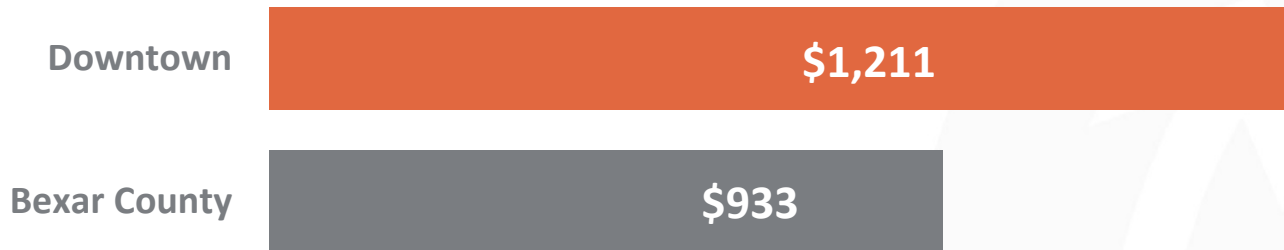
53% of homeowners do not have a mortgage
36% Bexar County average

Housing Accessibility and Affordability



Renter-Occupied

Average rent for apartments in Downtown is **30%** higher than the County average (CoStar data)



65% of rentals are **affordable** to a household earning the Citywide median income of **\$46,500** (Census data)

Since 2000, average rents have increased **\$580/month 75% more** than the County overall

Housing in the Downtown Regional Center is generally more expensive than the city-wide average and becoming less affordable

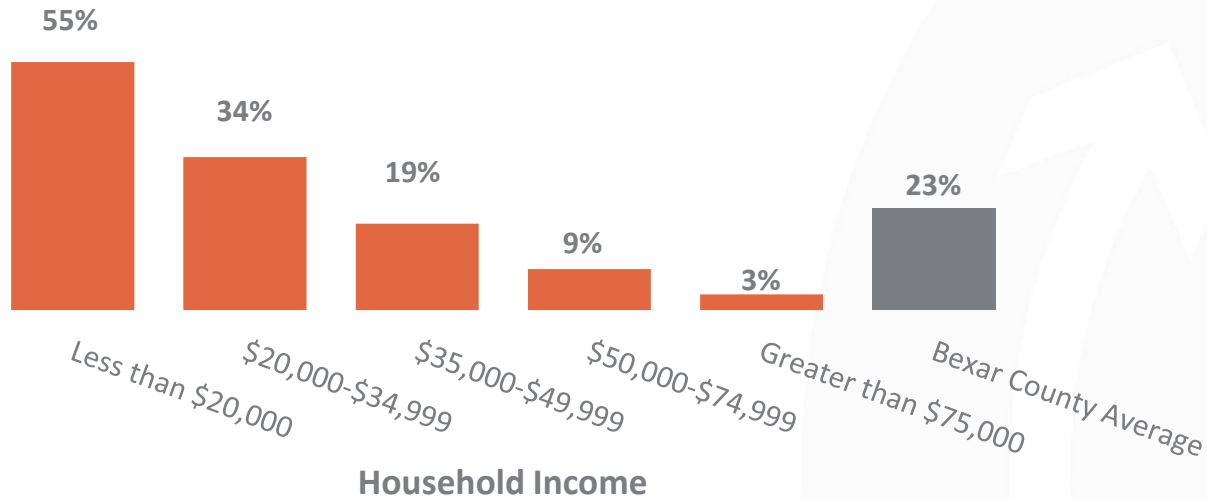
Cost Burden

26% of homeowners and **41%** of renters are **cost burdened**, paying more than 30% of income towards housing

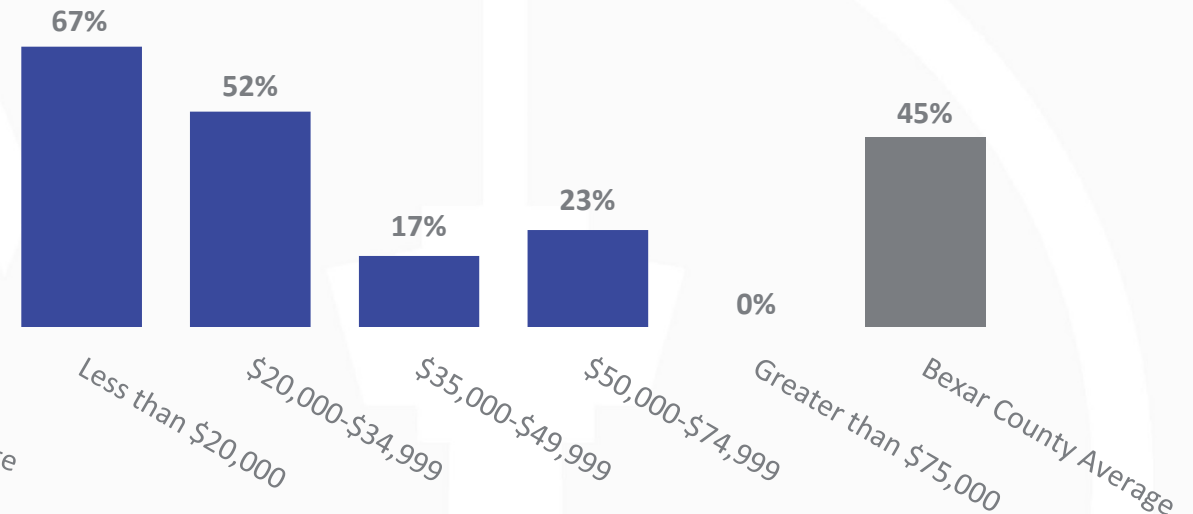


Owners

Percent Cost Burdened Households



Renters



Cost Burden Change | 2000-2015

Downtown



Downtown



Bexar County



Bexar County



Understanding Affordable Housing

Affordability
levels for a 3-
person family

Determining Affordability Levels

- Most affordable housing programs are based on providing housing options for households based on income levels. The income levels are most often set by US Dept. of Housing and Urban Development (HUD) measures based on income and the number people in a household.
- HUD specifies the Area Median Income (AMI) for urban counties and metro areas. San Antonio's Area Median Income for a family of 3 people is \$57,200.
- Affordable housing development programs used commonly in Texas include Low Income Housing Tax Credit development projects (renters earning 30% to 60% of AMI) and public facility corporations (renters earning 80% of AMI)

100% AMI



\$57,188

80% AMI



\$45,750

60% AMI



\$34,313

50% AMI



\$28,600

30% AMI



\$20,420

Barriers to Housing Development

Market Barriers

- Mixed-Use Areas
 - Infill and redevelopment is costly with unpredictable conditions. Higher than average rental rates and sales prices are needed to overcome costs.
 - Projects in Downtown are achieving rates that support infill, but as a result new development may not be affordable to area residents.
- Neighborhoods
 - Historic character and designations can complicate development without clear direction on requirements and desired aesthetic.
 - It can be difficult to develop new housing projects within existing zoning. The City's IDZ zoning overlay is a helpful tool to facilitate infill but rezoning process is a risk that may deter developers.

Barriers to Housing Development

Capacity for Growth

- Based on an analysis of sites that are likely to develop (vacant and potential redevelopment sites), there is an estimated capacity of approx. 242 acres of privately owned sites.
- Growth forecasts for the area range from 18,500 to 28,700 new units by 2040 which would require new development to be built at density at over 75 units per acre and it will be difficult to accommodate the growth.
- If publicly owned parcels that may be underutilized are included an additional 224 acres of capacity is created.
- With the additional public parcels, average housing development would need to be at 40 to 60 unit per acre which is achievable and less units per acre than many of newer housing projects.

Housing Challenges to Address

Potential for displacement of existing resident

- Rising rental rates, property values and home prices will make it harder for lower income residents to remain in the area, especially renter households

Preserving historic character and reinvesting in older housing stock

- The older single family housing stock gives the area amazing character but is difficult to maintain due to costs of reinvestment and development pressures.

Maintaining opportunity for all household types and incomes to live in Downtown

- Cost of new development and demand for the area make rents and prices for new and even existing homes harder for lower income residents to afford.

Housing Case Studies

1 – City Initiated Rezoning to create affordable housing incentives

- Fairfax, VA

2 – Multifamily Property Tax Exemption Program

- Seattle, WA

3 – Housing Bond/Urban Renewal Plan

- San Antonio, TX

4 – Community Land Trusts

- Various Locations

City Initiated Rezones offer affordability incentives in Fairfax, VA

- City initiated rezones near transit offer intensity bonuses in exchange for 20% of units being affordable
- Targeted income levels (e.g. 70% of area median income)
- 30 to 50 year affordability terms
- Hotel and office development get bonuses and pay a fee to an affordable housing fund.
- Over three years, 14,000 units were approved, including over 4,000 affordable units, and \$64.5 million for the affordable housing fund, to be spent locally.



Multifamily Property Tax Abatement Program

Seattle, WA

- City of Seattle provides a tax abatement for new multifamily housing projects that included affordable units
- Provides 12 year exemption in exchange for 20%-30% of units affordable to 60% to 70% of AMI
- Program could be applied to existing properties



Housing Bond San Antonio, TX

- Urban Renewal Plan to guide the implementation of \$20 million Neighborhood Improvements Bond
- Funds may only be used to support permitted activities and cannot result in permanent residential displacement
- At least 50% of the residential units must serve households with incomes at or below 80% of Area Median Income
- Rents on units designated as affordable will be restricted to ensure that they are affordable to the target group
- Mixed-use development will be permitted where appropriate, but non-residential uses may comprise no more than 30% of the gross square footage



East Meadows is an affordable housing project part of the Choice Neighborhoods Initiative (Scott Ball, Rivard Report)

Community Land Trusts

- Nonprofits that acquire land, but use it to build and maintain affordable housing
- Homeowners enter into a long-term, renewable lease
- When a homeowner sells, they earn only a portion of the increased property value and the remainder is kept by the Trust to preserve the affordability for future low or moderate income families
- Becoming more open to serving community needs, not just protecting land

Columbus, North Carolina

- 1,060 acre parcel purchased by the Carolina Mountain Land Conservancy and the Pacolet Area Conservancy for \$2.38 million
- To protect the scenic views, rare plant species, wildlife habitat, and affordable housing for middle-income workforce
- Transfer of 30-60 acres to the Housing Assistance Corporation (nonprofit)
- Homeowners must prove a work and credit history, obtain a loan and invest 65% sweat equity into helping build their own home



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Economic Strength, Weaknesses,
Opportunity, and Challenges
(Downtown)

Employment

Total Employment (2016) | **83,828**

Number of firms (2016) | **3,763**

Average firm size | **22.3** employees

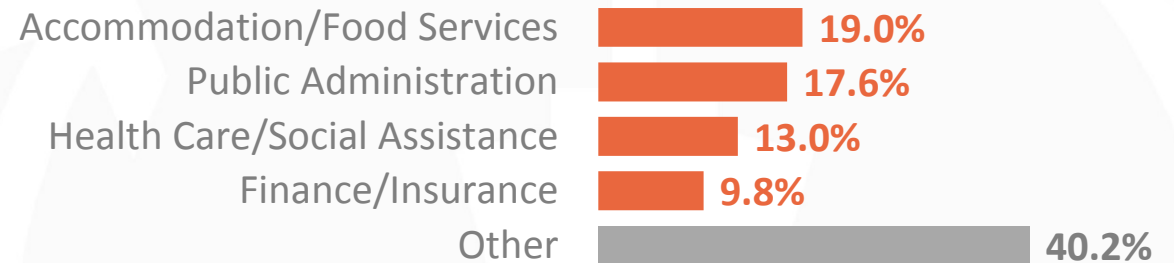
Employment Density | **20** jobs/acre

- Employment in downtown primarily in health care, public administration and accommodations
- Growing resurgence of office workers
- Burgeoning start-up scene



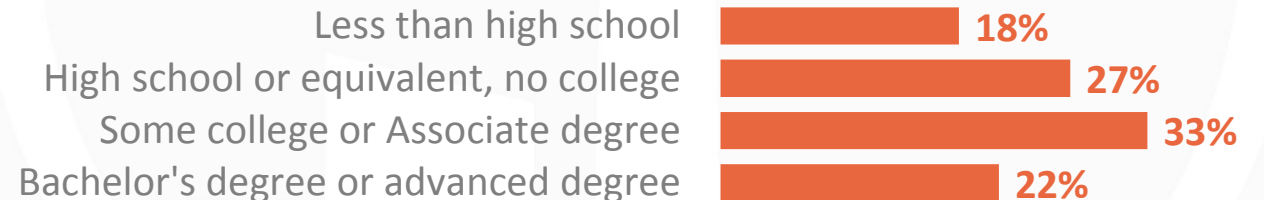
Largest Employment Sectors

**Health Care, Public Admin.,
Finance/Insurance, and
Accommodation**



Education

55% of workers have some college or higher



Real Estate Conditions

- The retail inventory is evolving with tourism/destination relatively stable and growth in locally oriented retail and restaurants emerging along with new housing
- Downtown office market in need of modern space, but major additions (Frost Bank Tower) will help prove out additional demand

Commercial and Industrial Development



Office | Need for modern office space

9.9 million sq. ft. **13.9%**

213,000 net new since 2005
vacancy rate
10.0% Bexar County average



Retail | Evolving Retail Space Inventory

6.0 million sq. ft. **3.3%**

202,000 net decrease since 2005
vacancy rate
4.2% Bexar County average



Industrial | Eroding Industrial Base

6.7 million sq. ft. **6.4%**

432,000 net decrease since 2005
vacancy rate
5.6% Bexar County average



Hotel | Ever growing hotel base

78 hotels with over **9,000** rooms

600 new rooms since 2012

Economic Strengths

- Downtown is a major destination for tourist and convention visitors
- Cultural and entertainment center of the City with collection of major cultural institutions and entertainment venues
- Historic destinations and character
- Higher than average concentrations of employment in professional services and information industries
- Major quality of life amenities (e.g. Riverwalk) that are attractive to workers and residents



Largest Employers

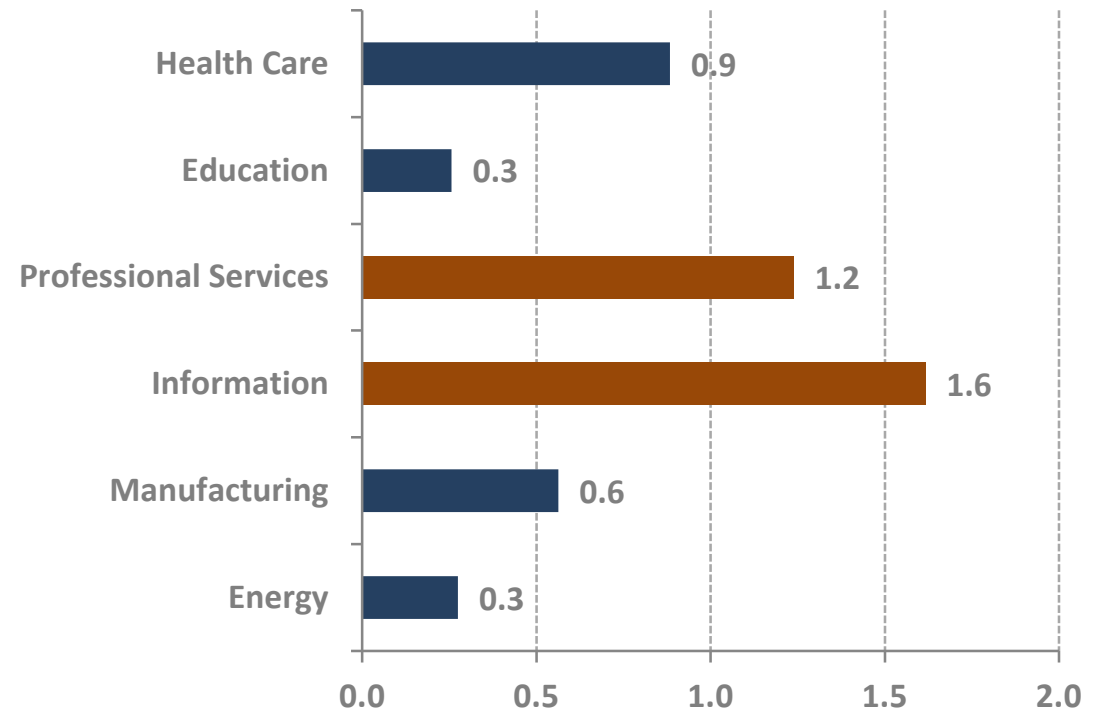
City of San Antonio

Bexar County

Downtown Hospitals

Downtown Hotels

Target Industries Location Quotient



Economic Weaknesses

- Relative small office employment base that isn't public administration and lack of new, sizable office space making it difficult to prove out demand for speculative office development
- Tourism oriented uses dominate central portion of the downtown
 - Market values for accommodations are high making other uses more difficult to develop other uses with expected value of potential development sites being high due to potential for a hotel
 - Large portion of land devoted to supporting tourism/visitors but relative underutilized
 - 43% of land use in Public Improvement District is parking

Economic Opportunities

Downtown Tech/Innovation District

Historic/Arts/Culture Destination

Entertainment Destination

A Center for Education

Vibrant Neighborhood Commercial Business Districts



Economic Challenges to Address

Growing the Downtown Office Employment Base

Leveraging benefits of tourism and mitigating impacts

Increasing connectivity to the area



Case Studies

1 – Brooklyn Tech Triangle

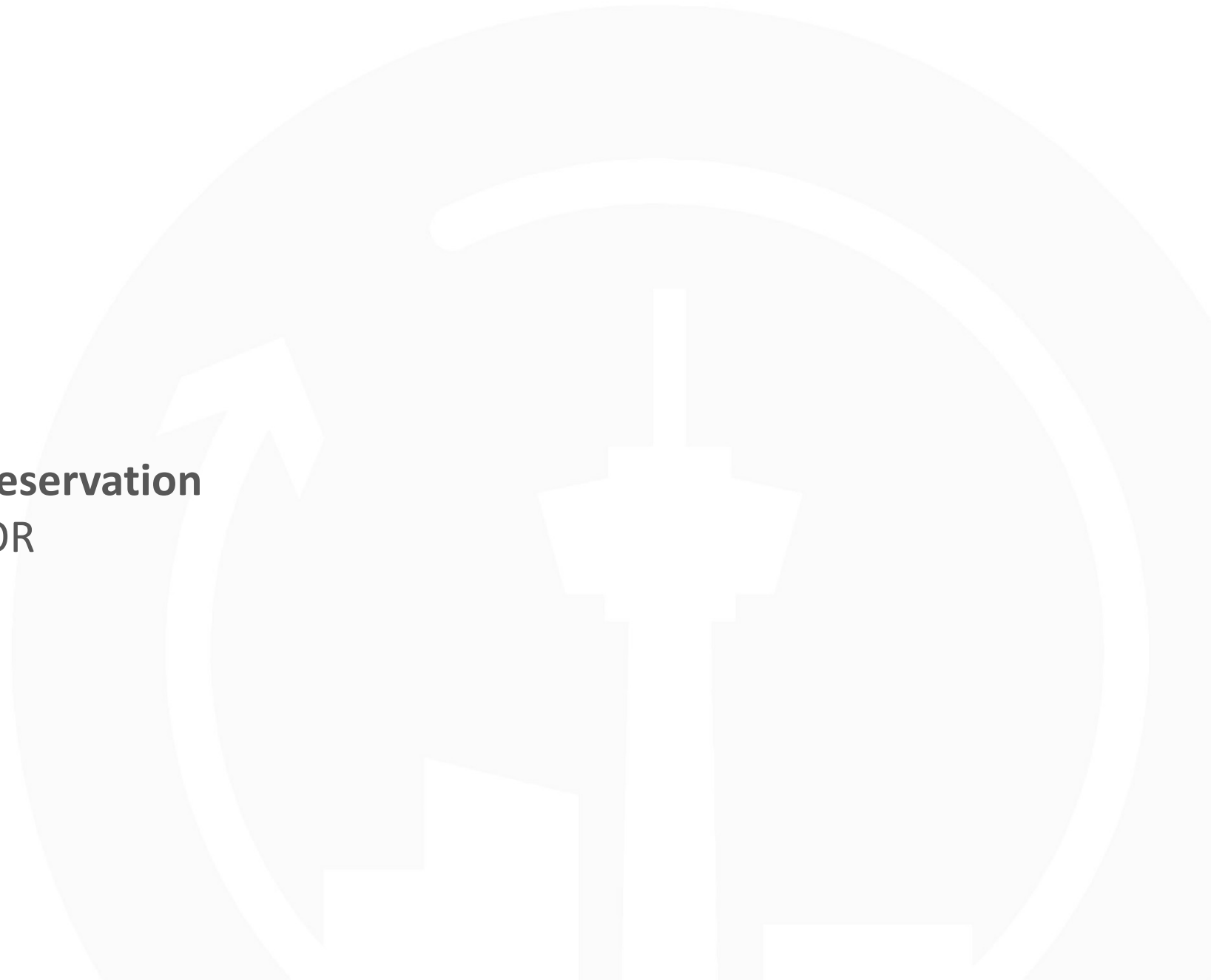
- New York City, NY

2 – RiNo

- Denver, CO

3 – Existing Industrial Area Preservation

- Portland Central Eastside, OR



Case Study Matrix

The case study analysis revealed a number of similar ingredients for the success of these projects and districts

BRAND

Brands are important to establish an identity, create cohesion, and market districts and subareas. This is especially newer or less well-established areas

ORGANIZATIONS

Non-profit, public-private agencies supported the creation and continued operation of the districts. These include BIDs and Economic Development Corporations

ANCHOR INSTITUTIONS

Districts with anchor institutions like universities and hospitals made sure to connect with and integrate these institutions into the fabric and strategy of the district

URBAN DESIGN/PLANNING

The creation of districts is typically preceded by a rezoning to allow for a more vibrant mix of land uses. Parks and transportation also helped catalyze subareas

TRANSPORTATION

Transit connectivity has been identified as one of the most important factors in the location decisions of firms and start-ups and is critical to the success of a district

INVESTMENTS

Investments in parks and other amenities are important catalysts to help create identity and a sense of place in the districts

FINANCE/INCENTIVES

The subareas also include improvement districts like BIDs and TIF that helped to finance capital projects as well as the operation and maintenance of the district

Brooklyn Tech Triangle | NYC

- Plan for promoting tech start-ups in the Brooklyn Tech Triangle
- District already established, and its success has largely been attributed to the neighborhoods, amenities, and institutions within the district
- Some of these amenities were investments by the City and public/private partnerships including Brooklyn Bridge Park, Barclay's Center, and the Brooklyn Navy Yard
- Development has also been supported by non-profits, including BIDs, Economic Development Corporations, and park conservancies
- Moving forward, the district plans to focus on: (1) ensuring affordable commercial space into the future; (2) connecting the district to anchor institutions and a workforce; (3) enhancing transit; (4) adding further amenities; and (5) investing in tech infrastructure, including wireless internet and digital hubs



Brand:

Brooklyn/Brooklyn Tech Triangle

Organizations:

Downtown Brooklyn Partnership (BID); DUMBO Improvement District (BID); Brooklyn Navy Yard Development Corp.; Brooklyn Bridge Park Conservancy

Anchor Institutions:

NYU Center for Urban Science and Progress; CUNY City Tech; Brooklyn Academy of Music

Urban Design/Planning:

Rezoning (to support vibrant growth)

Transportation:

Superb transit connectivity

Investments

Brooklyn Bridge Park; Barclay's Center; Brooklyn Navy Yard: Public Art

Finance/Incentives

BIDs; City and State economic development incentives

RiNo | Denver, CO



- While branded as a creative district, River North Arts District or RiNo for short has been able to attract start-ups and technology companies in addition to or – perhaps more accurately – because of its proximity to breweries, galleries, studio space, restaurants, and light industrial spaces.
- The District, supported by a BID, used its industrial past along with investments in public art and wayfinding to create a recognizable and *cool* brand, which has made it attractive to companies and developers
- The primary impetus for the district, however, was investment in a light rail station and subsequent rezoning to a higher density, mixed-use subarea
- The district is also home to a number of incubator and shared work spaces that are supportive of a start-up ecosystem

Brand:

RiNo

Organizations:

RiNo Denver BID/GID

Anchor Institutions:

N/A

Urban Design/Planning:

Rezoning – higher density/mixed use

Transportation:

Light Rail Stop

Investments

Light rail; complete streets; wayfinding; public art; pedestrian infrastructure; bike lanes

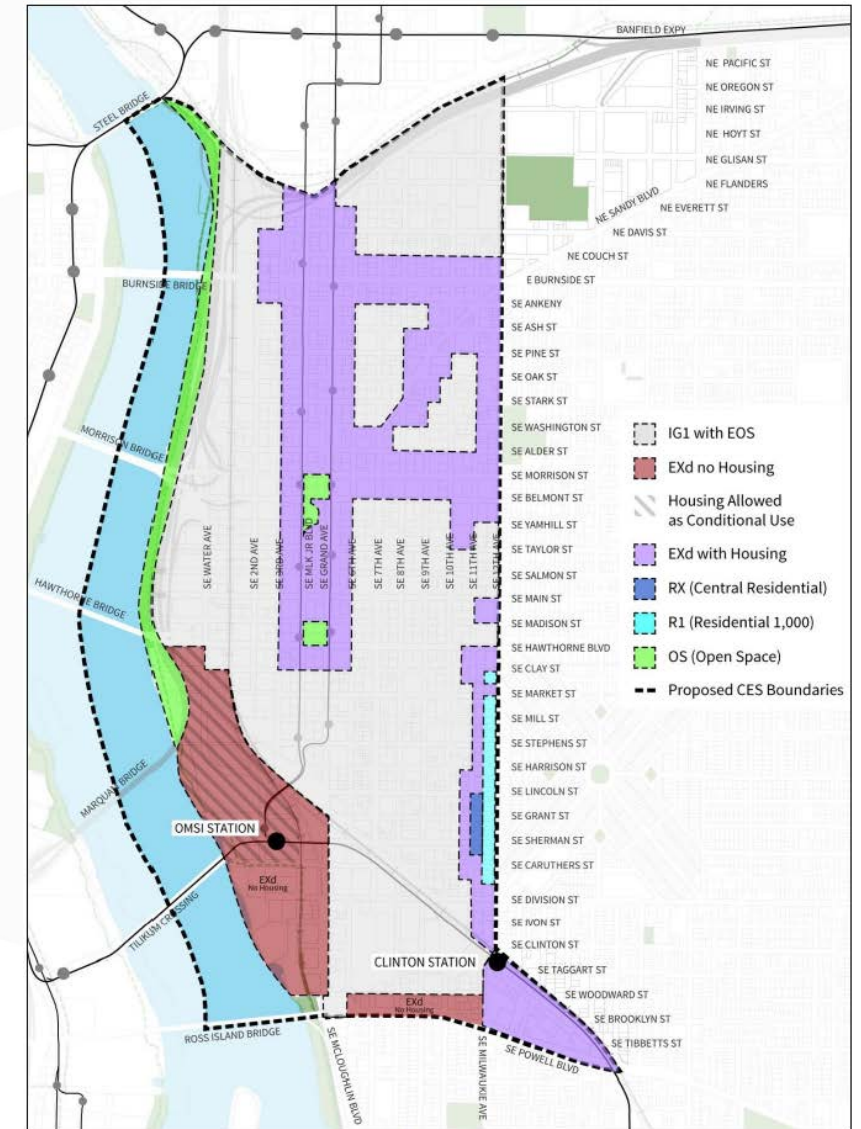
Finance/Incentives

Financing Districts (BID, GID); Denver Urban Renewal Authority - TIF



Portland Central Eastside

- Plan for preserving industrial uses in an area rapidly redeveloping
- Traditional employment/industrial area on the east side of the Willamette River from downtown increasing in attractiveness and served by
- Employment zoning districts that limit uses to industrial or employment uses. Varying levels of limited commercial development are allowed with square foot maximums in industrial areas. Housing is a conditional use in employment areas if meeting identified criteria.



This map shows the land use proposals for the SE Quadrant area. Most IG1 zoning is retained and receives additional flexibility for new industrial uses through the Employment Opportunity Subarea (EOS).



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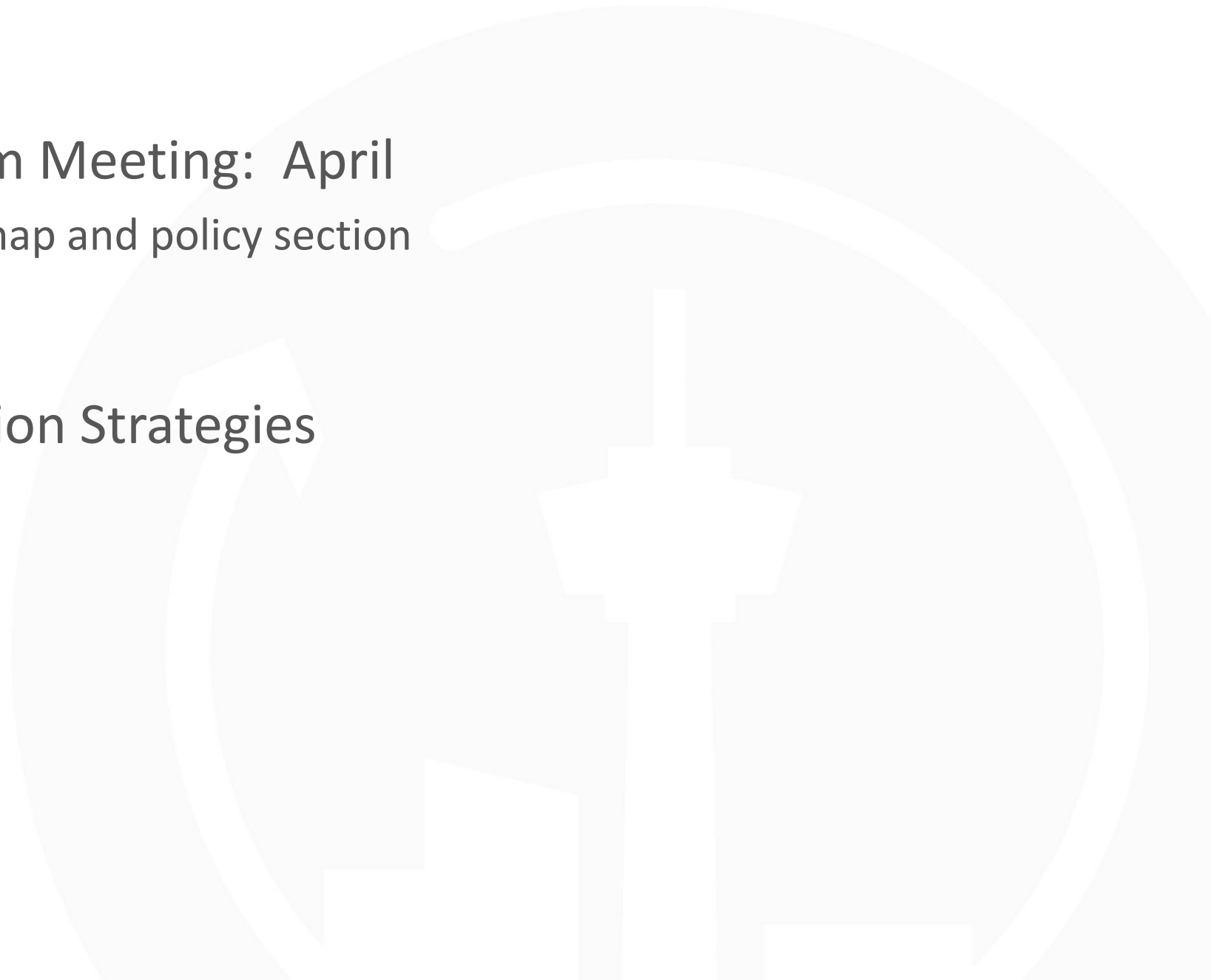


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Next Steps

Coming Up...

- Next Planning Team Meeting: April
 - future land use map and policy section
- Neighborhood Action Strategies





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