

Final Report

SAGE Commercial Revitalization Strategy

The Economics of Land Use



Prepared for:

San Antonio for Growth on the Eastside (SAGE)

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1. Executive Summary

Project Overview

San Antonio for Growth on the Eastside (SAGE) is a nonprofit economic development agency serving the Eastside of San Antonio with resources to support current and potential new businesses. As champions for the Eastside community, SAGE has four guiding principles:

- Advocate for efficient, sustainable growth on San Antonio's Eastside.
- Advance small business development.
- Maintain and promote the area's history and culture; and
- Provide innovative, progressive solutions to Eastside challenges.

SAGE was originally formed in 1998 and was known as the Community Economic Revitalization Agency (CERA) until 2008 when the organization was renamed. One of the first efforts of CERA was the formation of the "inner-city" tax increment reinvestment zone (TIRZ), known as TIRZ #11 in 2000. In 2014, the Eastside was designated as one of five Promise Zones in the nation, which helped direct millions of investments into the Eastside.

Several studies have been completed over the past 30 years for areas in and around the eastside of San Antonio. Previous neighborhood, community, and subarea plans outlined an overall desire to attract investment in existing businesses and commercial areas. These plans also identified several areas for redevelopment and reinvestment, specifically on Houston Street and Commerce Street, the I-35/Railway Corridor just south of I-35, and areas in and around St. Philip's College. The Eastside has historically struggled with attraction of new, private investment due to lingering impacts of racial segregation, redlining, and other policies that have led to disinvestment. Many of the previous efforts over the past two decades have sought to reverse trends and bring renewed economic opportunity to the Eastside.

Three conditions have emerged recently on the Eastside that have necessitated the need to revisit SAGE's strategies for supporting community revitalization. First, the Eastside has begun to attract new investment, specifically investment in homes and apartments, which is a positive sign but has raised concerns of involuntary displacement of residents and whether conditions are improving for existing residents. Second, the Inner-City TIRZ #11 was recently renewed through 2035 and this strategy can help identify how to use the TIF proceeds to support investment in the area. Lastly, SAGE is embarking on an organizational strategic plan to chart the course of the agency's efforts over the coming 5 to 10 years.

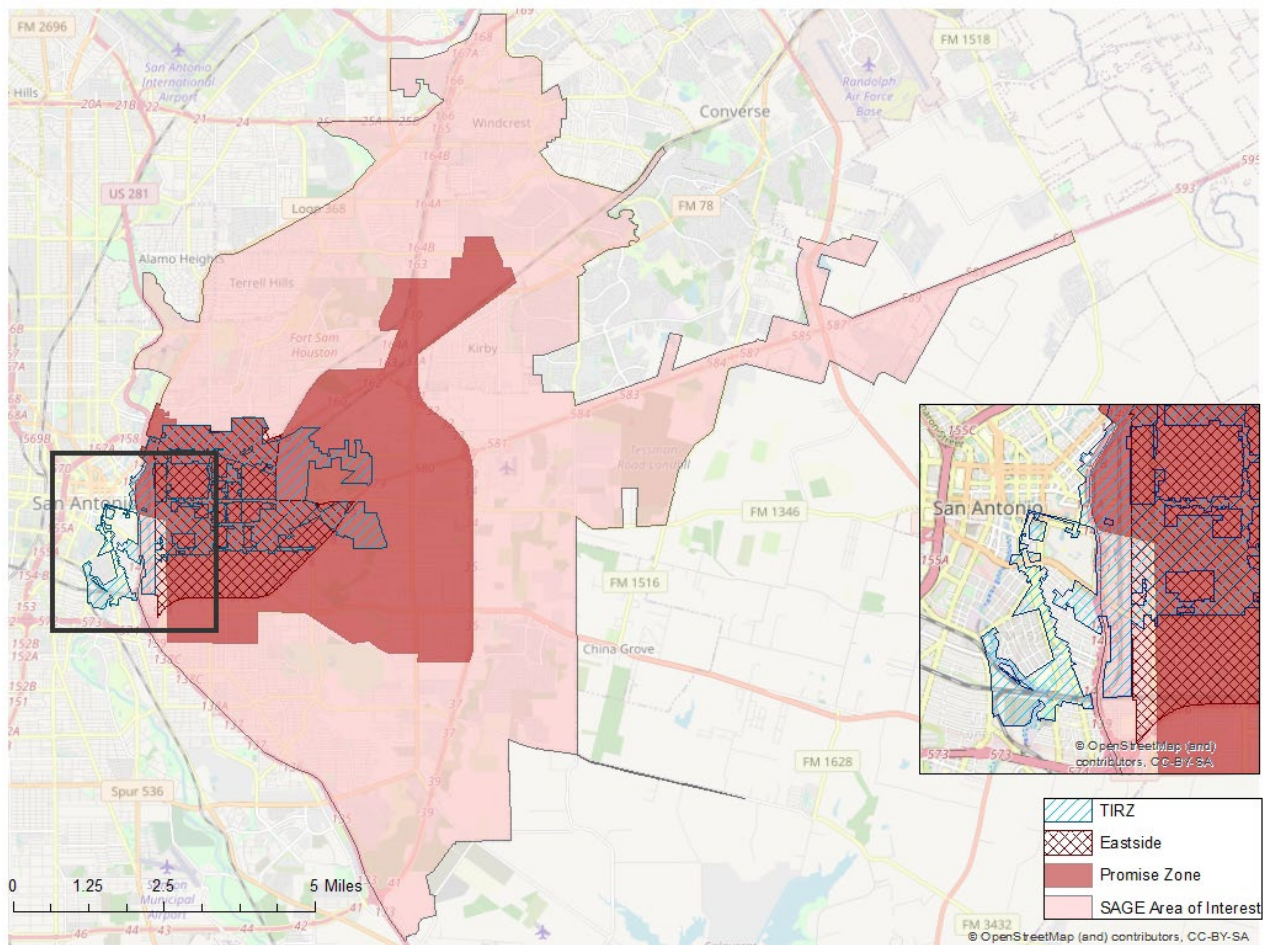
This Commercial Revitalization Strategy will help provide guidance for the organization's economic and community development efforts.

Three geographic areas were analyzed to support the development of this strategy.

- The **Eastside Community Area** is the geography used by the City of San Antonio to develop the soon-to-be adopted Community Area Plan for the Eastside.
- The **Promise Zone** is the former service area boundary for SAGE, and part of the federally designated "Promise Zone" program.
- The **SAGE Area of Interest** is a recently identified area to explore potential long-term expansion of services. This area will be redefined during the strategic planning process.

The Eastside Community Area, Promise Zone, and SAGE Area of Interest are shown in **Figure 1**.

Figure 1. Study Area Boundaries

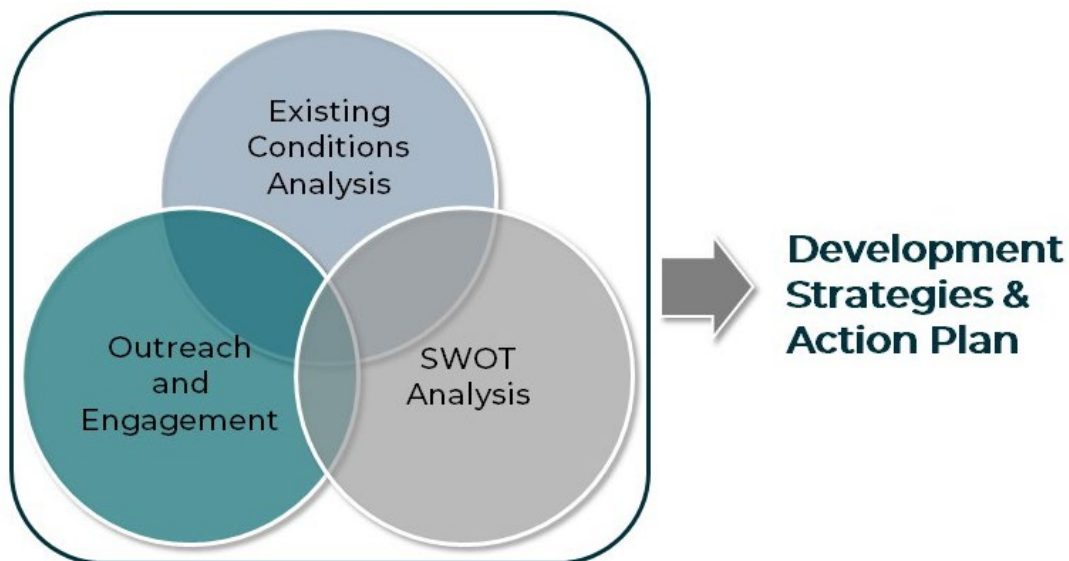


Project Components

Three analysis efforts were undertaken to develop this strategy, as shown in **Figure 2.**

- **Existing Conditions Analysis** - A comprehensive assessment of existing demographic, economic, and real estate conditions was completed to identify opportunities and challenges to address in the strategy. This analysis is summarized below in Chapter 2 and the full analysis is provided in a separate *Existing Conditions Memorandum*.
- **Outreach and Engagement** - EPS sought input and guidance for the plan through outreach to stakeholders in the Promise Zone area. A strategy committee was formed to guide the effort and interviews with local businesses and developers were conducted. A summary of the outreach approach is provided in Chapter 2.
- **SWOT Analysis** - Based on the findings from outreach efforts and the existing conditions analysis, EPS completed a strengths, weaknesses, opportunities, and threats (SWOT) analysis to provide direction for the development of strategies.

Figure 2. Project Components



Recommended Strategies

The purpose of this *Commercial Revitalization Strategy* is to create actionable strategies that SAGE can implement to support business and neighborhood vitality. Three strategy themes were developed to organize the approaches that were identified:

1. Leverage the anchor assets, institutions, and businesses on the Eastside.
2. Invest in areas for businesses to locate and grow; and
3. Provide opportunity for greater community involvement and ownership of change.

A summary of the strategy themes and the immediate and short-term actions steps for each theme are provided below. Additional details and strategies are provided later in this report.



Leverage the anchor assets, institutions, and businesses on the Eastside

An early finding in the development of this strategy was the number of strong institutions, businesses, and organizations located in the Eastside. These “anchor assets” can be leveraged to generate greater impact than if SAGE were to work in isolation. Three strategies were identified to achieve the strategy theme:

1. Support efforts that celebrate the Eastside’s history and culture;
2. Co-locate investments near anchor assets; and
3. Partner with anchor institutions/organizations to create shared growth opportunities.

Actions to take to implement these strategies include:

Immediate Actions

- Focus SAGE programs in target areas near community assets.

Short-Term Actions

- Form a partnership action committee with leaders from the major institutions, organizations, and businesses on the Eastside.
- Establish an Eastside culture and history art in public places program.
- Sponsor and host community events that support local business (e.g., First Friday Art Walks).



Invest in areas for businesses to locate and grow

One of the most impactful ways SAGE can support businesses and economic activity is to continue and expand the provision of services that allow for investment in businesses and buildings for businesses to locate in. These recommendations are at the core of SAGE's current efforts, and actions were developed to guide SAGE's approach to existing efforts. The three strategies identified to achieve this are:

1. Grow neighborhood main street areas (shown in **Figure 4**);
2. Provide community gathering spaces; and
3. Create spaces and places for makers/doers.

Actions to take to implement these strategies include:

Immediate Actions

- Target store front grant program to Main Street business areas on the Eastside.

Short-Term Actions

- Increase capacity to be able to provide business and district formation guidance, support, and services for potential business districts on the Eastside.
- Work with the City of San Antonio's Office of Historic Preservation to expand its Vacant Building Program to more areas on the Eastside.



Provide opportunity for greater community involvement and ownership of change

The Eastside faces potential threats of new investment in the community not benefiting the existing residents and businesses. There are also concerns that residents will be involuntarily displaced as investment comes in and conditions improve. The best way to ensure the community benefits from new investment in the Eastside is to create a variety of opportunities for the community to have ownership of the change. Three strategies were identified to increase ownership:

- 1.** Support entrepreneurship throughout the Eastside;
- 2.** Build local wealth of residents and businesses; and
- 3.** Ensure community and neighborhood stability.

Actions to take to implement these strategies include:

Short-Term Actions

- Expand access and offerings for entrepreneurship training with a focus on industries with anchor assets on the Eastside.
- Provide homeowner, buyer, and property owner assistance services to maintain ownership and expand opportunities for residents that do not own their home.
- Create a small scale/micro business improvement grant program that allows businesses to make investments in their buildings to ensure long-term stability.

2. Project Analysis Summary

Three analyses were performed to support the development of this strategy. A summary of the findings of Existing Conditions and SWOT Analysis is provided in this chapter. An overview of the outreach efforts is also provided.

Existing Conditions Analysis

The existing conditions analysis assessed the demographic, economic, and real estate conditions in the three study area geographies - Eastside Community Area, Promise Zone, and the SAGE Area of Interest.

Summary of Findings

1. Population growth in the Promise Zone was slow from 2000 to 2010 but has increased since then, while the SAGE Area of Interest has grown steadily since 2000.

Between 2000 and 2010 the Promise Zone added 1,700 residents, an annual growth rate of just 0.3 percent. Over this time period the SAGE Area of Interest saw close to 1 percent annual growth, adding nearly 15,900 residents. Between 2010 and 2021, the Promise Zone's population grew by 0.7 percent annually or 488 new residents per year, adding close to 5,400 new residents. Over the same time period, the Promise Zone captured approximately 3.9 percent of the total population growth in San Antonio, while the broader SAGE Area of Interest captured over 18 percent of the City's population growth.

2. There are some key differences between the population in the Promise Zone and that of the SAGE Area of Interest and City overall.

The median household income in the Promise Zone is \$32,000, significantly lower than the \$43,473 median household income in the SAGE Area of Interest. Just 46.7 percent of households in the Promise Zone earn more than \$35,000, compared to 67.1 percent of households in the City of San Antonio. Educational attainment in the Promise Zone is lower than the City overall but has increased since 2010. In 2021, just 4.6 percent of Promise Zone residents had a graduate or professional degree, compared to 27.1 percent of residents in San Antonio. Between 2010 and 2019, the number of residents in the Promise Zone with a bachelor's degree or higher increased by 3.8 percentage points, from 7.8 percent to 11.6 percent.

There is a higher concentration of young residents (those under age 20) in the Promise Zone compared to the City, an estimated 30.6 percent of residents

compared to 27.1 percent in the City of San Antonio. The Promise Zone is also more diverse than the City of San Antonio; in 2021, Black/African American

residents represented approximately 27.8 percent of the Promise Zone population, and just 7.3 percent of residents in the City. In addition, the Promise Zone has a diversity index score of 83, compared to 72 for the broader City of San Antonio.

3. There is a higher proportion of renter households in the Promise Zone than the SAGE Area of Interest or the City, and most housing growth in the Promise Zone since 2010 has been renter-occupied units.

Approximately 51.5 percent of housing units in the Promise Zone are classified as renter-occupied, compared to 53.8 percent in the Eastside Community Area, 42.8 percent in the SAGE Area of Interest and 46.4 percent in the City of San Antonio. The Promise Zone has added nearly 2,000 housing units since 2010, and renter-occupied units have increased over this time while the number of owner-occupied units has decreased. This decrease in owner-occupied units may be a result of demolition, rental of homes that were previously owner-occupied, or a combination of these factors. This is worth tracking over time through US Census data and/or City of San Antonio building permit data. Housing growth in the SAGE Area of Interest since 2010 has been more evenly split between owner- and renter-occupied units.

4. Employment growth in the Promise Zone has been stronger than population growth, and the area offers diverse employment opportunities.

Overall employment in the Promise Zone grew by nearly 7,800 jobs between 2010 and 2019, an annual growth rate of 2.9 percent – over four times greater than the population growth rate (0.7 percent). This outpaced the annual growth rate of jobs in the City overall, but trailed growth rates witnessed in the Eastside Community Area (5 percent annually) and the SAGE Area of Interest (3.7 percent annually).

The three largest employment sectors in the Promise Zone account for over one-third of employment – Retail Trade (14.7 percent of jobs), Manufacturing (10.4 percent), and Wholesale Trade (9.7 percent). Additionally, jobs in the Promise Zone have lower educational requirements and are more accessible to residents with diverse educational backgrounds. In 2019, 14.8 percent of jobs in the area were held by workers with a bachelor's or advanced degree, compared to 20.7 percent across the City. This is true for the SAGE Area of Interest as well, where 16.7 percent of jobs are held by those with bachelor's or advanced degrees while over half of jobs are held by those with a high school education or less.

Promise Zone jobs are largely not held by area residents however, as nearly all Promise Zone residents work outside the area. In 2019, approximately

92.9 percent of Promise Zone residents were employed outside of the area, and generally worked in the northwestern portion of San Antonio. In addition, of the nearly 35,000 jobs in the Promise Zone, approximately 94.6 percent are filled by in-commuters.

5. The industrial market in the Promise Zone is strong, and retail and office have grown significantly since 2010.

The Promise Zone has nearly 21 percent of the City's industrial space, primarily clustered in the northeast quadrant with large industrial nodes located along I-10 and I-35. Since 2010, 1.2 million square feet of industrial space has been added to the Promise Zone (as shown in **Table 1**), capturing 6.2 percent of industrial construction across the City of San Antonio. Industrial rents in the Promise Zone averaged \$5.05 per square foot in 2021, an increase from \$3.62 in 2010. This represents 3.1 percent annual growth, just slightly higher than the 2.9 percent annual growth seen citywide over that same time period.

Retail and office make up a smaller portion of the area's commercial inventory but have seen strong rent increases since 2010. Retail product in the Promise Zone averages \$19.32 per square foot, compared to \$16.39 in the broader City of San Antonio. Since 2010, retail rents in the Promise Zone have grown significantly, more than doubling from \$9.49 per square foot in 2010 to \$19.32 in 2021. Rental rates for office space in the area average \$24.39 per square foot, compared to \$21.88 in the City. Since 2010, the Promise Zone has added nearly 552,000 square feet of office space, representing a 60 percent increase in inventory.

Table 1. Industrial Market Summary, 2010-2021

Description	2010	2021	2010-2021		
			Total	Ann. #	Ann. %
Inventory					
Promise Zone	22,286,786	23,476,545	1,189,759	108,160	0.5%
San Antonio	93,171,160	112,072,584	18,901,424	1,718,311	1.7%
Rental Rate					
Promise Zone	\$3.62	\$5.05	\$1.43	\$0.13	3.1%
San Antonio	\$5.47	\$7.52	\$2.05	\$0.19	2.9%
Vacancy					
Promise Zone	8.2%	6.4%	-1.8%	-0.2%	---
San Antonio	7.7%	5.6%	-2.1%	-0.2%	---

Source: CoStar; Economic & Planning Systems

Outreach and Engagement

This section summarizes the outreach efforts completed to support the project. Outreach was primarily conducted through a strategy committee, which met three times over the course of the project, and direct interviews with local business owners, property owners, and developers.

Strategy Committee

The strategy committee was comprised of members representing a variety of interests, including City staff, local anchor institutions, community organizations, major employers, and nonprofits. Representative organizations include: San Antonio ISD, San Antonio Foundation, San Antonio Spurs, Greater: SATX, San Antonio Department of Transportation, TRTF, NALCAB, and the WestCare Foundation. This group provided insights and feedback throughout the process and will be key stakeholders in implementing many of the strategies and actions.

Individual Interviews

In addition to the strategy committee, direct interviews were conducted with department staff within the City of San Antonio, local business owners, property owners, and developers. The interviews provided detailed information about challenges being faced by these Eastside groups and strategies that would best provide assistance. This feedback was used to inform the strategies and actions presented in this document.

SWOT Analysis

A SWOT analysis is a strategic planning technique that provides a framework to assess internal (Strengths and Weaknesses) and external (Opportunities and Threats) factors affecting current and future potential for SAGE and the Eastside overall. The analysis is presented in four sections:

1. **Strengths** describe areas where SAGE excels, including resources available and current programs and strategies that are working well.
2. **Weaknesses** outline factors that may be preventing SAGE from achieving its goals, including areas for improvement and resources that are lacking.
3. **Opportunities** identify external factors that may help SAGE, including resources available to bring into the organization, and citywide actions affecting the Eastside.
4. **Threats** refer to external factors that may create barriers, including regulations and market and economic trends.

Some characteristics and factors may fall into multiple categories and represent both positive and negative aspects; this points to the fact that many aspects of

the Eastside that on the surface may appear to be challenges can be utilized as strengths.

Strengths

SAGE and the Eastside have several strengths that provide a basis for actions moving forward. Key strengths identified in this effort include:

- **Proximity:** The Eastside has proximity to downtown (and the visitor and business base located there), to the airport, and to major transportation corridors that provide effective proximity to much of the city.
- **Culture and History:** Many Eastside residents have deep historical and cultural ties to the area, and the area itself has a strong historical narrative both in terms of the forces that shaped its development and what that development has looked like over time. The character given to the area by these cultural and historical factors are a strength to build on and center around in plans.
- **Collaborative Community:** The Eastside community is incredibly diverse, and there is a strong sense of pride and dedication to the area among its residents and businesses. There is also a longstanding history of collaboration and the community coming together, particularly since the Eastside reinvestment summits in 2010.
- **Accessibility to New Businesses:** The Eastside has assets that make it a good place for new businesses to locate. In particular, the availability of low-cost commercial space is an attractor to new businesses. The lower cost space is often in older buildings in the Eastside area that rent for rates less than the new, larger buildings being constructed in the larger Promise Zone area near I-35 and Loop-410. The rent level being achieved by newer spaces in the Promise Zone is an indication of potential for older spaces if occupied and reinvested in by new tenants and owners.
- **Presence of Anchor Institutions and Destination Attractions:** The Eastside is home to anchor institutions, including St. Philip's College, Fort Sam Houston, Texas Research and Technology Foundation (TRTF), the Brooks Army Medical Center (BAMC), Alamodome, and the AT&T Center and Freedom Coliseum, which provide employment opportunities and can also draw visitors in from outside of the area. As the home of the Spurs and the rodeo grounds, the Eastside is also a significant sporting and entertainment destination, which is a strength that can be built upon. There are also several community service organizations (e.g., the Ella Austin Community Center, the Carver Community Cultural Center, and Claude Black Multi-Service Center) supporting the Eastside residents and businesses.

Weaknesses

- **Existing Land Use:** Some of the existing land uses on the Eastside create challenges for growth and development. There are areas with significant levels of deteriorating property and unclear ownership, issues that will have to be addressed in implementing new strategies and/or programs.
- **Small/Dispersed (Re)development Opportunities:** Related to the existing land uses, many properties that have potential (re)development opportunities are small and/or dispersed throughout the Eastside. These are mostly vacant lots and buildings and disinvested properties that may require significant amounts of work prior to any development taking place. This characteristic means that change is likely to be small and incremental.
- **Infrastructure Needs:** There are many infrastructure needs throughout the Eastside that create barriers to new investment. These are related to both quality of existing infrastructure and lack of infrastructure, including sidewalks, roads, bus routes, and other transportation needs.
- **Lack of Services:** Businesses and residents will often look to the presence of services in an area as a benefit for investing. The lack of services on the Eastside, including food access and access to medical services, creates a challenge to attracting investment to the area.
- **Limited Access to Resources:** Among the existing Eastside community there is limited access to resources – both educational and financial. For many reasons, including historic discrimination and inequitable access to education and financing, the Eastside population has lower incomes and lower educational attainment than the population at large. This creates barriers to accessing capital and other resources that would enable existing residents to invest in their own community.

Opportunities

- **Spaces Available for New Businesses:** Within the Eastside there are many physical space opportunities for new businesses to locate, with vacant and underutilized space available to be filled. The immediate availability of this asset creates an opportunity for near-term implementation of some strategies.
- **Small Scale Revitalization:** In addition to physical spaces for businesses, there are small opportunities for revitalization (for example, small or nodal neighborhood commercial) throughout the Eastside. This allows for manageable levels of investment for smaller-scale developers and can allow for more incremental changes in the area.
- **Ongoing Investments and Funding Availability:** There are many ongoing investments in the Eastside, as well as numerous funding sources that could be utilized in the area. These include SA Tomorrow planning work and implementation, transportation projects, other bond projects, and ISD investments, as well as opportunities to connect with other programs including the federal Reconnecting Communities grant, commercial street revitalization through the Main Streets program, and the City's Economic Development strategic plan effort.
- **Co-locate with Anchor Institutions:** There is a desire among developers, tenants, and others to collaborate with anchor institutions and focus development and growth strategies around these existing hubs. There are emerging investors and champions of the area from some of these anchor institutions and zoning conducive to this type of growth in some areas (for example, around the Alamodome). Additionally, recently completed, under construction, or proposed developments in the area (including TRTF Merchant's Ice Complex and Sutton property, St. Philip's, and Echo) can catalyze additional growth.
- **Strategically Market the Area:** As outlined in the Strengths section, the Eastside has many positive aspects, particularly as they relate to commercial redevelopment. However, these may not be clear to those who would locate businesses or otherwise invest in the area. There is an opportunity to create a neighborhood profile or other investment prospectus-type document that can be used to highlight the benefits of the Eastside, and communicate the area's strengths and priorities to developers, investors, and other relevant parties.

Threats

- **Community Changes:** Recent investments and development on the Eastside have increased threats of displacement and shift in the community character; the potential for additional investment can increase this threat.
- **Lack of Community Voice in New Development:** There is a feeling amongst the Eastside community that there has been a lack of community involvement and ownership in changes that have occurred recently, and those changes are not reflective of the community. This has created a lack of trust between the community and other organizations, which is a threat to future changes. While SAGE has strong relationships with the local community, recognizing this threat to work with other organizations is important.
- **Minimal Opportunities for Community Ownership:** The Eastside has a high proportion of resident renters, and often owners of dilapidated properties are not local residents. With outside investors buying properties in the area, there are limited opportunities for existing residents to own the changes in their community and benefit from investment taking place.
- **Nature of Physical Building Stock and Properties:** Many of the properties that are redevelopment candidates are historic structures, which creates a more challenging development environment.
- **Negative External Perceptions:** The Eastside must overcome perception issues from both the community at large and the development community. From the general community there are negative perceptions of the Eastside regarding safety, crime, and quality of neighborhoods that can prevent people from visiting the area (and its businesses). Developers may also perceive that there is not a lot of land available for development and pass over the area in thinking about where to invest.

3. Strategy Themes and Focus Areas

This chapter provides an overview of the three themes developed to organize the strategies and summarizes the data analysis exercise that was completed to identify areas within the Eastside to target programs and services.

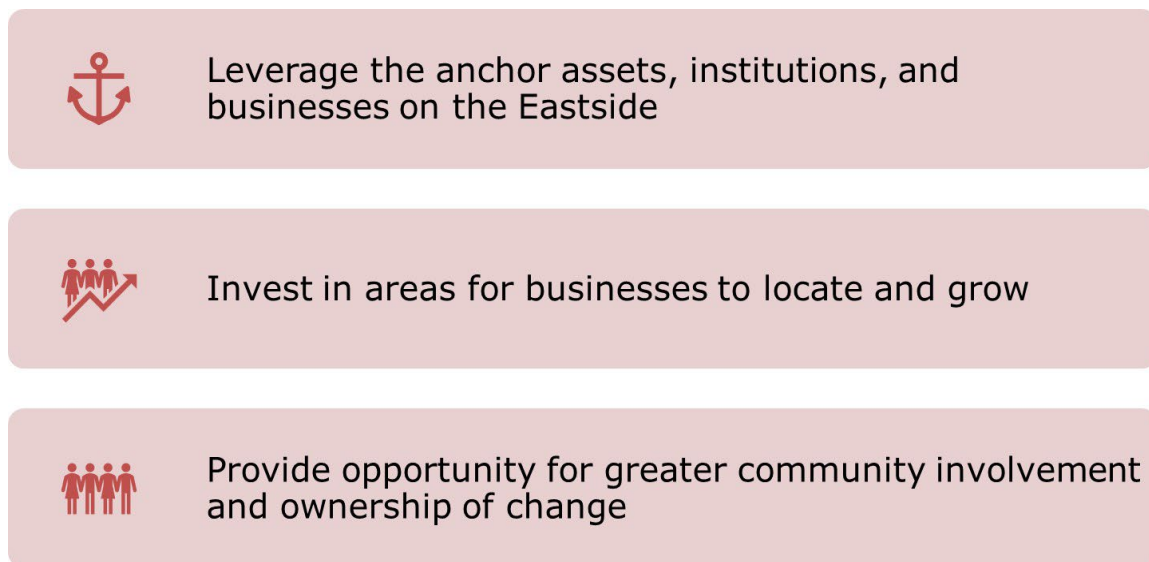
Guiding Strategy Themes

Three major themes emerged through the research and outreach completed for this project. These themes are used to organize and focus recommended efforts to support economic development on the Eastside. The three themes are described below and shown in **Figure 3**.

- **Leverage Anchor Assets** – The Eastside has a growing number of institutions, organizations, and businesses that can serve as major attractors of visitation, investment, and economic activity. There are also community service providers that are active in serving the area. These “anchor” assets create the potential for businesses to co-locate near them to build nodes of activity. The anchor assets are also potential partners to SAGE for programs serving the community.
- **Invest in Place** – One of the strengths of the Eastside is the availability and accessibility of lower cost buildings and spaces to operate in. However, much of the building stock is older and often needs support in reinvestment to support businesses. Additional infrastructure investment is also needed to support investments in specific parcels/buildings to create concentrations of economic activity.
- **Community Ownership** – Lastly, the best way for SAGE to ensure that existing residents and businesses benefit from new investment in the Eastside is to create opportunities for involvement and ownership in this change. Ownership can mean various things depending on the community member but is an important element in building economic mobility.

Strategies developed under each of these three themes are presented in the next chapter.

Figure 3. Strategy Themes



Geographic Focus Areas

Most of the strategies developed in this effort need a corresponding geographic area of focus. As SAGE renews its strategy plan for operations and the Promise Zone program ends, the organization is considering broadening its potential service area. The larger SAGE Area of Interest was evaluated to identify areas to focus programs and services and will be refined during the strategic planning process. This section provides a summary of the process used to identify focus areas for strategies.

Strategy Theme Metrics

For each strategy theme, a set of metrics were identified and mapped to help guide the identification of focus areas.

Leverage Anchor Assets Metrics

Metrics identified for the **leverage anchor assets** theme were selected to identify the existing presence of community anchors, places, and connections between them. The rationale for the selection of these metrics is that businesses have a greater chance of success if located near community assets and attractions. The metrics used are listed below and mapped in **Figure 5** (Appendix).

- Presence of anchor business or institution
- Presence of community resource partners
- Presence of transportation and social paths (trails, bikeways, bond projects)
- Presence of community gathering spaces (parks, plazas, community centers)

Invest in Place Metrics

The metrics for the **invest in place** theme were selected to identify existing business areas, recent development, areas with access to City provided investment tools, as well as vacant parcels and buildings. These locations are either in a place with existing economic activity, where new investment is occurring, and/or where there is physical opportunity for new development. The rationale for these metrics is that new businesses and development are more likely to be successful in areas with a known location or recent development activity. Also, the areas identified are likely to have lower barriers to development and are less likely to create displacement. The metrics used are listed below and mapped in **Figure 6**, **Figure 7**, and **Figure 8** (Appendix).

- Existing retail and service business concentrations (existing retail and office buildings)
- Presence of vacant or underutilized land or buildings
- Proximity to recent investment (planned developments, 2022 residential and commercial building permits)
- Presence of investment tools (Neighborhood Bond Areas, Opportunity Zones, Promise Zone Boundary, Inner City TIRZ)

Community Ownership Metrics

The metrics used to measure existing **community ownership** were selected based on the presence of ownership of land, buildings, businesses, and homes. The areas that are most vulnerable to involuntary displacement of existing residents from new investment were also identified as places that need proactive measures to limit negative impacts of new investment. The metrics used for this theme are listed below and mapped in **Figure 9**, **Figure 10**, **Figure 11**, and **Figure 12** (Appendix).

- Presence of local businesses (business license owners with Eastside zip code)
- Homeownership rate (by U.S. Census Block)
- Property ownership (parcels with owner with Eastside or San Antonio zip code)
- Proportion of vulnerable populations (social vulnerability index developed by EPS measuring income, race, tenure, and education)

Focus Areas

The metrics for each theme were overlaid to identify locations that would best align with potential strategies. Three focus areas were identified - they are described below and shown in **Figure 4**.

Main Street Business Areas

These areas are where existing or future concentrations of neighborhood retail and service providers are best suited. These locations are best for strategies such as neighborhood markers/murals, community events, supporting building renovation, new business incubation, place-management organizations, and community gathering spaces.

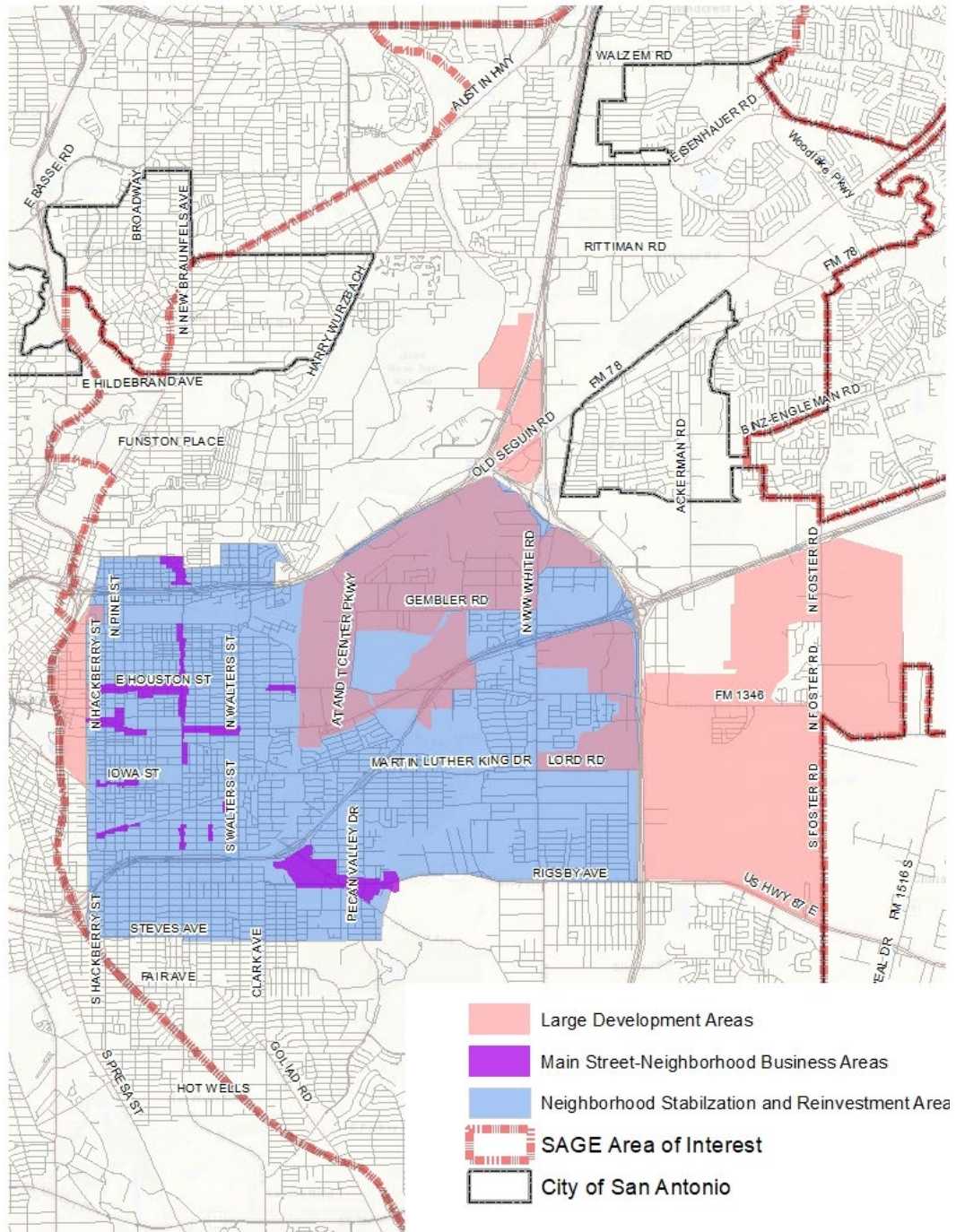
Large Development Areas

These areas are where larger buildings and/or larger format development opportunities exist. Larger buildings can mean industrial buildings, higher density housing or commercial uses, large service providers (e.g., hospital), or large parcels that can be (re)developed.

Neighborhood Stabilization Area

This area is where there is the most need for reinvestment and community support services for existing residents and businesses. Residents that are most vulnerable to displacement are in this area and services to address workforce development, home ownership support and counseling, and real estate/deed/title support are best focused here.

Figure 4. SAGE Geographic Focus Areas



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4. Strategies and Actions

Overview

The strategies and actions matrices developed for each of the three strategy themes are shown on the following pages. Each matrix lists the three strategies in the theme and the corresponding action steps for SAGE and its partnerships to implement. For each action item, recommendations for the location, timing, and funding source(s) and/or existing programs are provided. A description of these items is provided below.

- **Location** – One of the three target geographies (Main Street Business Areas, Neighborhood Stabilization Area, and Large Development Areas) described previously in this report is assigned to each action.
- **Timing** – One of three time frames is provided for each action. Immediate actions are ones that SAGE should look to implement over the next year or two years. Short-term actions are steps SAGE should strive to implement over the next two to five years. Long-term actions are more ambitious endeavors that SAGE should build toward implementing over several years of effort. Some actions have “TBD” listed rather than a specific time frame, as more information is needed to understand the feasible timing of implementation.
- **Funding and/or Existing Programs** – Existing and potential funding sources that align well with each action are identified. Existing programs provided by other entities are also identified for potential introduction or expansion into the Eastside.

SAGE is likely not capable (due to capacity, funding, or mission) to be the lead entity for implementation of all the strategies identified below. In some cases, other entities (e.g., City of San Antonio departments, nonprofit service providers, business groups) may have the knowledge and capacity to implement the strategy or expand existing efforts into the Eastside. There are numerous potential partners for these strategies, however an initial list of potential partners has been identified through the project outreach.

- **City of San Antonio Partners** – Economic Development Department, Neighborhood and Housing Services Department, Office of Historic Preservation, Parks and Recreation Department, Department of Transportation, TIRZ #11 Board, Council District 2 Office.
- **Nonprofit, Institutional, and Private Partners** – Ella Austin Community Center, the Carver Community Cultural Center, Claude Black Multi-Service Center, St. Philip’s College, Texas Research and Technology Foundation (TRFT), Centro San Antonio, Bexar County, Spurs Sports and Entertainment, WestCare Foundation, RK Group, Greater SATX, Eastside faith-based leaders, BDO Alliance, LISC.

Table 2. Leverage Anchor Assets Strategies and Actions

Leverage the anchor assets, institutions, and businesses on the Eastside	Location	Timing	Funding and/or Programs
Support activities that advocate the Eastside's history and culture			
Establish an Eastside culture and history art in public place program	Neighborhood Stabilization Area	Short-term	TIRZ #11, grant funding opportunities, Centro San Antonio
Sponsor and host community events that support local business areas and/or celebrate the Eastside history and culture	Neighborhood Stabilization Area	Short-term	SAGE operating revenue, partnerships
Co-locate investment near major community assets			
Focus SAGE programs in target areas near community assets	Main Street Business Areas	Ongoing	SAGE operating revenue
Form partnerships with anchor institutions to create shared growth efforts			
Form a partnership action committee with representatives from Eastside anchor institutions and nonprofit service providers	N/A	Short-term	N/A
Bioscience workforce development and business incubation	Large Development Areas	Short-term	TRTF Partnership
Entrepreneurship	Neighborhood Stabilization Area	TBD	St. Philip's Partnership/Programming
Workforce skill training with focus on coding/technology	Neighborhood Stabilization Area	TBD	St. Philip's Partnership/Programming
Restaurant and food product business incubation	Main Street Business Areas	TBD	Ella Austin Community Center Partnership

Source: Economic & Planning Systems

Table 3. Invest in Place Strategies and Actions

Invest in areas for businesses to locate and grow	Location	Timing	Funding and/or Programs
Grow Neighborhood Main Street Areas			
Target SAGE's store front grant program to the Eastside's neighborhood commercial areas	Main Street Business Areas	Short-term	TIRZ #11
Support the creation of business associations and improvement districts in the neighborhood commercial areas	Main Street Business Areas	Long-term	CoSA Economic Development Corridor Program Pilot
Provide business support services to businesses in main street areas in the Eastside	Main Street Business Areas	Short-term	CoSA Economic Development Corridor Program Pilot
Provide Community Gathering Space			
Create a small project community improvement grant program	Neighborhood Stabilization Area	Long-term	TIRZ program funding, 2027 Bond Program
Identify, design, and obtain funding for pocket park/plaza improvements and streetscape improvements	Main Street Business Areas	Long-term	2027 Bond Program
Create Places and Spaces for Makers			
Create a shared network of manufacturing and artisan spaces for new businesses through partnerships with existing building owners	Large Development Areas	Long-term	Partnership
Explore the creation of a business incubator building with office and retail spaces for newly forming businesses	Main Street Business Areas	Long-term	TBD
Partner with CoSA Office of Historic Preservation to expand its vacant building program to the entire Neighborhood Stabilization Area	Neighborhood Stabilization Area	Short-term	CoSA OHP Vacant Building Program
Create a short-term lease program for vacant commercial buildings to allow for small/new businesses to lease lower barrier to entry space while building owners seek long-term tenants	Neighborhood Stabilization Area	Long-term	TBD

Source: Economic & Planning Systems

Table 4. Community Ownership Strategies and Actions

Provide opportunity for greater community ownership of change	Location	Timing	Funding and/or Programs
Support Entrepreneurship			
Consider the renewal and/or re-configuration of the Grow Eastside Fund to provide lending options to Eastside businesses	Neighborhood Stabilization Area	Long-term	National Development Council
Increase access to entrepreneurship training and programs in partnership with St. Philip's College	Neighborhood Stabilization Area	Short-term	TBD
Create a central entrepreneurship center in the Eastside that provides resources, space, equipment, and other facilities	Neighborhood Stabilization Area	Long-term	Launch SA
Provide a small-scale business enhancement grant program for new/small businesses on the Eastside	Main Street Business Areas	Short-term	TIRZ #11
Build Local Wealth			
Fund and provide pre-purchase/post-purchase home ownership counseling services	Neighborhood Stabilization Area	Short-term	SAGE, Neighborhood Housing Services Homeownership Center Partnership, Bexar County Community Housing Collaboration
Expand home ownership assistance programs to increase the number of households eligible for repair/renovation support funding	Neighborhood Stabilization Area	Short-term	Neighborhood Housing Services Homeownership Center Partnership
Provide real estate advisory services to address estate planning and deed/title issues for residents	Neighborhood Stabilization Area	Short-term	Neighborhood Housing Services Homeownership Center Partnership
Ensure Community Stability			
Conduct outreach to developers and senior service providers to help increase awareness and needs for senior housing in order to attract senior-oriented housing projects to the Eastside	Neighborhood Stabilization Area	Short-term	N/A
Create a community land trust focused on purchasing vacant lots, seeding small-scale housing projects, and securing neighborhood retail spaces/buildings for small businesses	Neighborhood Stabilization Area	Long-Term	TBD

Source: Economic & Planning Systems



Appendix

Figure 5. Leverage Anchor Assets Metrics

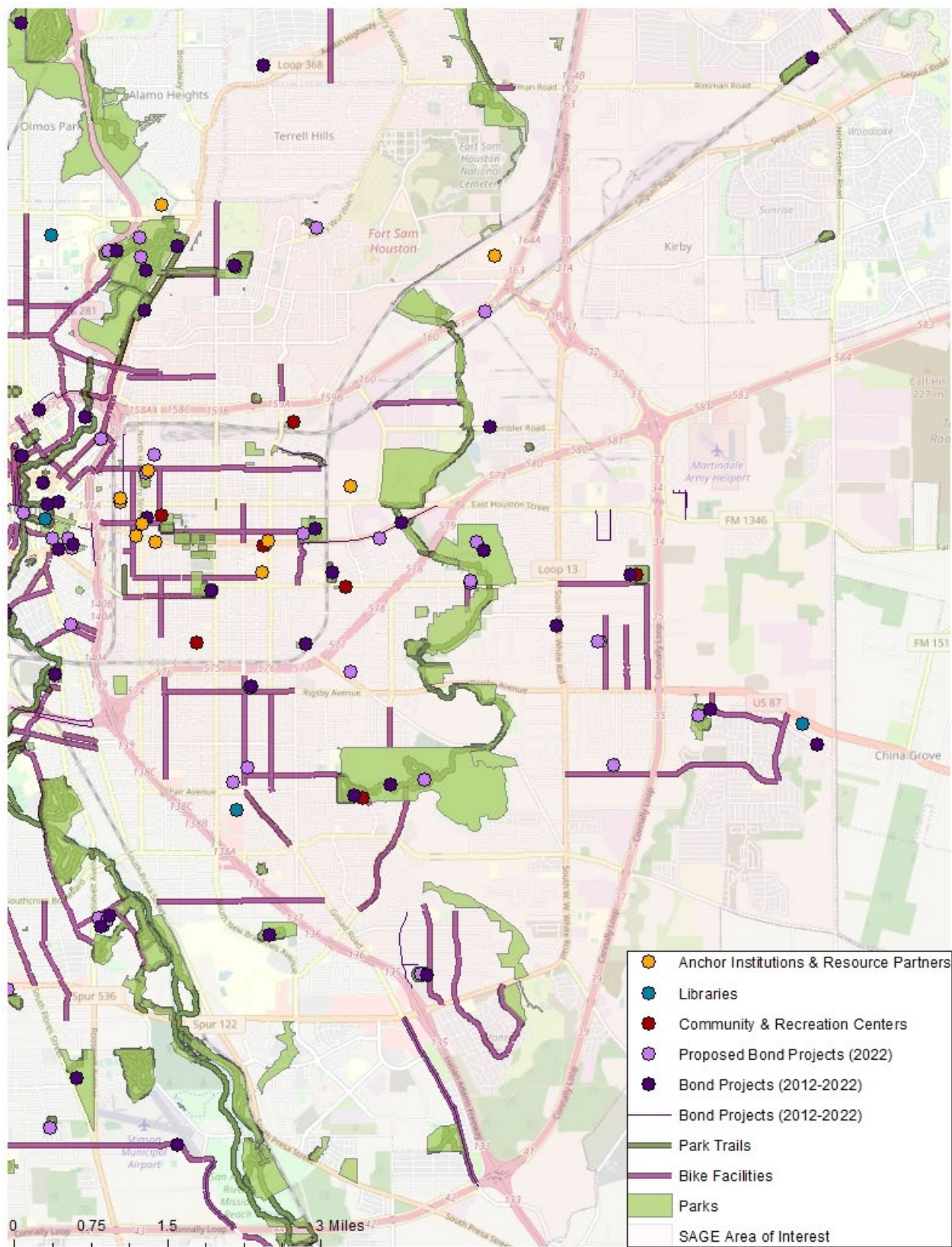


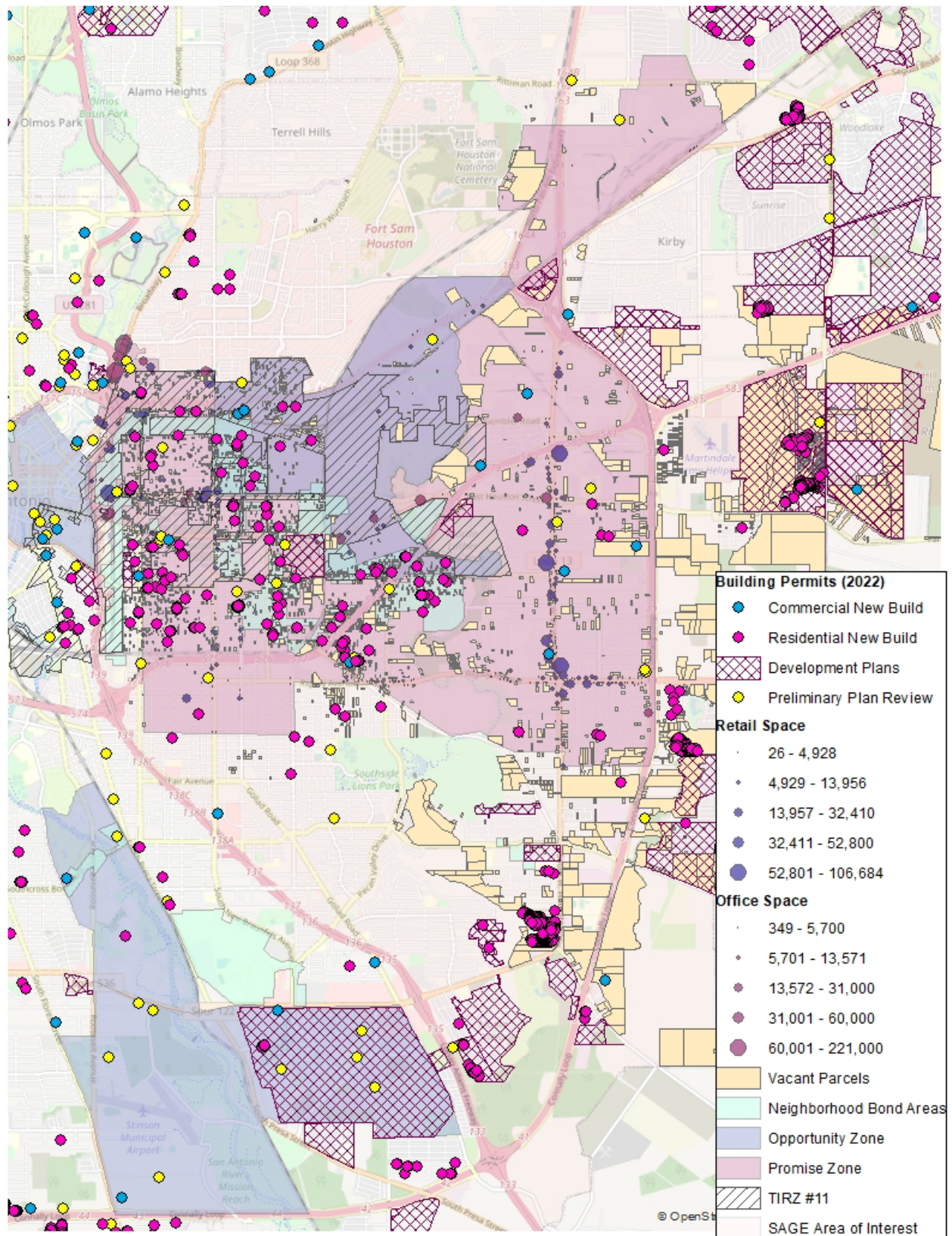
Figure 6. Invest in Place Metrics

Figure 7. Vacant and Underutilized Parcels

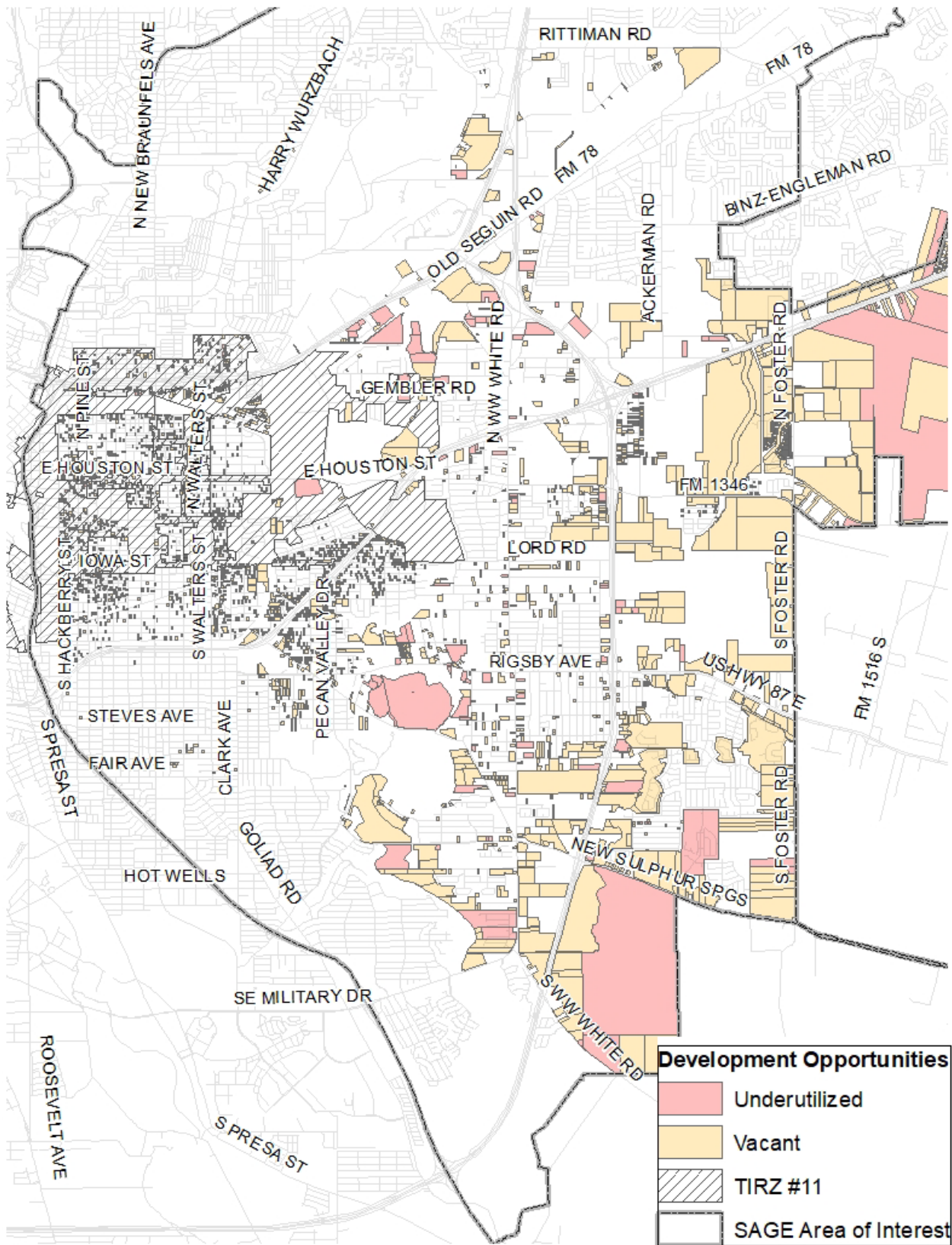


Figure 8. Near Eastside Vacant and Underutilized Parcels

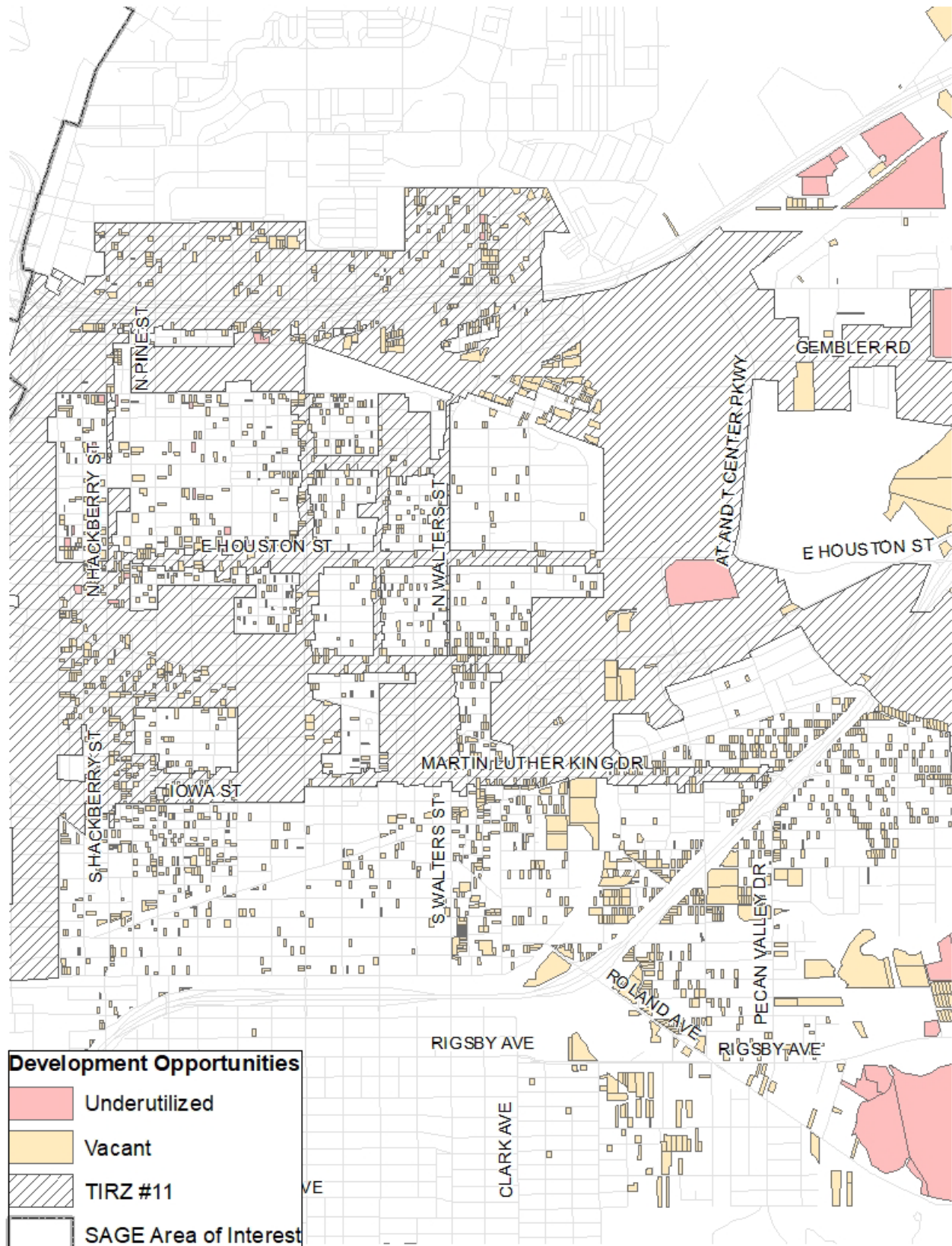


Figure 9. Percent Local Business Ownership by Zip Code

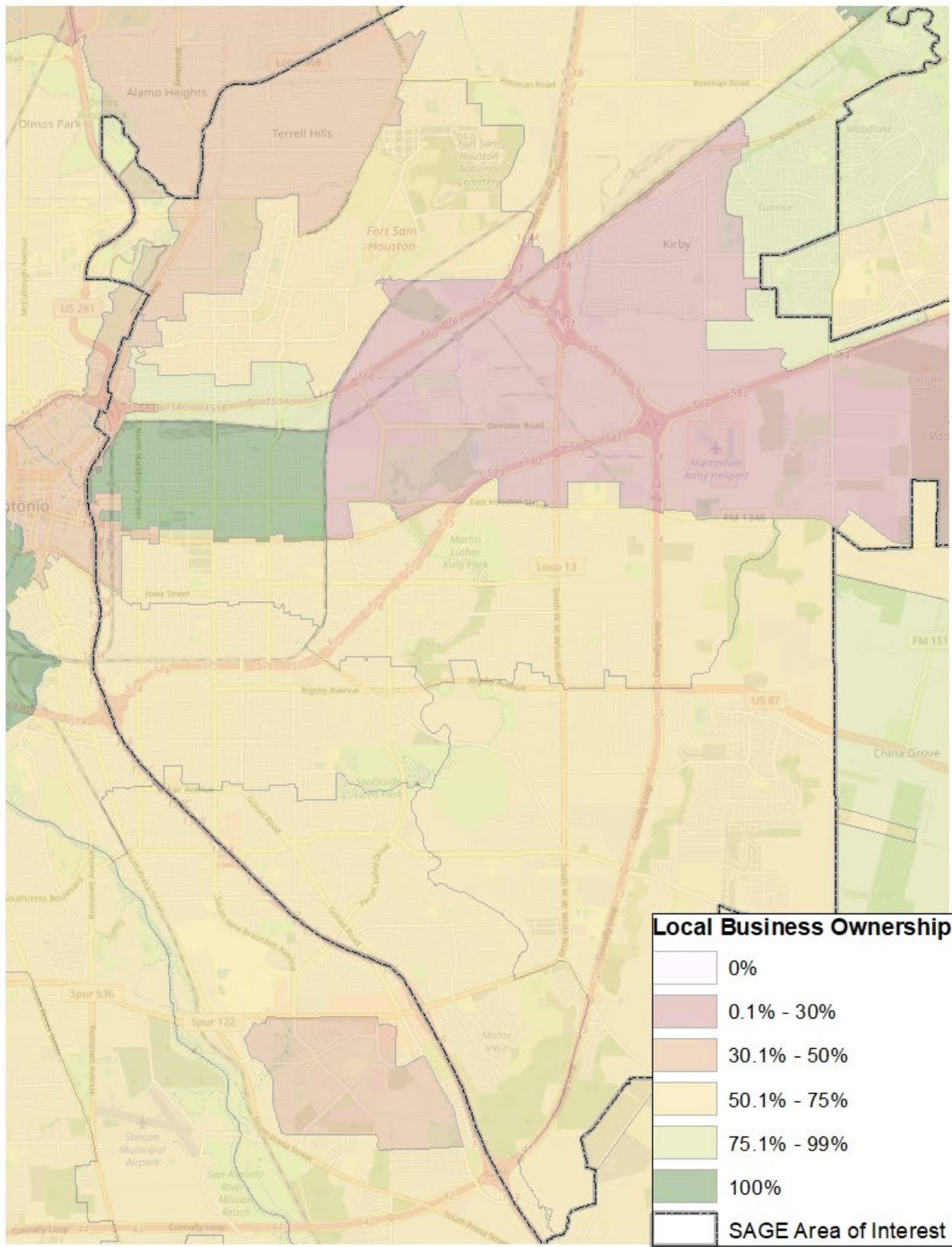


Figure 10. Homeownership Rate by Census Block Group

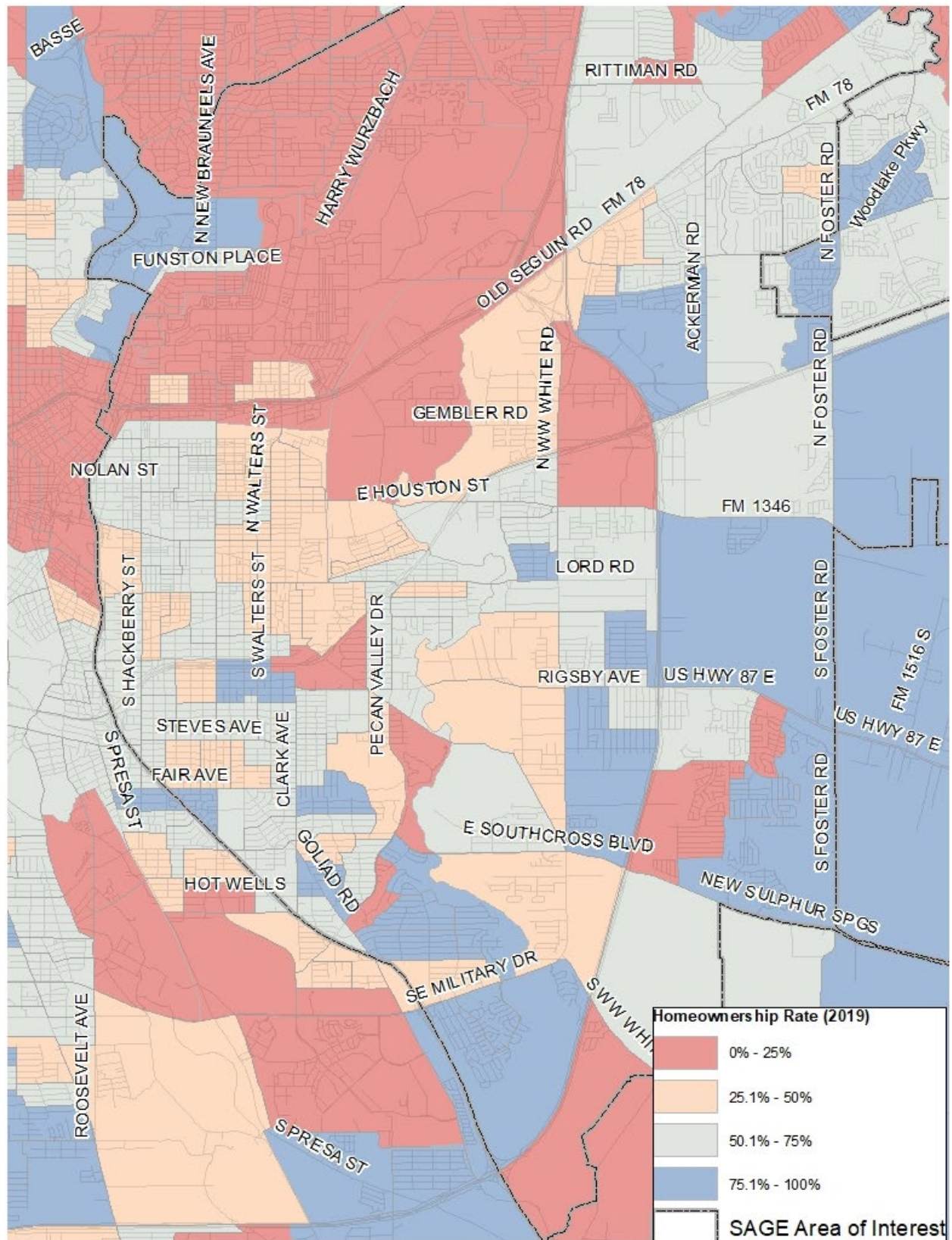


Figure 11. Property Ownership by Owner Location

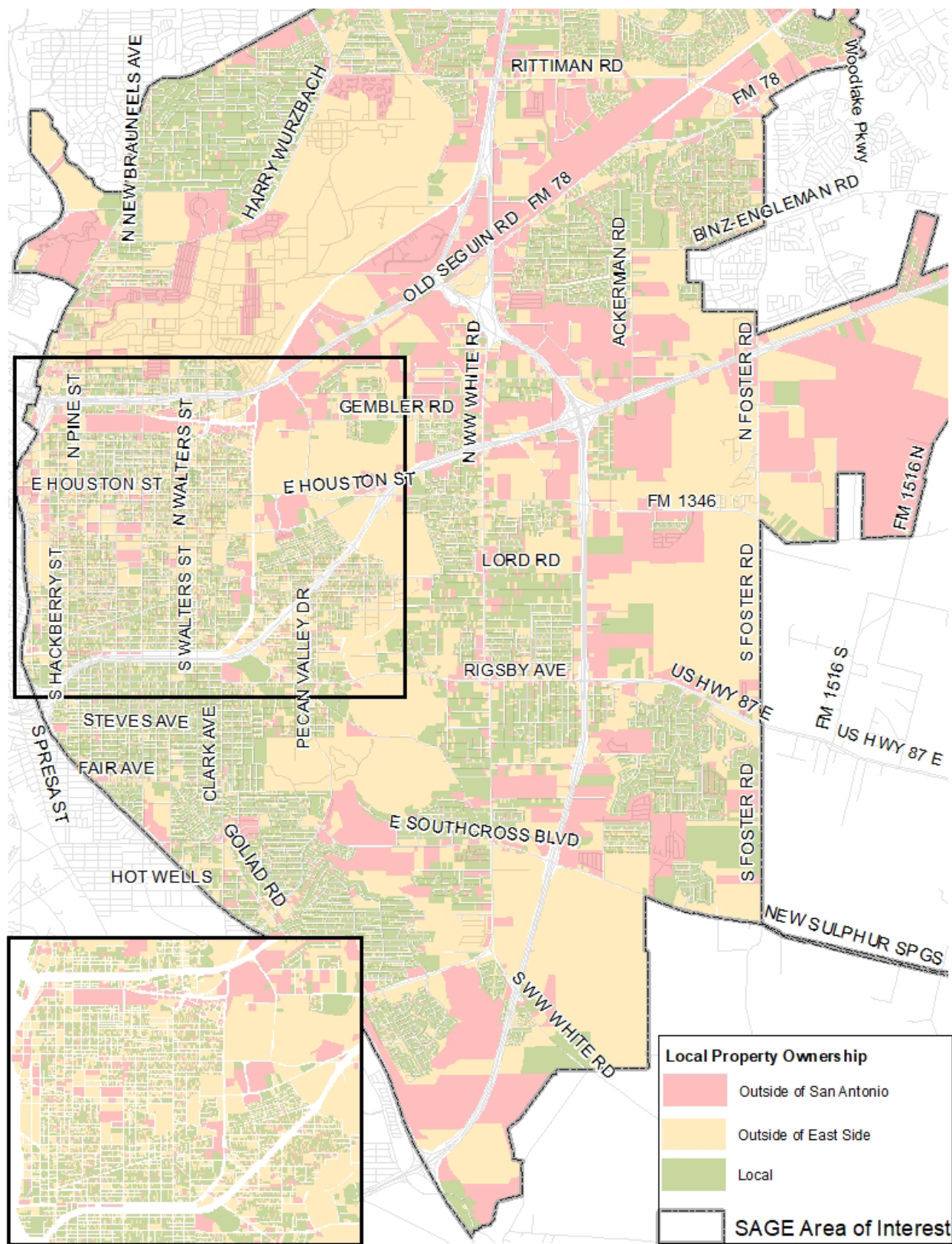


Figure 12. Social Vulnerability Index by Census Block Group

