



Zona Cultural Revitalization Plan





Appendix

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Introduction

“San Antonio is the capitol of what America is becoming.” – San Antonio Express-News

Why this plan and why now?

Zona Cultural is an historic and cultural gem in the heart of San Antonio, home to the birthplace of San Antonio as well as many cultural and civic institutions that attract visitors to the City from around the world. And yet, despite a rich history and a central location in the heart of the City, the area has struggled to find its voice and capitalize on its unique position. Zona Cultural currently lacks a clear identity, but is rather a loose mix of perspectives and stories told by different voices. The physical connections both within and to the area are at times difficult to navigate and lack aesthetic appeal. The offer of Zona Cultural is focused on Market Square and Main Plaza, but the amenities and attractions in between are few. Zona Cultural is in need of a clear and well-proclaimed storyline that celebrates the rich heritage and history of the area, and an actionable strategy to address the district’s physical and economic challenges in order to create an inviting, well-connected destination.

Additionally, Zona Cultural is currently suffering from ‘analysis paralysis’, as the City of San Antonio and other organizations have engaged in multiple planning efforts over the past decade. While full of good recommendations, Zona Cultural needs one plan that can synergistically tie all of these efforts together and provide quick wins and actionable steps to start moving the district forward.

This Zona Cultural Revitalization Plan aims to do just that. With significant new public and private investment happening within and around the area, the time for Zona Cultural to take steps to realize its potential is now. A recent State designation recognizing Zona Cultural as a certified Cultural District has helped galvanize support from local stakeholders and has given greater cachet to Zona Cultural. To be successful in realizing the many present opportunities, Zona Cultural must establish its identity, create a clear vision, and take actionable steps to collaborate with, capitalize on, and create a symbiotic relationship with the other developments within and around its boundaries. These relationships will be key to catalyzing further strategic growth that is informed by a clear vision for Zona Cultural and its stakeholders. This plan aims to capitalize on the current momentum and opportunity.

Overall Goals of the Plan

The Zona Cultural Revitalization Plan aims to establish an actionable revitalization strategy for the area by accomplishing the following:

- Identify ‘What is Zona Cultural?’ and establish a clear vision with a recognizable brand and identity for the district
- Establish clear projects and steps to move Zona towards achieving that vision over the next 18-24 months
- Create a sustainable organizational and funding model for Zona Cultural
- Develop a strategy to track and benchmark the future successes of Zona Cultural

While this plan is informed by the many existing plans for Zona Cultural and surrounding areas, its aim is to identify discrete projects and clear steps for implementation that are the most catalytic and will amplify existing momentum. This plan focuses on quick wins and actionable strategies that can happen immediately and set the stage for longer-term growth.

Plan Development Process

The process to develop the Zona Cultural Revitalization Plan has recognized that Zona Cultural is home to many cultural and civic institutions, historical landmarks, local businesses, and individuals that have witnessed and been a part of its diverse history. The area has also been shaped by economic and physical constraints, creating both opportunities and limitations. To that end, the development of this plan has required both historical exploration and the significant engagement of stakeholders. Throughout the process

to develop the recommendations, there has been engagement with civic leaders; local residents and employees; businesses; property owners; and historians.

The following further describes the plan development process:

- **Establishing a Foundation to Understand Zona Cultural:** For any revitalization plan to be actionable, it must respect the area's history, while putting it into context with its physical environment and its current position. This requires an understanding of:
 - **The Story:** Historical context and an understanding of the diverse storylines that have influenced the development of a place are critical to understand, in that they inform the identity and opportunity present. The plan must respect the past and carry the core elements of the area's history through in every recommendation.
 - **The Market:** The local and national economy impacts opportunities for success, but within any place there is a sweet spot where a unique offer and mix of uses can catalyze economic growth. The plan must understand and be responsive to the economic and market realities and provide creative solutions to capitalize on opportunity.
 - **The Setting:** The plan must explore how Zona Cultural relates to the rest of the City, and how it serves as a destination in its own right by exploring the existing physical setting, and what is working (or not) about the environment.
- **Building a Plan to Revitalize Zona Cultural:** To be successful, a revitalization plan must look at what is and isn't working from a variety of different perspectives, and provide multi-faceted solutions to address these challenges. Critical areas to explore include:
 - **Physical, Economic, Social:** This plan must address critical issues, opportunities and solutions in all three categories, and must define how they intersect. Specific recommendations should aim to improve the physical environment, connectivity and access to create a stronger local economy through business support and development. The recommendations should also identify opportunities to bolster interaction, engagement and collaboration in order to unite stakeholders of Zona Cultural.
 - **Regulatory and Policy:** Revitalizing an area requires more than just good ideas – it requires good policy and regulation to help gently nudge development in a critical direction, and to incentivize desirable improvements to happen. This Zona Cultural Revitalization Plan makes regulatory and policy recommendations aligned to the key goals set forth.
- **A Long-Term Sustainable Strategy to Deliver the Plan:** Good ideas can only take Zona Cultural so far. Long-term success in the area requires dedicated funding and an organizational structure that encourages local stakeholders to remain actively involved in plan implementation. Critical to sustainability includes:
 - **Organization:** The organizational strategy must allow Zona Cultural's future to be uniquely and flexibly managed by the local stakeholders who will benefit from its delivery. The organizational structure for Zona includes appropriate structures, partnerships and management strategies to ensure leadership in plan delivery.
 - **Funding:** Dedicated funding must be identified to implement this plan, and that funding must be leveraged from a variety of sources to provide enough resources to implement it thoroughly

Throughout the process to develop the Zona Cultural Revitalization Plan, stakeholders have been instrumental in guiding the strategies through their insight and vision at a number of planning meetings (see *Appendix A*). This input has helped to ensure that this plan is constructed from the ground up and builds on existing research and planning efforts to establish a collective and collaborative vision for Zona Cultural, while empowering stakeholders to take on new opportunities.

This revitalization strategy was also informed by a steering committee comprised of stakeholders who live, work, and own property within Zona Cultural (see *Appendix B*). These meetings have included individuals

involved with the many ongoing and planned developments within and around Zona Cultural to ensure that efforts are collaborative and synergies between projects are identified early on. Because many of these developments are planned within a similar timeframe, it is imperative that Zona Cultural continues to interact with these organizations to advance the district toward a collective vision. The Zona Cultural Steering Committee was tasked with reviewing all draft materials and providing their perspective and unique insight on the current state of Zona Cultural, as well as their vision for its future.

The Opportunity for Zona Cultural

Zona Cultural is on the cusp of significant change. Major public sector investments, including the San Pedro Creek development and public infrastructure improvements throughout the district will create significant new opportunities to improve connectivity (and activity) for Zona Cultural. Additionally, planned investments (or those underway) by Weston Urban, the Children's Hospital of San Antonio, the Cortez family, the Alameda Theatre, VIA (in Centro Plaza – their multi-modal transit center) and others are creating new momentum and potential partnership opportunities to leverage. Finally, the recent Cultural District designation by the State of Texas brings new attention to Zona Cultural, and potential opportunities to tap into new funding for the area.

The vision for Zona Cultural must be bold, the identity must be clear, and the steps to success must be catalytic and quickly actionable while recognizing that revitalization is not master planning. To succeed, this plan encourages incremental steps to test ideas and experiment with new initiatives that can – in time – be developed into more permanent initiatives if deemed successful. This plan sets a clear pathway forward for these projects, as well as funding and organizational strategies to ensure success.



Zona Cultural's Origins and History

Zona Cultural is the birthplace of San Antonio; home to many of the city's most historic and iconic locations and institutions, including Main Plaza, Plaza de Armas, Market Square, Alameda Theater, and San Fernando Cathedral. Zona Cultural has a rich and diverse history that has evolved along with a changing San Antonio. Zona Cultural's history tells San Antonio's history – from a presidio to a bustling and vibrant global city. Zona Cultural was historically the center of San Antonio's commerce, full of vibrancy and life, and a true melting pot of cultures.

In its early days, Zona Cultural was a social and cultural hub, attracting residents and visitors to participate in the plentiful activities taking place throughout the day and night. There were cantinas and saloons, dancing, bullfights, and fresh food (Cultural History Report of the Area Proposed as El Mercado Zona Cultural, 2015). The plazas located within Zona Cultural throughout the 1800s bustled with energy. Many businesses operated in the area along with many vendors of food and drink, including the Chili Queens. It was in historic Zona Cultural that people from all walks of life worked, shopped, danced, and dined.

The commercial, military, and religious centers in Zona Cultural attracted people from across the globe, and the area became home to German, Mexican, American, Italian, Chinese, and Spanish businesses and families. With the growing population the desire to expand many buildings around the plazas pushed many users of the plazas westward towards the current Market Square location. Eventually San Pedro Creek became a dividing line between Mexican and Anglo commercial and social activity.

Throughout much of the 20th Century, the district housed important centers of shopping and daily entertainment. There were large multi-story department stores and multi-block stretches of storefront retail that served luxury shoppers and students with just enough money for bus fare. By the turn of the century, much of that retail and shopping had left, in part due to the demolition of the open and informal Spanish-style City Hall, Courthouse and Jail building to construct two new separate and imposing buildings for City Hall in Military Plaza and the Courthouse in Main Plaza, which closed off the only two open and beloved gathering places within the district (Guerra, 2015). After their construction, only civic and banking employment were left to dominate the district and the shops and restaurants at Market Square remained as one of the few centers of daily life.

The last ten years have brought new opportunity and visions for Zona Cultural. In that time, Main Plaza has been reimagined, the Vistana apartment building development has welcomed new residents, the University of Texas San Antonio (UTSA) has grown a campus that educates thousands of college students, and the Alameda Theatre has begun restoration and welcomed a new school to Zona Cultural. Historical centers of activity are seeing new life, and investments in Zona Cultural are creating new opportunities to bring vibrancy back to the area.

These multiple layers of history have created a cumulative story for Zona Cultural that is both deep and complex. As one stakeholder noted in the development of this plan, Zona Cultural's history is marked by both scars and healing; cultural and economic shifts over time have created turmoil for the area, but those wounds have healed to create a rich and complex storyline that makes Zona Cultural unique. Beyond simply being a "Little Mexico" or a Latin quarter, Zona Cultural is a complex tapestry of cultures and stories that this revitalization plan aims to surface and celebrate.



Zona Cultural Today

“History doesn’t stop, but changes” – Daniel Arreola

Today, Zona Cultural’s boundaries have expanded to include areas to both the east and west of Interstate 35. Each side of the interstate has very different characteristics, with the portion of the district east of the highway lying within the heart of Downtown San Antonio and encompassing many of its cultural and civic assets, and the portion west of the highway being much less developed and dense. The boundaries of the district are illustrated in the map below:

Zona Cultural



Zona Cultural’s multi-cultural roots and its history as the center of activity in San Antonio have helped it to remain a truly unique place in the center of the city. Despite this, however, Zona Cultural has to date missed out on the urban renaissance that has taken place in nearby neighborhoods. The area has not attracted the residential revival nor the coffee shops, boutiques, and restaurants that are blossoming in other nearby neighborhoods and in many city centers and urban neighborhoods across the country. While Zona Cultural has remained a local tourist destination – in particular for Market Square – it is not seen today as a destination for locals, lacking housing, consistent activation, pedestrian-friendly connections, and other amenities that make urban areas not only livable, but lovable.

Zona Cultural and Local Residents

Today, the San Antonio metro area has a population of 2.1 million, with only some 18,000 (less than 1%) taking residence in the “Center City”. The metro area has a significant low-income population with nearly 20% of current residents falling below the poverty level. The metro area population is 54.87% Hispanic/Latino, with a large number of Mexican nationals moving to the area. Total population is expected to grow 7.64% from 2015 to 2020.

Continued population growth, increasing diversity and a continuing need to serve lower-income populations will be very real challenges for the City of San Antonio as a whole. Sprawling infrastructure already means stretched-thin resources, and so infill opportunities create potential to revitalize and activate center city areas such as Zona Cultural that can serve current and future populations by offering housing, jobs, services and local activities for all walks of life.

It’s important to note that recent studies (Strategic Framework Plan, 2011) and engagement to create the Zona Cultural Revitalization Plan noted an aspiration of locals to “take back” their downtown and Zona Cultural as destinations that are not just for tourists but that provide a welcoming offer and reason to visit for locals and tourists alike.

Tourism in Zona Cultural

As a visitor destination, San Antonio as a whole benefits from the draw of well-known destinations such as the Riverwalk, the Alamo and Market Square. San Antonio sees some 31 million tourists per year (San Antonio Hospitality Economic Impact Study, 2014), a majority of whom drive in from Dallas, Houston, Oklahoma City, and other surrounding areas with an average stay of 4.5 days (Destination SA Update, 2011). Research conducted for the Destination SA 2011 report implies that many of those tourists come to Zona Cultural and particularly Market Square while visiting the city; however, visitor satisfaction for these attractions is relatively low. Of those visiting Market Square, only 38.7% gave it an ‘excellent’ rating, while other attractions in central San Antonio scored significantly higher ratings of satisfaction, including a 74% ‘excellent’ rating for the Riverwalk, 59.6% for the Alamo and, and 52.2% for local museums. (Destination SA, 2011).

Cultural District Designation

In early 2014, the City of San Antonio formally recognized the 44 contiguous blocks of Zona Cultural as an arts and culture district. This designation acknowledged the current arts and cultural offerings, many highlighting the history and culture of the area, and aimed to capitalize and expand on them to bolster the economic viability of the area in terms of job growth and housing, as well as promotion of local artists and makers.

On the heels of the City designation, Centro San Antonio led a local effort with the City of San Antonio and Zona Cultural stakeholders to apply for formal Cultural District designation with the State of Texas Commission on the Arts. The State considers certified Cultural Districts as special zones that harness the power of cultural resources to stimulate economic development and community revitalization. These districts are seen as becoming focal points for generating businesses, attracting tourists, stimulating cultural development and fostering civic pride. Zona Cultural successfully received Cultural District designation from the State of Texas in September 2015, bringing with it statewide recognition and the potential to tap into additional state and federal funding to support Zona Cultural initiatives.

Planned Developments

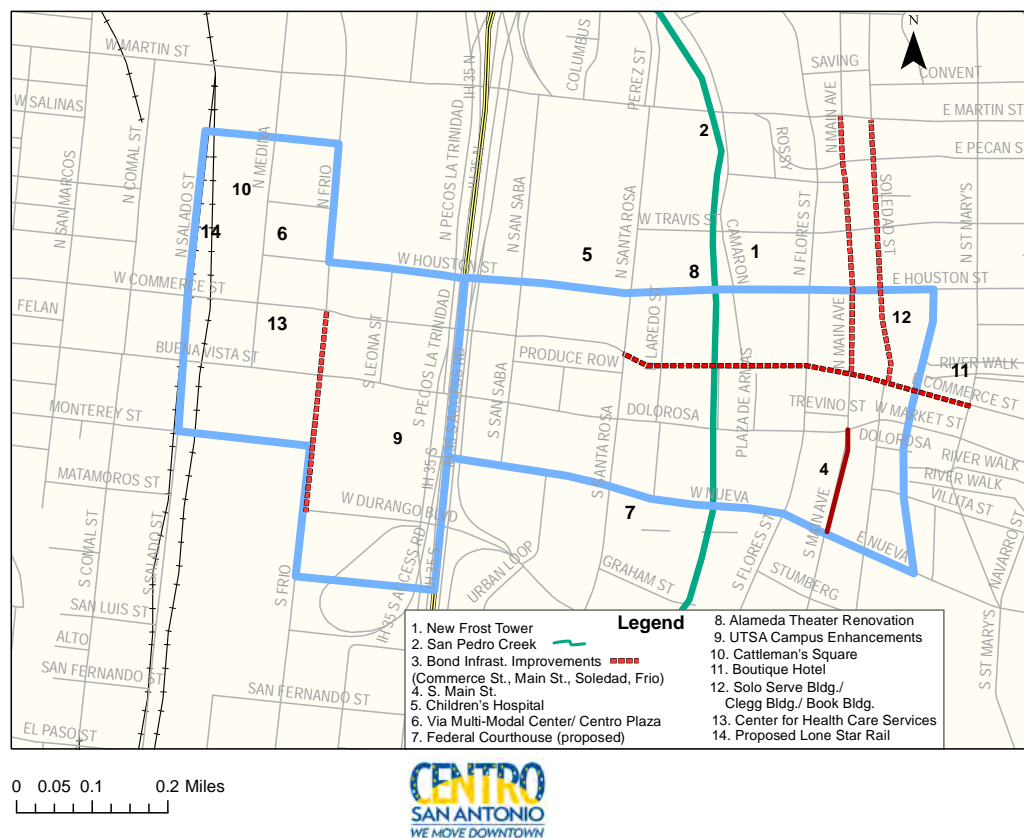
A number of planned developments in and adjacent to Zona Cultural are poised to bring new energy into the area. These developments include:

- I. **Frost Tower/Municipal Plaza Building:** Frost Bank’s new corporate headquarters are set to be housed in a new office tower located adjacent to Zona Cultural on Houston Street near San Pedro Creek.

The proposed 400,000 sq. ft. facility is being developed by Weston Urban and is set to be completed in 2018/2019. After the new Frost Tower is built, the City of San Antonio will remodel the existing Frost Tower and move City of San Antonio staff into that building from the Municipal Plaza Building and other downtown locations. Weston Urban will then convert the Municipal Plaza Building into apartments.

2. **San Pedro Creek:** Many times mistaken for a drainage ditch, San Pedro Creek is a functional but unsightly creek that runs through Zona Cultural. In an attempt to reconstitute the creek, reflect on its rich history and create a sense of place, Bexar County and the San Antonio River Authority (SARA) have undertaken the San Pedro Creek Improvements Project. The first phase of the project is set to be completed by May 2018, and will include significant improvements to the waterway, pedestrian access and open places and spaces for activation, bringing new opportunity for programming in and around Zona Cultural.

Proposed & On-going Development Projects in Zona



3. **Bond Infrastructure Improvements – Commerce Street, Main Street, Soledad Street, Frio Street:** In all \$27.6 million of bond work is being poured into several streets in and around Zona Cultural. These projects include:
 - **Commerce Street Project** (from St. Mary's to San Rosa Street) - \$9M: Effort to make a portion of downtown more connected and pedestrian-friendly by removing the bus-only lane and adding a pedestrian corridor with enhanced seating, lighting, and art on Commerce Street.
 - **Soledad Street and Main Street:** This project will include total reconstruction of roadway and conversion from one-way to two-way traffic operations. This project will include 5' bicycle lanes,

- curbs, variable width sidewalks, ADA compliant wheelchair ramps, left hand turn lanes, incidental driveway construction, landscaping plans, street and pedestrian lighting and amenities.*
- **Frio Street:** \$1.7M will be invested in Frio Street from Commerce Street to Cesar Chavez Boulevard to provide aesthetic and pedestrian enhancements, better lighting and bike lanes.
4. **S. Main Street:** Bexar County investment of \$900,000. Main Street was redesigned for County and emergency vehicles but scaled as pleasant walking experience for visitors and the general public. New Oklahoma flagstone and stone patterned concrete replaced existing asphalt street from Nueva Street to Dolorosa Street. Drought tolerant landscaping such as mountain laurels and native planting were added to pull together both Courthouse Plaza and Main Plaza.
 5. **Children's Hospital of San Antonio:** The Children's Hospital of San Antonio is nearing completion of a two-year, \$145 million renovation. The 800,000 square foot space - located on the northern edge of Zona Cultural's boundaries, across from Milam Park - will include 275 beds, an evidence-based ER, on-site research space, new and redesigned treatment space, play and recreation space, 12 additional operating rooms, improved parking facilities and \$41 million in equipment and technology upgrades. In the last 18 months, the hospital has added 200 new positions to support the hospital.
 6. **VIA Multi-Modal Center and Centro Plaza:** VIA has recently completed a new multimodal transit hub which facilitates route transfers, expands inter-city bus service to alleviate congestion and encourages new mixed-use development opportunities. Centro Plaza is a new state-of-the-art transit plaza that creates a more welcoming environment for gathering and activation.
 7. **Federal Courthouse:** In 2016, San Antonio's Congressional delegation successfully secured \$135 million in funding for construction of the city's long-delayed new federal courthouse at 214 W. Nueva Street. Funding for the project is in the 2016 budget and comes after five years of unsuccessful efforts to win funding through the traditional appropriations process.
 8. **Alameda Theater Renovation:** When the Alameda opened in 1949, it was the largest Spanish-language movie and vaudeville palace in the country. After falling into disrepair (and many attempts over the years to restore it) major strides have been made to renovate the theater and bring it back into active use. The Alameda currently houses a charter school and some office space, and is set to be restored to a modern version of its original majesty, showing theatre, cinema, opera, dance, and more. The project has completed a \$7.1 million Phase I and is pending additional fundraising of ~\$18 million to complete the plans.
 9. **University of Texas at San Antonio (UTSA) Downtown Campus Enhancements:** The Downtown Campus of UTSA houses the College of Public Policy, the College of Architecture and the Texas State Data Center. The campus covers some 18 acres and provides classes to more than 4,000 students. UTSA's Master Plan calls for the expansion of on-campus amenities (including restaurants, coffee shops, etc.) as well as the growth of civic spaces and housing for students.
 10. **Cattleman's Square** – Cattleman's Square – located near Interstate 35 and Commerce Street, and adjacent to the UTSA Campus – is set to see the \$28 million development of 242 residential units and 5,000 sq. ft. of ground-floor retail space by 210 Developers. The site, known as the Maureaux building, was once home to the Toudouze Market, one of the oldest structures in the area. The building will be partially demolished, but will retain the south and east facades, as well as reconstructed facades based on period photographs.
 11. **Boutique Hotel at Commerce Street/St. Mary's Street:** Downtown entrepreneur Chris Hill is exploring the development of an 18-story, \$45 million boutique hotel concept on the Riverwalk. Hill is

planning to raze the 1950s Mortgage Investment Corp. /Sullivan Bank building and incorporate the mid-1800s Alamo Fish Market building.

- 12. Solo Serve Building/Clegg Company Building/Book Building Development:** *A proposed 21-story, 252-room AC Hotel by Marriott is being considered for development on the Riverwalk by Woodbine Development Corporation and Overland Partners. The project will also maintain the facades of next-door structure collectively known as the Clegg Company Building. The historic Book Building will be rehabilitated to become the hotel's main pedestrian entrance. The hotel will include 12 levels of hotel rooms, eight levels of above-ground parking, and about 10,000 sq. ft. of street and river-level restaurant and retail space.*
- 13. Center for Health Care Services:** *A roughly \$50-million mixed-use medical center at West Commerce and Frio Streets. The ground floor of the new development will house adult outpatient mental health services and storefront retail space. Center for Health Care Services plans to lease the second and third floors of the approximately 123,000-square-foot center as medical and professional office space. It is estimated that 164 professional personnel will occupy the new center when it opens in late 2017.*
- 14. Proposed Lone Star Rail Station:** *The Lone Star Rail District has plans to build a new freight line east of San Antonio that would travel through Seguin in order to free up passenger space between San Antonio and Austin. The passenger route would connect the Texas A&M University campus in south San Antonio with stops in Schertz, New Braunfels, San Marcos, Austin and Georgetown, including a stop near the VIA transit center. If all the municipalities can agree to a plan, the passenger rail line could be completed as early as 2020.*

Together, these significant projects have the ability to catalyze additional investment in Zona Cultural. Strategies to leverage these investments have been considered in the development of this revitalization plan.





A Fresh Future for Zona Cultural

"[A visit to San Antonio] touches the hearts of travelers deeply because the people who have built this city are deeply passionate about it, have deep-seated roots, and a vision for what it will continue to be and far-reaching pride about its past and future."

San Antonio Convention & Visitors Bureau 2006 Branding Campaign

The Vision for Zona Cultural – MUSIC | FOOD | CULTURE | ARTS

The vision for Zona Cultural must underscore the fact that history is constantly evolving, and that the past histories, present context, and future opportunities must all be considered in the creation a thriving district and must be collaboratively imagined by those who live, work, and play in the district. The vision for Zona Cultural is to create an historically and culturally important district that is the image of San Antonio... a place that celebrates and belongs to the locals, but that welcomes visitors in to learn more about the complex, multi-faceted history of this city.

The vision statement for Zona Cultural is:

Zona Cultural is a crossroads of culture, commerce and community; a destination celebrating the story of San Antonio through music, food, culture and the arts.

Zona Cultural should be a neighborhood, a community gathering place, and a showcase of San Antonio's culture with a focus on the people who live there and those who came before them.

The key components to this vision statement are:

- ***A crossroads of culture, commerce and community:*** Zona Cultural is an intersection of various cultural stories and histories; immersed in that is the celebration of community and the livelihoods that have kept Zona Cultural thriving for many generations.
- ***A destination:*** This plan aims to reclaim the entirety of Zona Cultural as a destination. The whole is greater than the sum of its parts, and Zona's offerings need to be better woven together to create a thriving district with a palpable sense of place.
- ***Celebrating the story of San Antonio:*** There is not just one Zona Cultural storyline; this plan aims to celebrate the diversity of histories that have created a complex and unique city, and in turn showcase how Zona Cultural has been at the heart of many different storylines.
- ***Music, food, culture and the arts:*** These have been the basis of gathering in Zona Cultural over many generations; cumulatively they are the elements that make Zona Cultural unique. This plan aims to help Zona Cultural become the showcase of San Antonio's culture, where every place and space is full of color, life and vibrancy.

This vision is reflected in every part of the revitalization plan.



Zona Cultural Revitalization Plan Strategies

Through research, engagement and the guidance of the Zona Cultural Steering Committee, a number of revitalization issues and opportunities were analyzed. Project and program ideas were then developed and priorities established, creating an approach to ensure Zona Cultural capitalized on revitalization opportunities. The priorities identified for Zona Cultural are:

- *Establish a clear brand and identity for Zona Cultural, one that identifies an experience beyond just Market Square or Main Plaza*
- *Incubate local economic growth through initiatives that fill vacant space and provide jobs and entrepreneurial opportunities for residents*
- *Ensure the district is pedestrian-friendly and bicycle-friendly, and that walkways and crossings are safe*
- *Bring color and storytelling to the district through murals, public art, and other appropriate activation as a way to share history and bolster vibrancy in Zona Cultural*
- *Better integrate and build on Market Square as a centerpiece of the district*
- *Capitalize on projects happening now and ensure collaboration and synergistic coordination of projects while promoting and tying into the Zona Cultural identity*
- *Create a sustainable structure for localized management and funding for Zona Cultural that puts the future of the area into the hands of stakeholders in the immediate area*

The specific Zona Cultural Revitalization Plan strategies that address these priorities fall into five recommendation areas, and a total of 21 projects, identified as either quick win/short term strategies, or medium- to longer-term recommendations. The following chart summarizes these recommendations:

	QUICK WINS/SHORT-TERM	MEDIUM- TO LONG-TERM
Branding, Identity and Activation (Pages 19-22)	<ul style="list-style-type: none"> ▪ Establish the Name/Brand for Zona Cultural ▪ Create Zona Cultural Website, Social Media 	<ul style="list-style-type: none"> ▪ Zona Cultural Program of Events and Activation ▪ Zona Cultural Marketing Strategy – Local, Regional, National
Economic Development (Pages 23-27)	<ul style="list-style-type: none"> ▪ Vacant Storefront Interventions – Pop-Ups and Art ▪ Affordable Housing for Artists and Creatives (Artspace) 	<ul style="list-style-type: none"> ▪ Zona Cultural Retail Study ▪ Parking and Access Management
Connectivity and Public Realm (Pages 28-32)	<ul style="list-style-type: none"> ▪ Zona Cultural Public Art and Mural Program ▪ Pop-Up Parks and Public Spaces ▪ Wayfinding and Gateways 	<ul style="list-style-type: none"> ▪ Improve Santa Rosa Avenue for Pedestrians and Cyclists ▪ Future Capital Improvements
Planning and	<ul style="list-style-type: none"> ▪ Zona Cultural Design 	<ul style="list-style-type: none"> ▪ Utilize the Downtown

Policy (Pages 33-37)	Guidelines <ul style="list-style-type: none"> ▪ Site Specific Planning to Integrate Current/Future Developments ▪ Address Homelessness, Anti-Social Behavior and Day Laborer Issues 	Neighborhood Plan to Support Appropriate Zoning Changes <ul style="list-style-type: none"> ▪ Incentives to Encourage Appropriate Development
Market Square (Pages 38-41)	<ul style="list-style-type: none"> ▪ Reintroduce Fresh Food/Artisan Market ▪ Expand Programming to Areas Surrounding Market Square 	<ul style="list-style-type: none"> ▪ Physical Improvements to Market Square

In the following sections, the goals, opportunities and steps to achieve each of these recommended strategies are outlined in detail, along with metrics for measuring each strategy.

Branding, Identity and Activation

Zona Cultural has struggled to clearly communicate its distinctive identity and storyline. To a certain extent, the district's name (which has only more recently been established) has been a part of that struggle. Building an appropriate brand identity will be critical to the implementation, as it will inform each and every project. The overarching goal for this category of recommendations going forward should be to reassess the name for the district, create a compelling brand campaign, and establish marketing and activation channels that allow Zona's unique story to be told.

Quick Win/Short-Term Project #1: Establish the Name/Brand for Zona Cultural

- **GOAL:** Assess the name for the district, clearly define a brand identity and define the messaging and storylines that convey the area's distinctive character and qualities, promote its historical and cultural identity, and communicates both the present amenities and the change underway.
- **ISSUES/OPPORTUNITIES:**
 - The Zona Cultural name has only been around for about a year, and it was created by the City of San Antonio as a working name in its efforts to boost revitalization activity in the area. It is not necessarily representative of the diverse past of Zona Cultural, nor of its future, nor did its creation involve collaborative community input. A fresh, professional look at the brand could bring clarity to a complex storyline and create a strong foundation to build upon.
 - A strong identity will help to educate locals and visitors on the history and cultural values of the Zona Cultural area as part of the larger San Antonio story.
 - An inclusive community process to develop the area's identity will help ensure buy-in over the long-term for the work this plan proposes.
- **STEPS:**
 - Utilize this revitalization plan's findings, vision and recommendations for the area to develop an identity and brand scope of work, and seek proposals from consulting firms.
 - Undertake an identity development process that engages stakeholders and the community to ensure buy-in and support.
 - Identify how the brand can be introduced into every recommendation in this plan.
 - Facilitate a brand launch to invite the community and visitors to learn about and engage in the new identity for the area.
- **METRICS:**
 - Number and average stay of tourists visiting the district (to measure brand recognition)
 - Number/type of attractions and revenue generation (to measure growth of cultural assets)
 - Image and perception (stakeholders and visitors)



Branding mark for River North Art District in Denver, CO.



Branding mark for Greater East End Cultural District in Houston, TX.

Quick Win/Short-Term Project #2: Create Zona Cultural Website, Social Media

- *GOAL: Establish an online presence for Zona Cultural to be able to distinctively communicate the diverse experiences to be had in the district and create social media channels to disseminate information about Zona Cultural to audiences of all varieties.*
- *ISSUES/OPPORTUNITIES:*
 - *A distinctive online presence for Zona Cultural will help to establish and differentiate the district from other locales in San Antonio, and will create a portal for locals and visitors to find information about everything from opportunities to live, work and create in the area, to attractions, programming and unique offers.*
 - *Develop marketing channels that make information about Zona Cultural more accessible for everyone, be they locals or visitors.*
 - *Social media channels can create 'edgier' opportunities to communicate and interact with different audiences, can tell a visual story, and can keep users reminded of daily programmatic activities.*
- *STEPS:*
 - *Complete the Zona identity and brand work and ensure the online communication tools support it.*
 - *Establish critical information to be presented on the website and seek support to develop the tool. Zona Cultural should have its own website, but this should also be linked to other organizations' websites, including the City of San Antonio, Centro San Antonio, etc. An RFP should be developed to solicit professional support from web designers who understand place-based web design.*
 - *Identify appropriate social media channels and what types of messaging are most appropriate for various channels. Different tools have different purposes and some may be better suited to Zona Cultural depending on the audience.*
 - *Ensure there is dedicated Zona Cultural staff who will keep content and information for both the website and social media refreshed and exciting, and will keep communications constant.*
- *METRICS:*
 - *Number and average stay of visitors to the website*
 - *Number of 'likes', views, and shares of social media posts and number of followers on each site*

Medium- to Long-Term Project #1: Zona Cultural Program of Events and Activation

- *GOAL:* Coordinate existing events happening in Zona Cultural, identify 'brand-supporting' events to add to the mix, and develop signature Zona Cultural events that serve both local and visitor audiences and help support telling the Zona Cultural story.
- *ISSUES/OPPORTUNITIES:*
 - Current events are isolated and not always related to the brand/identity of Zona Cultural; this effort will refine the mix of events to be sure they are supporting the Zona Cultural brand and are also supporting (and helping to grow) local businesses.
 - Expand the visitor base by establishing a consistent program of events that attracts locals and tourists alike.
 - The programming in Zona Cultural should create 'nodes' of activation that are like a 'string of pearls' which encourage visitors to the area to keep walking and keep exploring. Opportunities for nodes of activities are prevalent, including Market Square, Milam Park, VIA Centro Plaza and the future San Pedro Creek 150-seat amphitheater, all of which could be potentially overseen by the Zona Cultural Management Organization.
- *STEPS:*
 - Audit existing events to understand their breadth, the draw and the impact on Zona Cultural (positive or negative). This should include close work with Market Square management, who currently program something nearly every week. Identify which events support the Zona Cultural brand identity and should be continued, and which might be better relocated or discontinued.
 - Identify gaps in current event offerings (e.g. events all clustered in certain times of the year; opportunities to do events that bring in a more diverse audience and experience) and strategize on the types of events, audiences, etc. that will enhance the programming in Market Square.
 - Identify which events the Zona Cultural Management Organization can implement and manage, which are opportunities to partner, and which may be better outsourced, and create a programming calendar and activation strategy.
- *METRICS:*
 - Number of events in the district and attendance
 - Revenue generated by events and upticks in surrounding retail/restaurant revenue during events
 - Image and perception (stakeholders and visitors)

Medium- to Long-Term Project #2: Zona Cultural Marketing Strategy – Local, Regional, National

- *GOAL:* With the brand identity established, and primary marketing channels implemented (website, social media), begin strategically investing in local, regional and national marketing channels to target audiences.
- *ISSUES/OPPORTUNITIES:*
 - Local audiences should be an initial primary audience to target with marketing, which should be messaged as an invitation to visit, explore, learn and participate in the revitalization of an important part of the community.
 - Regional and national marketing can differentiate Zona Cultural's offer from other destinations in San Antonio and put the area 'on the map' as a destination.
 - Marketing can also be developed to encourage investment in Zona Cultural, be it by developers, residents looking to relocate, or entrepreneurs and creatives looking for a place to open shop.

- *STEPS:*
 - *Develop an RFP to work with a marketing agency to create a strategic marketing strategy.*
 - *Identify target markets and appropriate marketing strategies, messages and channels to reach each of them.*
 - *Establish a yearly marketing budget to support this initiative and put staff in place to oversee the work.*
- *METRICS:*
 - *Number and average stay of tourists visiting the district, as well as attractions visited*
 - *Sales tax generated*
 - *Number of hotel rooms in the district and amount generated*
 - *Image and perception (stakeholders, locals and visitors)*

Economic Development

There's no question that the retail and restaurant environment in Zona Cultural has struggled. Market Square has been able to keep active by having destination locations, and other retailers in Zona Cultural who have managed to succeed (e.g. Penner's) have done so through name-recognition and a differentiated offer. However, the vacancies that abound throughout Zona Cultural provide opportunity for creative interventions and the incubation of both local entrepreneurs and artisans. Parking solutions and supporting policies can help create opportunities for success.

Quick Win/Short-Term Project #1: Vacant Storefront Interventions – Pop-Ups and Art

- *GOAL:* Enhance the connectivity between Zona Cultural and other locations on main pedestrian thoroughfares by adding life, vibrancy, color, light and activity to ground-floor spaces, while highlighting available storefronts and creating opportunities to incubate local entrepreneurs and artisans.
- *ISSUES/OPPORTUNITIES:*
 - There is a tremendous amount of vacancy throughout Zona Cultural, including (but not limited to) significant issues along main pedestrian thoroughfares Houston Street and Commerce Street, as well as around the vibrant Market Square. Not only are these storefronts vacant, but they are (for the most part) unkempt. Dirty, empty windows are the norm; most are unlit, creating dark spaces along important streets once the sun goes down. These dark storefronts create an unsafe and uncared for feeling and are barriers to pulling people into the Zona Cultural neighborhood.
 - The City of San Antonio has piloted a holiday pop-up program to great success, but it is temporary and doesn't have adequate funding to help clean up space to make it usable. However, the success of this program indicates there is a larger demand for a year-round program in Zona Cultural. Investing time and resources into working with property owners to physically clean up the interiors and windows of empty store fronts including repairing any cracked windows, turn on and maintain lighting, repair facades (including graffiti removal, paint touch-up, etc.) and activate the windows with some sort of well-kept display can be a game-changer in terms of activating the street-level environment and creating a more vibrant sense of place. These improvements make a place look and feel cared for.
 - Many other cities, management organizations and partners have initiated very substantial pop-up programs that are based more in incubation and entrepreneurial development than on temporary activation. Creating a program that helps to support the growth of local business, while also creating workspace for artisans, could build Zona Cultural's brand and create a whole new level of activity in the area.
 - For spaces that aren't well-suited for activation, pop-up art installations facilitated in partnership with local artists and art institutions can create an enhanced aesthetic experience, and vacant windows can also serve as a way to promote other events and assets in Zona Cultural.
- *STEPS:*
 - Identify a source of funding to facilitate the development of the pop-up program, undertake space improvements, pay for insurance, lighting and other necessary items, and create an overall operations budget. Initiate partnerships for funding and implementation, which may include the City of San Antonio, the 80/20 Foundation/Liftfund, the San Antonio Area Foundation, and grant funding.
 - Identify potential locations for pop-up interventions, identify the property ownership and/or management, and work with these individuals to secure formal agreements on space usage, insurance, improvements, etc. Work with Center City Development & Operations to utilize their ongoing relationships with storefront owners on Houston Street.

- Create a method to solicit interest from businesses and creatives and select the ideas that best help build the Zona Cultural brand and create interesting activity at the street level.
- Establish marketing channels to get the word out about the pop-ups and ensure the management of the pop-ups is consistent and continuous so that quality remains high and all spaces remain filled.

■ **METRICS:**

- Vacancy/occupancy rates
- Sales tax generated
- Property values and rental rates



Houston Street Pop Up Shop during Winter of 2015



Kelsey Montague's What Lifts You temporary installation on Houston Street

Quick Win/Short-Term Project #2: Affordable Housing for Artists and Creatives (Artspace)

- ***GOAL:** Incubate local artists and creatives in the neighborhood and enhance the local economy by giving them affordable places and spaces to live and work within Zona Cultural.*
- ***ISSUES/OPPORTUNITIES:***
 - *Zona Cultural has a number of buildings ready for redevelopment, as well as vacant spaces/parking lots that could become home to future unique housing opportunities in the area.*
 - *Housing, and especially affordable housing, has been identified as a priority for all of Downtown San Antonio. Zona Cultural has space that is ideal for the creation of a true downtown neighborhood.*
 - *As a certified Cultural District, the placement of designated affordable housing for artists and creatives in Zona Cultural makes great sense, and facilitates a local economy of creativity that can be further utilized to spur the local economy, while also enhancing the overall cultural experience in Zona Cultural.*
 - *The addition of housing in Zona Cultural helps to create a 24/7 environment, thereby increasing activity, demand for services and retail, and a safer neighborhood overall.*
- ***STEPS:***
 - *Connect with developers and/or nonprofits to help facilitates affordable housing for creative. This work would include to undertaking a feasibility study in San Antonio to identify demand for this type of housing as well as identifying preliminary sites. Artspace – a nonprofit housing developer who specializes in affordable housing for creatives, is a good example of the type of group that may be willing to partner on a project in San Antonio.*
 - *Begin conversation with land/property owners to gauge their interest in participating in a project. Also engage the City of San Antonio to identify their support for such a project.*
 - *If a project is deemed feasible in Zona Cultural, undertake necessary fundraising and partnerships to continue a potential project moving forward.*
 - *Identify how an Artspace project could catalyze other affordable projects and seek opportunities to do so.*
 - *Look at other ways to subsidize affordable work/live space that can be scattered throughout Zona Cultural.*
- ***METRICS:***
 - *Existing residential floorspace/units*
 - *Existing business mix (by type/use, including creative businesses)*
 - *Number of creative sector jobs located in the district*



Downtown Council Bluffs, IA
lofts redeveloped to artist
housing by Artspace

Medium- to Long-Term Project #1: Zona Cultural Retail Study

- *GOAL:* As Zona Cultural begins to see positive change and momentum, analyze retail opportunities and look holistically at Zona Cultural and the appropriate mix of uses, barriers to entry, and how to incubate the desired tenant mix to serve the neighborhood in a way that helps Zona Cultural achieve its vision.
- *ISSUES/OPPORTUNITIES:*
 - Zona Cultural has a tremendous amount of vacant space. As the area further develops and demand increases, there is opportunity to fill that vacant space with permanent businesses. In the short-term, a pop-up shop and incubation strategy will test concepts and create new energy in Zona Cultural, which is likely to create interest in more permanent business ventures.
 - A mix of uses that are, in essence, curated will further establish Zona Cultural's brand and identity by supporting what's there and the 'vibe' the revitalization plan intends to create. To that end, traditional retail placement models may not work; efforts to seek out unique small business concepts, as well as incentives to bring them to Zona Cultural, will likely be required. A good strategy can help Zona Cultural achieve this mix.
- *STEPS:*
 - Vet the pop-up concepts that have been successful, as well as not-so-successful, from the pop-up program to help identify the types of concepts that may be most well-suited to Zona Cultural.
 - Identify a retail-mix strategy for Zona Cultural that sets out the types of uses sought. Additionally, identify space available for retail spaces and work with those owners to seek a partnership to place businesses there.
 - Identify funding needed to make the retail project a success, including recruitment, marketing and additional support as needed.
- *METRICS:*
 - Existing business mix (by type/use)
 - Sales tax generated
 - Vacancy/occupancy rates

Medium- to Long-Term Project #2: Parking and Access Management

- *GOAL:* To address parking needs – both current and future – and identify access points and improvements needed, as well as to identify how to best manage parking and access from an economic development perspective to ensure it is managed and “business-friendly”.
- *ISSUES/OPPORTUNITIES:*
 - Centro is working on a downtown-wide parking and access study – this study will be needed to understand existing provision of parking (and where it is located), demand today and in the future given current and proposed development, and where parking should be located, as well as how to access Zona Cultural and the parking within.
 - Centro's parking study will also address management, and how to ensure both current and future parking (on-street and in facilities) is coordinated and comprehensive and supports the facilities around it.
 - The implementation of these parking strategy recommendations must be funded and well-managed, and should be a priority of the Zona Cultural Management Organization.
- *STEPS:*
 - Work with Centro to identify a scope of work and establish an RFP for the parking and access management study and ensure Zona Cultural's needs are represented.
 - Participate in the study and the recommended outcomes.

- *Support efforts to implement recommendations.*
- *METRICS:*
 - *Footfall/pedestrian*
 - *Public transportation usage*
 - *Parking usage and demand*

Connectivity and Public Realm

Connectivity is challenging in Zona Cultural, both within the boundaries of the district, and to areas surrounding. These challenges fall into two primary areas:

- *Visual connections:* A number of vacant storefronts line the streets that connect Zona Cultural to the core of downtown, and to surrounding neighborhoods. Additionally, there is little signage, a lack of gateways, and virtually no visual clues that tell one they are entering the Zona Cultural area.
- *Physical connections:* A lack of adequate crosswalks and bike lanes and a more car-friendly than people-friendly environment means traversing the district can be challenging and can discourage visitors from moving about. Two major roadways cause particular problems for Zona Cultural and a very physical disconnect – Santa Rosa Street and the I-35 overpass.

Additionally, there is very little in the way of public realm activation or amenities. The following recommendations provide enhancements to the connectivity and public realm within and around Zona Cultural.

Quick Win/Short-Term Project #1: Zona Cultural Public Art and Mural Program

- *GOAL:* Utilize public art as a way to increase vibrancy within Zona Cultural and enhance connectivity through visual clues, and to illustrate the rich cultural history of the area through creative interventions that tell stories and create a sense of place.
- *ISSUES/OPPORTUNITIES:*

Zona Cultural's history and identity is full of color, but the district itself lacks it. Public art, done creatively, can begin to change this and create a place to tell stories of the area's history while also serving as an interesting 'wayfinding' tool. There are many buildings, places and spaces that could be easily activated through creative intervention.

 - A public art and mural program provides an opportunity to create collaborations with local creatives, historians and property owners/businesses to collaboratively work together to improve Zona Cultural. Once established, there is an opportunity for art tours and storytelling to accompany the increasing public art in the district.
- *STEPS:*
 - Establish an overarching vision for public art and murals in Zona Cultural, identify locations, and establish whether installations will be permanent or transitional.
 - Work with the City of San Antonio to ensure appropriate permitting/requirements are met and/or to overcome any of these issues.
 - Work with property owners and/or the City of San Antonio to obtain permissions to use their facilities for artistic interventions.
 - Create partnerships for funding and implementation, which may include the City of San Antonio (through their X Marks the Art) program, Texas A&M's Centro de ArtesArts Center, San Pedro Creek, Public Art San Antonio, and San Antonio Area Foundation. Also identify appropriate grant funding opportunities.
 - Establish a program budget that supports the costs of commissioning artists, materials, promotions, etc.
 - Commission artists to undertake work and use the installation process as an event opportunity.
 - Promote the art and program; develop signage and interpretive materials, tours, publicity, etc.

- *METRICS:*
 - *Property values*
 - *Number and average stay of tourists visiting the district*
 - *Number of public art projects in the district*
 - *Image and perception (stakeholders and visitors)*



ADAM by Arturo Herrera, located in Zona Cultural across from Main Plaza



Tile mural by Jesse Trevino located along exterior wall of Casa Navarro

Quick Win/Short-Term Project #2: Pop-Up Parks and Public Spaces

- *GOAL:* To activate underutilized areas and create people-friendly destinations and gathering places to enhance the Zona Cultural experience.
- *ISSUES/OPPORTUNITIES:*
 - Turn “blah” areas into “ahhhh” areas by creating temporary activations and interesting installations. There are a number of locations around Zona Cultural that are underutilized and well-suited to the creation of interesting spaces.
 - Create unique storytelling opportunities (that may also be interactive) by developing unique and programmable spaces.
 - Bring greening and color to Zona Cultural in creative and cost-effective ways.
 - Incentivize the private sector to take on their own ideas and make interventions on their properties.
- *STEPS:*
 - Develop an overarching vision and plan for activating Zona Cultural through pop-up places and spaces.
 - Identify locations for pop-up parks, public spaces, and similar interventions within Zona Cultural and secure appropriate agreements with the public and private sector to allow pop-up uses.
 - Identify costs to develop pop-up programs and identify funding sources.
 - Develop an implementation strategy as well as an activation strategy to invite people to engage with and within the pop-up spaces.
 - Develop a marketing strategy to share information about the pop-ups, including up-to-date information on social media.
- *METRICS:*
 - Existing parks and green space count
 - Average stay of tourists in the district
 - Image and perception (stakeholders and visitors)
 -

Quick Win/Short Term Project #3: Wayfinding and Gateways

- *GOAL:* Develop branded Zona Cultural wayfinding directional signage and gateways to physically establish the identity of Zona Cultural and help visitors find their way to destinations within the district.
- *ISSUES/OPPORTUNITIES:*
 - Wayfinding signage currently present throughout Downtown San Antonio doesn’t clearly identify Zona Cultural as a distinct area, and there is no district-specific signage to direct people to destinations within it.
 - Strong signage and gateways can set the tone for the visitor experience and encourage exploration of a district.
- *STEPS:*
 - Complete the brand identity work and – as part of it – establish a design theme for the wayfinding and gateway signage.
 - Commission a study to develop the actual signage and identify the appropriate locations for its placement, as well as the details of what should be signed. This project should also integrate with downtown signage to ensure that visitors coming from other areas of town are appropriately directed to Zona Cultural and know when they have entered the district.
 - Implement the wayfinding signage and be sure it is consistently managed. Signage should be audited yearly for replacement, repairs, and updates to the references on the signage.

- **METRICS:**
 - Image and perception (stakeholders and visitors)

Medium- to Long-Term Project #1: Improve Santa Rosa Street for Pedestrians and Cyclists

- **GOAL:** Address and improve Santa Rosa Street, which is currently an uncomfortable (and potentially dangerous) environment for pedestrians and cyclists. Santa Rosa also creates a significant crossing barrier, disconnecting Market Square from the eastern portion of Zona Cultural and other visitor amenities downtown.
- **ISSUES/OPPORTUNITIES:**
 - Santa Rosa Street is currently six lanes of traffic, plus turn lanes, with very little refuge for pedestrians and no protected space for cyclists. Both as a street to travel on, and as a street to cross, it is dangerous unless you are in a vehicle.
 - Both physically and visually, Santa Rosa Street creates a disconnect in Zona Cultural, cutting off Market Square from other destinations in downtown.
 - There are significant opportunities here to permanently physically change Santa Rosa to be accommodating to high levels of pedestrian traffic, but there may also be some short-term/temporary interventions that could calm traffic and/or improve the visual connectivity.
- **STEPS:**
 - Work with the City of San Antonio to explore temporary traffic calming measures as well as pedestrian crossing signage, lighting or other opportunities.
 - Identify costs, requirements and timelines to undertake a traffic study that would explore how to improve Santa Rosa and ameliorate current district connectivity issues.
 - Undertake the study and identify a budget and sources of revenue to implement improvements.
- **METRICS:**
 - Footfall/pedestrian/cyclist counts
 - Image and perception (stakeholders and visitors)



Intersection of Santa Rosa and Houston

Medium- to Long-Term Project #2: Future Capital Improvements

- **GOAL:** *Create improved pedestrian-focused connections between downtown and Zona Cultural on connector streets and between major destinations, while also providing new opportunities for business and creativity.*
- **ISSUES/OPPORTUNITIES:**
 - *Currently, connectivity between key destinations within and around the district are challenged both physically and aesthetically. Key connector routes lack ground floor activation and interesting visual clues to pull pedestrians along and encourage travel and exploration of the district by foot. The primary connection issues in the near-term are Houston Street, Commerce Street and pedestrian- and cyclist-related concerns on Santa Rosa. However, in the long-term, Zona Cultural can advocate for improvements to additional connector routes to and from the core of downtown and the west end of Zona Cultural.*
 - *New physical routes can also open up opportunity for business growth and economic development, as well as new opportunities for art, activation and storytelling.*
- **STEPS:**
 - *Identify key current pedestrian routes into – and connected to – Zona Cultural and study opportunities for enhancements as well as issues to be addressed.*
 - *Identify other possible future connections and other ancillary routes for improvement and activation, including alleyways and connector streets.*
 - *Work with the City of San Antonio to create a design and investment strategy for these pedestrian routes and identify associated costs for improvements.*
 - *Identify funding sources and get these projects in line for future bond initiatives.*
 - *Work with property owners adjacent to these routes to identify partnership opportunities to improve and/or develop their facilities.*
- **METRICS:**
 - *Footfall/pedestrian counts*
 - *Average stay and spend of tourists in the district*
 - *Image and perception (stakeholders and visitors)*

Planning and Policy

Development is beginning to come back to Zona Cultural. The objective for the future is to make Zona Cultural an ever more-desirable place to invest by providing incentives and policies intended to spur interesting development. These policies and incentives should help ensure that new development fits appropriately into the broader Zona Cultural design context and advances the district towards its vision of becoming a mixed-use neighborhood with a compelling identity.

Quick Win/Short Term Project #1: Zona Cultural Design Guidelines

- **GOAL:** Establish Zona Cultural-specific design guidelines to ensure future development has an appropriate context in Zona Cultural and helps support the vision and overall identity of the area.
- **ISSUES/OPPORTUNITIES:**
 - Use and build on the design aesthetic of existing developments to inform and establish design guidelines that strengthen the Zona Cultural brand through future public and private development.
 - Support quality design and the use of quality materials.
 - Create guidelines very unique and specific to Zona Cultural that will encourage rather than hinder development, and are tied to the brand and identity of the district.
- **STEPS:**
 - Obtain the support of the City of San Antonio to do area-specific design guidelines for Zona Cultural.
 - Develop a scope of work for the design guidelines to identify how far-reaching they will be.
 - Engage a specialty consultant to facilitate the development of design guidelines that build off the refreshed Zona Cultural brand and engage the district's stakeholders.
 - Once the design guidelines are complete, establish a design review committee to review future developments and provide feedback. Zona Cultural should ensure that the design guidelines have “teeth” by working with the City of San Antonio to refer new developers to the design review committee prior to City plan review.
- **METRICS:**
 - Formation of Design Review Committee
 - Development of Design Guidelines
 - Image and perception (stakeholders and visitors)

Quick Win/Short Term Project #2: Site Specific Planning to Integrate Current/Future Developments

- *GOAL: Capitalize on existing developments underway in and around the Zona Cultural area and partner with these developers and organizations to do site specific planning to identify how best to holistically integrate these developments into Zona Cultural.*
- *ISSUES/OPPORTUNITIES:*
 - *Capitalize on existing public and private sector developments to extend their impact on Zona Cultural and ensure their immediate context dovetails nicely with the rest of the Zona Cultural district.*
 - *Identify synergistic opportunities to partner on (and perhaps grow the scope of) developments as they relate to the public realm, and where appropriate work with those partners on a funding strategy.*
- *STEPS:*
 - *Identify development opportunities underway or in play and identify appropriate contacts for them.*
 - *Facilitate meetings and discussions with these individuals to coordinate planning and identify ways to integrate into Zona Cultural.*
 - *Identify sources of funding to support integrated planning efforts.*
- *METRICS:*
 - *Footfall/pedestrian counts*
 - *Image and perception (stakeholders and visitors)*



Rendering of San Pedro Creek presented by San Antonio River Authority

Quick Win/Short Term Project #3: Address Homelessness, Anti-Social Behavior and Day Laborer Issues

- *GOAL: Identify opportunities to work with the homeless population to get them appropriate care and services, keep them off the streets, and provide opportunities to put them back to work. This strategy should also address anti-social behavior, including aggressive panhandling and loitering, and should aim to identify a collaborative strategy to improve current challenges with the day-laborer population.*
- *ISSUES/OPPORTUNITIES:*
 - *Centro San Antonio continues to explore how to utilize their resources to identify the needs of the homeless population and connect them to appropriate care. This effort would augment that and expand the scope of the effort.*
 - *The strategy must explore ways to improve the challenging situation for this community, not just push it to another location. The approach should include more proactive engagement and compassionate care. Connections to housing, services and support will be critical to the program's success.*
 - *Explore opportunities to transition able individuals of the street population into employment.*
- *STEPS:*
 - *Explore best practices from other cities on how they are dealing with these particular issues in their communities.*
 - *Identify the issues particular to Zona Cultural, and work with Centro San Antonio and the City of San Antonio to make sure those issues are clear. This may include obtaining some quantitative data on the population at present in Zona, as well as how that fits into the bigger picture issue throughout the city.*
 - *Bring together a consortium of public sector leaders, social service providers, and stakeholders to work together collaboratively to identify strategic ways to address these challenges.*
- *METRICS:*
 - *Current homeless and day laborer counts*
 - *Incidence of anti-social behavior*
 - *Image and perception (stakeholders and visitors)*

Medium to Long-Term Project #1: Utilize the Downtown Neighborhood Plan to Support Appropriate Zoning Changes

- *GOAL: Utilize the upcoming Downtown Neighborhood Plan development as an opportunity to create unique zoning and land use recommendations, identify how best to encourage mixed-use development at an appropriate scale, and encourage active street-level uses that will help Zona Cultural achieve its vision.*
- *ISSUES/OPPORTUNITIES:*
 - *The last Downtown Neighborhood Plan for San Antonio was completed in 1999, identifying land use, transportation, pedestrian and public space improvements and urban design guidelines. Much of the plan has been implemented, but it's time for a refreshed vision for downtown and a new neighborhood plan to guide it into the future. The development of this new plan provides an opportunity to develop a unique strategy for Zona Cultural.*
 - *The current zoning in Zona Cultural provides little nuance or consideration for creating a dense, mixed-use neighborhood. Zoning of this nature leaves an open door for developers to do (or not) a variety of things and provides little opportunity to restrict harmful development or encourage appropriate uses. A nuanced zoning strategy in the neighborhood plan can address this.*
- *STEPS:*
 - *Work with Centro San Antonio and the City of San Antonio to identify timing for the refresh of the Neighborhood Plan, and establish a clear scope of work to look at Zona Cultural as a distinctive area.*
 - *Engage the development community and the stakeholders of Zona Cultural to define and refine the zoning strategy for Zona Cultural, ensuring it is nuanced and helps the district achieve its vision.*
 - *Ensure the final Downtown Neighborhood Plan includes specific zoning, land use, transportation, public space and urban design recommendations for Zona Cultural.*
- *METRICS:*
 - *Existing business mix (by type/use)*
 - *Existing residential floorspace/units*
 - *Commercial sector square footage*
 - *Number of private sector infrastructure projects and value*
 - *Property values*
 - *Openings/closures*

Medium to Long-Term Project #2: Incentives to Encourage Appropriate Development

- **GOAL:** Develop incentive programs (financial and otherwise) to serve as a ‘carrot’ to developers to bring appropriate projects to Zona Cultural.
- **ISSUES/OPPORTUNITIES:**
 - In addition to very open zoning and land use policies, there are no tools to incentivize desired investments, nor ‘sticks’ to push back on inappropriate development and design in Zona Cultural.
 - Providing incentives and tools of this variety can catalyze development in Zona Cultural more quickly than would otherwise happen and encourage context-sensitive developments that strategically improve the mix in Zona Cultural.
- **STEPS:**
 - Identify any programs already offered by the City of San Antonio, Centro San Antonio and any other organizations in regards to development.
 - Identify barriers to development in Zona Cultural (e.g. permitting at the City, difficulty in assembling land, higher development costs than elsewhere, etc.)
 - Explore best practices for programs that could help overcome these barriers and augment any programs already in place.
 - Identify willingness of City of San Antonio to support such initiatives and incentives and allocate funding to such programs.
 - Identify other funding (if needed) to support the program and ensure there is a stakeholder/developer review of the program as it is implemented.
- **METRICS:**
 - Existing business mix (by type/use)
 - Existing residential floorspace/units
 - Commercial sector square footage
 - Number of private sector infrastructure projects and value
 - Property values
 - Openings/closures

Market Square

Market Square is a primary component of Zona Cultural's history and has been a cultural hub of activity for many generations. It is currently owned, managed and programmed by the City of San Antonio. The Cortez family has a major investment here, and tenant associations help provide oversight of the Market Square. It has long been a destination for visitors and it still welcomes locals too. But recently, the experience has been seen as declining. Market Square has the opportunity to bring some of the past into the present, to tell diverse cultural stories, and to be an incredible hub of cultural activity in Zona Cultural. The following recommendations provide ideas about how to bring Market Square's past into the present, preserving those things which have made it special, and making it an even more relevant place for locals and visitors alike.

Quick Win/Short Term Project #1: Reintroduce Fresh Food/Artisan Market

- **GOAL:** Develop a fresh food/artisan market to augment the current Market Square experience, providing a connection to Market Square's past and creating a diversified offer within Zona Cultural.
- **ISSUES/OPPORTUNITIES:**
 - Surveys conducted of Market Square visitors identified satisfaction with the unique goods available for purchase, but indicated this isn't a place where frequent return visits are encouraged. The offer remains relatively stagnant and isn't directed at a diversified audience. Bringing new components into Market Square by testing concepts to see what works can be a way to address this.
 - A fresh food/artisan market created as part of Market Square strengthens connections to the market's historical past, and creates opportunities for storytelling and strengthening the cultural connections to Zona Cultural's past.
 - A fresh food market provides accessibility to fresh produce and quality goods for residents within Zona Cultural as well as other local residents who visit the area, and creates a continued reason to keep coming back.
 - Establishing a local artisan market creates an opportunity for local creatives to showcase their work and goods, and potentially provides opportunity to incubate local entrepreneurs, thus expanding the cultural economic activity within Zona Cultural.
- **STEPS:**
 - Work with the City of San Antonio and the Market Square Merchant Associations to identify appropriate timing, planning strategy and locations to trial a fresh food/artisan market.
 - Develop a business plan for the diversified market. This should include looking at other markets in the area to understand how to differentiate Market Square, historical exploration to identify how the market can create links to the past, and strategies to create a unique experience for Zona Cultural and San Antonio as a whole.
 - The plan should identify how best to "curate" the market to ensure it fits with the Zona Cultural brand and mission.
 - Explore locations for establishing and growing the market. This could include utilizing existing portions of Market Square, but may also include expanding into surrounding areas, including closing traffic on streets or using Milam Park.
 - Create a funding and management strategy to ensure good development of the market, solid marketing, and appropriate vendor criteria and support so as to create the highest quality experience.
- **METRICS:**
 - Sales tax collected in Market Square
 - Number of artisans and entrepreneurs selling at the Market
 - Footfall/pedestrian counts in Market Square
 - Image and perception (stakeholders and visitors)

Quick Win/Short-Term Project #2: Expand Programming to Areas Surrounding Market Square

- ***GOAL:** Explore opportunities to expand the activity of Market Square into surrounding areas, including the streets around Market Square and Milam Park. Programming these spaces temporarily can provide a way to test future permanent interventions to physically expand Market Square.*
- ***ISSUES/OPPORTUNITIES:***
 - *Market Square is currently a very inward-facing facility, with little around it generating activity. Exploring opportunities to expand programming beyond the central square area and spilling activity out into Zona Cultural should enhance connectivity to the market and draw in passersby to explore.*
 - *Expanding the activities in Market Square will help to activate existing underutilized spaces and gradually expand Market Square while vetting future programming with minimal financial commitment.*
- ***STEPS:***
 - *Identify key areas around Market Square that could be better activated and identify opportunities/barriers to utilizing these spaces, including how to access temporary use of roads and how best to activate Milam Park.*
 - *Identify consistent programmatic activities that would complement and expand the Market Square experience, and work with the City of San Antonio and the Market Square Merchant Associations to schedule and program these events.*
 - *Identify a marketing strategy that includes traditional and social media to inform the public about the events.*
 - *Establish benchmarks and measurements to gather insight into events and their success, including how many people each event or program draws, the mix of locals vs. visitors, whether a person is there specifically for the programming, and how much money they intend to spend while in Market Square.*
- ***METRICS:***
 - *Number of and revenue generated by added events/programs in and around Market Square*
 - *Attendance to specific programs/events in Market Square*
 - *Image and perception (stakeholders and visitors)*

Medium- to Long-Term Project #1: Physical Improvements to Market Square

- *GOAL: Catalyze investments into Market Square and the surrounding area to help it reach its highest potential. These investments should be put into projects that reflect a return to Market Square's roots, and provide for a refreshed Market Square concept that attracts an increasing number of locals and visitors and is well connected to the rest of Zona Cultural, with the focus on culture, music, food and the arts.*
- *ISSUES/OPPORTUNITIES:*
 - *Currently primarily a tourist area, there is an opportunity to bring new energy and increased numbers of visitors and locals to Market Square by creating a vibrant and energetic physical environment.*
 - *Expanded physical infrastructure will also provide new business opportunities and can create more opportunities for vendors, artists and business space.*
 - *Introducing new development opportunities around Market Square provides the potential to bring density to the area and perhaps even new uses including residential, which could help strengthen the local economy and catalyze new business opportunities and increased activity.*
 - *Adding new space to Market Square could provide opportunity to boost the local creative and cultural economy by opening up spaces for these uses.*
- *STEPS:*
 - *Engage the City of San Antonio's Center City Development + Operations (CCDO) as well as current tenants and Market Square associations to ensure planning efforts are collaborative and incorporate all stakeholders.*
 - *Undertake a market analysis to identify opportunities to expand the mix and enhance the offer, including potential development opportunities and expansion or enhancement of current Market Square buildings.*
 - *Engage the community and visitors to explore their ideas and preferences for expanding Market Square.*
 - *Identify areas for plazas and other communal spaces that harken back to Market Square's roots and can be programmed to fit the Zona Cultural identity*
 - *Develop a scope of work and development brief for improvements to Market Square and identify budget, potential investors and resources.*
- *METRICS:*
 - *Sales tax collected in Market Square*
 - *Number of artisans and entrepreneurs selling at the Market*
 - *Openings/closures in Market Square*
 - *Rental rates*
 - *Image and perception (stakeholders and visitors)*



Organizational and Funding

“We need somebody to wake up every day thinking about Zona Cultural.” – Centro San Antonio

Implementing the Zona Cultural Revitalization Plan will require a concerted effort and dedicated resources. Managing change in a district or neighborhood is not for the faint of heart; it takes persistence, commitment and grass-roots approaches to management. Districts become successful when local stakeholders are empowered and engaged, and have the appropriate resources to plan multi-year programs without having to worry about constantly seeking donations and grants to fund individual initiatives.

Zona Cultural has the benefit of being a district that has seen attention and investment from the City of San Antonio, Centro San Antonio, and many other organizations and individuals. However, throughout the development of this plan, it became clear that sustainable change in the neighborhood will require a dedicated Zona Cultural management organization, one that is overseen by Zona Cultural property owners, businesses, residents and organizations, and has its own dedicated funding stream to manage Zona Cultural-specific programs.

The following sections describe this new organization, its role within Zona Cultural and in moving the Zona Cultural Revitalization Plan forward, how it will partner with other organizations and its sources of funding.

A New Zona Cultural Management Organization

Developing a new organization to oversee management of Zona Cultural and implementation of the Zona Cultural Revitalization Plan requires understanding the impact of organizational structure options. Cultural districts typically tend to be set up as federally recognized not-for-profit entities that fall under one of two options:

- **501(c)(6) Not-for-Profit:** *501(c)(6) designation by the Internal Revenue Service (IRS) is relatively easy to achieve in a fairly short period of time, and allows the management organization to have tax-exempt status. Chambers of commerce and other membership organizations tend to be structured as a 501(c)(6). The use of funds under a 501(c)(6) is relatively broad and varied. The primary downside of the 501(c)(6) structure is that donations to these entities – whether by corporations or individuals – are not tax-exempt.*
- **501(c)(3) Not-for-Profit:** *Many successful cultural district management organizations around the country are set up as stand-alone 501(c)(3) not-for-profit entities. While achieving 501(c)(3) designation is a more complex process with the IRS, once obtained, the designation provides the great benefit of offering tax-deductible status for all contributions, whether from individuals or corporations. The other consideration for 501(c)(3) organizations is that the use of funds is slightly more limited than for those of a 501(c)(6). For example, 501(c)(3) funding cannot be used for lobbying or political purposes. 501(c)(3) funding must primarily be spent on charitable, educational and other purposes that benefit the public. Cultural districts have had good success using this not-for-profit model, often creating “cultural trust” models that have been able to leverage local funding to bring in additional governmental, foundation and grant funding. 501(c)(3) entities tend to be eligible for a larger variety of grants and governmental funding than 501(c)(6) entities, and given the ever-increasing number of resources available nationally for cultural and creative purposes, this not-for-profit cultural trust model is expanding in popularity.*

*Given the options and the consideration of what Zona Cultural stakeholders are trying to achieve and the ability to leverage an initially-small budget, **a new 501(c)(3) Zona Cultural Management Organization is recommended.***

The proposed 501(c)(3) Zona Cultural Management Organization would be:

- *A new not-for-profit district management organization to oversee Zona Cultural and facilitate implementation of the Zona Cultural Revitalization Plan.*
- *A public-private partnership that would bring together civic, cultural and private sector partners, access resources from all of these partners, and facilitate collaborative programs and projects for the improvement of Zona Cultural as a whole.*
- *The mechanism through which to bring in tax-deductible contributions, through memberships, sponsorships and other donations from local stakeholders, while leveraging those funds to apply for matching grants and foundation support as appropriate.*
- *The employer of full-time Zona Cultural staff who would work to implement Zona Cultural Revitalization Plan objectives.*

The Zona Cultural Management Organization would be established as a stand-alone entity operating solely to improve and oversee projects and programs in Zona Cultural. The Organization would be managed by an independent board of directors made up of a diverse mix of stakeholders and partners from within Zona Cultural. The makeup of the Zona Cultural Management Organization would include:

- *Private sector developer representatives*
- *Small business representatives*
- *Residential representatives*
- *Institutional organization representatives (e.g. Children's Hospital, UTSA)*
- *Cultural institutions representatives*
- *Artists and creatives*
- *Partner representatives (see next section)*

The board would ideally include 12-15 representatives comprising a diverse cross-section of the Zona Cultural community. Their role would be to set yearly work plans and budgets and establish overarching policy direction for Zona Cultural.

Staffing Zona Cultural

Implementing the Zona Cultural Revitalization Plan, and management of the new Zona Cultural organization, will require dedicated staff.

In the short-term (next 6-12 months), it is recommended that the Organization contract with Centro San Antonio staff to facilitate its objectives. This will help to ensure that the organization is properly transitioned from Centro San Antonio's programs into a stand-alone staffed organization. The Centro staff member's duties should be centered around Zona Cultural, and will include the following:

- *Development of the board, board management and communications, meetings, agendas and minutes*
- *Soliciting memberships and sponsorships, writing grants, additional fundraising*
- *Identifying partnerships and developing relationships with public and private sector individuals to undertake projects in this plan and achieve goals*
- *Advocacy with the City and County for infrastructure projects and studies identified in this plan*
- *Oversee development and filing of 501(c)(3) application*
- *Develop RFPs for projects as necessary, solicit responses, select contractors/consultants and manage them*
- *Proactively identify project opportunities and sites and begin implementation of first-year priorities*
- *Work with Market Square staff to identify initial events and other areas of activation in and around Market Square*
- *Help to hire first year staff when funding is available and ensure a smooth transition by building necessary relationships between new staff and Zona Cultural partners, and providing the new organization with necessary tools for success*

Within a year, when the Organization has the adequate resources, it is anticipated that the Organization will have its own full-time staff. Recommended staff (once the organization is fully funded) includes:

- **Executive Director:** The Executive Director (ED) would oversee the day-to-day operations of the Management Organization, and would report directly to the Organization's Board of Directors. Additionally, the ED would direct and manage Planning and Policy and Economic Development initiatives, as well as overseeing the Market Square projects. The Executive Director would also be responsible for working with the Board to establish yearly work plans and budgets and to manage additional Zona Cultural Management Organization staff, and would take the lead on fund development matters with the support of the board of directors.
- **Marketing and Events Director:** The Marketing and Events Director (MED) would report to the Executive Director and would oversee Branding, Identity and Activation initiatives and provide support on Market Square programming. Among his or her key roles will be building the Zona Cultural brand, developing marketing and communications initiatives and creating and managing a more thorough activation strategy.
- **Public Realm Director:** The Public Realm Director (PRD) would report to the Executive Director and would oversee Connectivity and Public Realm initiatives and provide support on Market Square improvements and initiatives. Among his or her key roles will be improving the aesthetics of the public realm, developing initiatives to improve connectivity and working with both the public and private sector to best connect developments within Zona Cultural to the rest of the district.

Zona Cultural Management Organization Funding and Budget

The Zona Cultural Management Organization will require a dedicated funding stream to support its initiatives. Some of this funding will come from redirecting existing resources, and other funding will come from new funding streams as well as leveraging local money to receive grants and foundation support. The following sets out a potential year-one budget for the first year of the new organization's operations:

Zona Cultural Management Organization - Year-One Budget	
Branding, Identity, and Activation	
Place Branding + Identity Study	\$50,000
Website + Social Media Development	\$10,000
Events + Activation (in Zona Cultural + Market Square)	\$10,000
Economic Development	
Storefront Pop-up Interventions	\$15,000
Artspace Feasibility Study	\$25,000
Connectivity and Public Realm	
Public Art and Mural Program	\$25,000
Pop-up Parks + Public Spaces	\$10,000
Wayfinding Signage Development Study	\$30,000
Planning and Policy	
Zona Cultural Design Guidelines	\$40,000
Market Square	
Fresh Food + Artisan Market Development	\$25,000
Expand Market Square Programming	\$10,000
Administration	
Centro staff dedicated to Zona Cultural	\$50,000

501(c)(3) Application	\$5,000
Administrative Expenses	\$5,000
TOTAL BUDGET	\$310,000

Zona Cultural Management Organization – Sources of Revenue	
Zona Cultural Management Organization Membership/Sponsorship <i>A new membership giving structure that generates contributions from local stakeholders to be a member of the Zona Cultural Management Organization and support its initiatives. All contributions will be sought as a three-year seed funding commitment.</i>	\$30,000 - \$50,000
Centro San Antonio PID Contribution for Operational Support <i>To fund staff and operations of the Zona Cultural Management Organization</i>	\$50,000
City of San Antonio <i>Contribution for being a stakeholder in Zona Cultural, and to demonstrate its commitment to the efforts of the neighborhood. Sought as a three-year commitment.</i>	\$50,000
Bexar County <i>Contribution for being a stakeholder in Zona Cultural, and to demonstrate its commitment to the efforts of the neighborhood. Sought as a three-year commitment</i>	\$35,000
Centro San Antonio Contribution for Programmatic Support <i>Financial support to implement specific projects that also align with Centro San Antonio's efforts.</i>	\$45,000
Sponsorships and Other Fundraising <i>Contributions would be sought to sponsor specific projects and fundraise for unique initiatives that benefit not only Zona Cultural, but also the larger community</i>	\$30,000 to \$50,000
Event Revenues and Program Fees <i>These fees would be generated from events, earned income and other sources.</i>	\$30,000
TOTAL BUDGET	\$260,000 to \$310,000

Additional funding opportunities are likely to present themselves in the future, though will require further conversation and development of a specific funding plan. These include:

Funding Source	What It May Fund
Houston Street TIRZ	To fund infrastructure needs, as prioritized
San Pedro Creek Contract for Service	Programming of plazas and open spaces associated with the San Pedro Creek project, including the 150-seat amphitheater
Texas Commission on the Arts	State of Texas approved funding to be used for organizational support, branding + wayfinding, public art, etc.)
Grants, Foundation Support	National Endowment for the Arts Artplace Project for Public Spaces Local foundations
City of San Antonio Bond Program	The bond program process has started with the City. A \$750 million bond program is anticipated.

Potential Partners and Synergistic Collaborations

The new Zona Cultural organization should work to leverage its resources and create partnerships to meet the revitalization goals set forth in this plan. Potential partners and opportunities for collaborations include:

Partner	Collaboration Opportunities
Centro San Antonio	<ul style="list-style-type: none"> Operational support to get Zona Cultural 501(c)(3) in place Clean, safe and friendly Programmatic support – marketing, events, etc. Assistance with advocacy matters
City of San Antonio Department of Transportation and Capital Improvements	<ul style="list-style-type: none"> Commerce Street reconstruction project North Main Street construction project Other public investments directly affecting Zona Cultural, now and into the future
City of San Antonio Department for Cultural and Creative Development	<ul style="list-style-type: none"> X Marks the Art Program Public Art interventions
City of San Antonio Center City Development Office	<ul style="list-style-type: none"> Management of Market Square and related programming
80/20 Foundation	<ul style="list-style-type: none"> Funding for storefront activation and incubation program Other economic development activities
University of Texas San Antonio	<ul style="list-style-type: none"> Provision of services, etc. to the 4,000+ UTSA students at the campus, including the development of housing Economic development opportunities – currently not much student life/areas of activity around the campus Addressing homeless and addict population which students perceive as making the area unsafe
Children’s Hospital of San Antonio	<ul style="list-style-type: none"> Leveraging significant improvements currently being made to their campus and better connecting them to the rest of Zona Cultural Joint programming opportunities Housing and extended stay development opportunities to support their families and other visitors to Zona Cultural as well
San Antonio River Authority	<ul style="list-style-type: none"> Leveraging the San Pedro Creek project to ensure good connectivity and signage between the creek enhancements and Zona Cultural Managing programming and activation of San Pedro Creek and associated open areas
VIA	<ul style="list-style-type: none"> To better connect and activate the new VIA headquarters and surrounding development To assist in programming the new plaza area that is part of VIA’s new development To leverage and extend the downtown circulator shuttle to provide service to areas of Zona Cultural To extend the Art in Transit program
Market Square Merchant Associations	<ul style="list-style-type: none"> To work towards enhancing and revamping the offer in Market Square as part of a refreshed vision for the area

Southwest School of Art	<ul style="list-style-type: none"> ▪ To collaborate on public art, murals and other creative interventions within Zona Cultural which will help to build the brand, activate the public realm and create a sense of place
Westside Development Corporation	<ul style="list-style-type: none"> ▪ To better connect the Westside and collaborate on projects ▪ To potentially facilitate bringing back a farmer's market to Zona Cultural
Culinary Institute of America	<ul style="list-style-type: none"> ▪ Partnerships on initiatives that address vacant storefront interventions, Market Square and events
Friends of Milam Park	<ul style="list-style-type: none"> ▪ Activation of Milam Park
Texas A&M Centro de Artes	<ul style="list-style-type: none"> ▪ To work in partnership with Market Square for events, programming, and activation ▪ To collaborate on public art, murals and other creative interventions within Zona Cultural which will help to build the brand, activate the public realm and create a sense of place
Bexar County	<ul style="list-style-type: none"> ▪ Initial funding resource for Zona Cultural ▪ To work in partnership on economic development and public works initiatives
Conservation Society	<ul style="list-style-type: none"> ▪ Work to inform design guidelines ▪ Public art and mural program to enhance current historical storytelling offer
Bike Texas	<ul style="list-style-type: none"> ▪ Partner in enhancement and direction of pedestrian and cyclist connections within and into Zona Cultural ▪ Expertise in temporary interventions to improve connectivity
Artpace	<ul style="list-style-type: none"> ▪ To collaborate on public art, murals and other creative interventions within Zona Cultural which will help to build the brand, activate the public realm and create a sense of place ▪ Help to identify and connect artists to the Public Art and Mural program
Private Sector	<ul style="list-style-type: none"> ▪ Sponsorship of Zona Cultural events and programming ▪ Support and promotion of Zona Cultural

Next Steps

This new approach to managing and funding Zona Cultural assumes creation of a new 501(c)(3) entity to focus solely on Zona Cultural's revitalization and growth of its cultural identity, while leveraging partnerships with existing entities to support revitalization opportunities. The transition into this new organizational structure for Zona Cultural will entail the following:

Transition Steps to New Zona Cultural Organizational and Funding Model	
November 2015-January 2016	<ul style="list-style-type: none"> ▪ Centro San Antonio serves as 501(c)(3) fiscal agent for Zona Cultural ▪ Identify charter members to found 501(c)(3) organization ▪ 501(c)(3) application submitted to IRS
February-April 2016	<ul style="list-style-type: none"> ▪ Zona Cultural bank account opened ▪ Initial membership contributions sought

	<ul style="list-style-type: none"> ▪ Initial projects/programs identified
May-July 2016	<ul style="list-style-type: none"> ▪ Public roll-out of Zona Cultural organization ▪ Executive Director on board ▪ Projects/programs begin being delivered
August – December 2016	<ul style="list-style-type: none"> ▪ 501(c)(3) status granted ▪ Grants pursued ▪ Continue delivery of projects
1st Quarter 2017 (and beyond)	<ul style="list-style-type: none"> ▪ Additional staff hired ▪ Project delivery continues

At the culmination of all of these efforts, Zona Cultural will have a new organizational and funding model that leverages resources locally from stakeholders to fund Zona Cultural-specific projects and will have the ability to contract with other entities to undertake projects collaboratively.





Implementation

The following sets out a draft work plan for the new Zona Cultural Management Organization for the next four years, organized by:

- *Quick Wins – December 2015 to May 2016*
- *Short-Term Strategies – June 2016 to May 2017*
- *Medium-Term Strategies – June 2017 to December 2018*
- *Long-Term Strategies – January 2019 to December 2019*

Quick Wins (December 2015 to May 2016)		
Project Area	Project	Budget
Branding, Identity and Activation	Develop Name, Identity, Brand Plan RFP, solicit consultants, and begin work	\$50,000
	Establish Zona Cultural social media + content (Facebook, Twitter, Instagram, Pinterest, etc.)	N/A
Economic Development	Artspace Feasibility Study	\$25,000
	Participate in Pop-Up Program with the CCDO, and inventory storefronts to expand the program	\$10,000
	Begin identifying partnerships with land and property owners for Artspace + pop-up programs, as well as future opportunities	N/A
Connectivity and Public Realm	Establish overarching vision for a public art and mural program in Zona and begin identifying sites, partners, artists, and funding	N/A
	Begin implementation of first mural or public art project	\$10,000
	Develop overarching vision for activation of empty spaces through pop-up parks and other activation and begin identifying sites, partners, and funding	N/A
	Begin implementation of first pop-up park and activation	\$5,000

Quick Wins (December 2015 to May 2016) continued		
Planning and Policy	Obtain support from the City to create Zona Cultural-specific design guidelines and begin creating a scope of work for an RFP	N/A
	Begin nurturing relationships with developers on current and upcoming projects in the district to encourage synergistic development	N/A
	Begin identifying best practices of homelessness and day laborer situations in other cities and how they might be applicable in Zona Cultural	N/A
	Identify homeless and day labor issues particular to Zona Cultural	N/A
Market Square	Work with the City and other Market Square stakeholders to identify a strategy for a fresh food and artisan market; identify a budget, location, and vendors; and create a business plan	N/A
	Identify areas to do temporary expansions of programming, including street closures and activation of Milam Park	N/A
	Identify consistent programming for the Market Square area for trial runs	N/A
Organization and Funding	Identify or hire Centro staff dedicated to Zona Cultural	\$50,000
	501(c)(3) Creation	\$5,000

Short Term (June 2016 to May 2017)		
Project Area	Project	Budget
Branding, Identity and Activation	Once brand and identity are established, identify website content and create RFP for web designer.	\$10,000
	Events and Activation Strategy and Launch	\$10,000
Economic Development	Expand pop-up program to other vacant storefronts within Zona Cultural	\$5,000
	Identify funding streams for continuous pop-up programming	N/A
	Upon successful Artspace feasibility study, begin identifying funding to begin the Artspace market study	N/A
Connectivity and Public Realm	Continue expanding public art and mural program to additional locales within Zona Cultural	\$5,000
	Continue implementation of pop-up parks and activation of spaces	\$5,000
	Develop RFP for wayfinding signage using new Zona Cultural branding and begin development	\$30,000
Planning and Policy	Release RFP for design guidelines, hire a consultant and begin study	\$40,000
	Continue nurturing relationships with developers on current and upcoming projects in the district to encourage synergistic development	N/A
	Bring together consortium of public sector leaders, social service providers, and stakeholders to work together to solve the homeless and day labor issues	N/A
Market Square	Begin implementation of fresh food and artisan market in or around Market Square and measure its success through specific indicators. Continue to expand and grow the market with successful implementation.	\$25,000
	Continue to vet trial programming and grow successful means of activation	\$10,000
Organization and Funding	Seek membership contributions, sponsorships, funding and open Zona Cultural Management Organization bank account	N/A

Medium Term (June 2017 to December 2018)		
Project Area	Project	Budget
Branding, Identity and Activation	Marketing Director to develop RFP to create strategic marketing strategy	\$40,000
	Develop annual marketing budget	N/A
	Identify Zona Cultural target markets and deliver marketing strategy upon completion	N/A
	Continue Zona Cultural programming	\$50,000
Economic Development	Zona Cultural Retail Study	\$30,000
	Parking and access study that clearly includes Zona Cultural as a specific zone of downtown	\$25,000
	Raise predevelopment money for Artspace	N/A
	Continue vacant storefront interventions	\$20,000
Connectivity and Public Realm	Continue adding murals and art, establish art tours within Zona Cultural and begin marketing the program	\$20,000
	Continue implementing pop-up parks and other interventions	\$20,000
	Begin implementing initial wayfinding signage and gateways	\$50,000
	Work with the City to identify traffic calming initiatives on Santa Rosa to ameliorate connections to Market Square	\$25,000
	Identify costs and timelines associated with a traffic study for Santa Rosa and create an RFP	N/A
	Work with the City to create and design and investment strategy for pedestrian routes within and connecting to Zona Cultural	N/A

Medium Term (June 2017 to December 2018) continued		
Planning and Policy	Establish a design review committee and partner with City to encourage developers to present to committee prior to City approval of plans	N/A
	Publish design guidelines to be readily available to developers	N/A
	Continue nurturing relationships with developers on current and upcoming projects in the district to encourage synergistic development; invest in site-specific planning where possible	\$10,000
	Ensure new Downtown Neighborhood Plan incorporates Zona Cultural-specific zoning, land use, and other recommendations	N/A
	Identify current development incentive programs, as well as best practices in other cities to use to encourage development within Zona Cultural	N/A
Market Square	Undertake a market analysis to identify opportunities to further expand the offer	\$30,000
	Begin to identify areas within Market Square for permanent activation such as plazas and other development opportunities	N/A
	Continue expanding fresh food/artisan market	\$50,000
Organization and Funding	Hire independent Zona Cultural Executive Director and Marketing Director (i.e. management will move out of Centro San Antonio)	\$60,000

Long Term (January 2019 to December 2019)		
Project Area	Project	Budget
Branding, Identity and Activation	Marketing development and placement	\$40,000
	Continue programming	\$50,000
Economic Development	Implement retail mix strategy and begin recruiting long-term tenants as needed	\$35,000
	Identify funding and partners to implement parking study recommendations	N/A
	Continue vacant storefront interventions	\$20,000
Connectivity and Public Realm	Continue adding public art and murals	\$20,000
	Implement additional wayfinding and gateway signs	\$50,000
	Select consultant for traffic study on Santa Rosa and begin study process	\$50,000
	Identify funding sources for pedestrian connections and get projects in line for future bond initiatives	N/A
Planning and Policy	Continue nurturing relationships with developers on current and upcoming projects in the district to encourage synergistic development	N/A
	Implement development incentive program for Zona Cultural	\$50,000
Market Square	Develop plan to support physical improvements to Market Square	\$50,000
Organization and Funding	Hire Public Realm Director	\$50,000





Measuring Success

The ability for Zona Cultural to demonstrate measurable impact can help win stakeholder and political support, and allow the district to leverage more money and other resources. As the new entity managing Zona Cultural looks to measure success and impacts of implementing this revitalization plan, it should take the following into consideration:

Why It's Important

Key performance indicators will provide important information that helps define the health and vitality of Zona Cultural as it evolves. Tracking and analyzing these indicators over time can:

- *Identify overall challenges and potential opportunities for Zona Cultural*
- *Help business operators and investors make informed decisions regarding development*
- *Help illustrate that Zona Cultural is improving and therefore assist in encouraging development and growth*
- *Help give a more complete picture of Zona Cultural so that the growth potential can be realized and progress can be tracked*
- *Focus the work of the Zona Cultural management organization, better direct their resources, and give them direction in implementing their revitalization plans*
- *Help paint a clear picture of Zona Cultural, monitor success and understand which projects and programs work and don't*

Overall, indicators can help Zona Cultural's management organization move forward, improve their focus, obtain resources and monitor progress.

A Little About Key Performance Indicators

Key performance indicators are used to help identify and track economic impact, or the effect that the implementation of projects, programs and policies have on the level of economic activity in an area. Generally, indicators help measure:

- *Business generated in an area*
- *Value added to an area, through increasing property and sales tax values*
- *Personal income generated by an area, including wages*
- *Jobs created by an area*

Tracking specific indicators within these categories can help identify improvement (or decline) in the economic well being of a district. Looking at these items together gives a more holistic picture of the clear value generated by a district.

The information gathered by tracking and analyzing key performance indicators can enhance a district management organization's understanding of the current state of their district, identify trends, and help to predict the impacts of change. Indicators can be used as a planning tool, to enhance decision-making and to provide for better evaluation of policies and programs. For indicators to be utilized and accepted, certain criteria should be met. These include data that is:

- *Valid*
- *Available and accessible over time*
- *Relevant to aims and objectives*
- *Cost effective and efficient to obtain*
- *Comprehensive*

- *Comparable*

Establishing Benchmarks for Zona Cultural

The starting point of tracking success will be knowing what indicators to measure for Zona Cultural. It is wise to highlight a few indicators of success – and establish benchmarks for them – that will be most impactful for Zona Cultural’s particular needs. There are a couple things to consider when establishing these benchmarks:

- *Know the audience for which you are reporting and measure and report things that will mean something to them. If the local government is keen on supporting programs that bring more visitors, make sure to track visitation driven by events and programming. If the community is interested in seeing the economic impact the district is making, track tax and value changes that demonstrate that impact. While having a finger on the pulse of the district in a lot of different ways is important, Zona Cultural’s management organization should also be keenly aware of what types of information best demonstrates the impact of their work and then target extra efforts there.*
- *Identify where Zona Cultural’s management organization will be spending time and money and establish benchmarks around things that can effectively demonstrate impact in those areas. For example, if it’s important to do a lot of events, then track things like visitation, footfall and even sales tax or local spending to identify how the events are impacting the district and broader community. If it’s important to focus resources on economic development, track things like new business openings, property values, vacancy rates and sales taxes to show how programs are making an impact.*

It should be noted here that it will be very beneficial for Zona Cultural’s management organization to track as many economic indicators as possible from the very start of their work. Each year, a review can be conducted to see how trends have changed. Over a period of five to ten years, this begins to provide a very good picture of the local impact of their work.

Collecting Data for Zona Cultural

Collecting and tracking data helps bring clarity about the district’s increasing importance over time, while not losing sight of where it began; and it provides an opportunity to create a clearer picture of the future. The following charts provide a comprehensive overview of the types of data mature district management organizations seek to collect, where the information can be obtained, how frequently it should be collected, and why it’s important to collect:

COMMERCIAL OFFICE AND EMPLOYMENT			
Indicator	Collection Route	Frequency	Purpose
Income levels (Sector)	U.S. Census Data	Annually	Income levels by sector and person will give an indication of the health of the economy and the ability to generate and share wealth. The total level of employment and unemployment can further substantiate this. The indicators can be broken down by specific sectors (e.g. office, retail, tourism, arts and culture). Employment can also be broken down by type (e.g. professional, managerial, administrative, manual etc.). Labor force data also provides information on the size and stability of the economy.
Income Levels (Personal)	U.S. Census Data	Annually	
Number of Employees in District (by sector)	U.S. Census Data	Annually	
Jobs Created/Lost	U.S. Census Data	Quarterly	
Where Employees Live	U.S. Census Data	Annually	
Number of	Data collected by	Quarterly	These indicators give a sense of the vibrancy

Commercial Businesses	Zona Cultural management organization		and diversity in a location. Over time it will provide information on the ability of a local economy to withstand the 'ups and downs' of a cycle. Strategically it will allow assessment of growth and declining sectors and inform measures for support and development.
Type of Commercial Businesses (by sector)	Data collected by Zona Cultural management organization	Quarterly	
Commercial Sector Square Footage	Data collected by Zona Cultural management organization, Local Assessor	Annually	
Commercial Sector Vacancy Rates	Data collected by Zona Cultural management organization, Local Brokers	Annually	
Number of Public Sector Infrastructure Projects and Value	Local government	Annually	These indicators are largely designed not only to provide factual information on a location but also to provide an assessment of confidence in an area as it moves forward. Conversely it will provide early indication of a location 'stalling' in its progress. The relationship between property and rental values will also provide an indication of the sustainability of development and its quality.
Number of Private Sector Infrastructure Projects and Value	Local government	Annually	
Property Values	Local Assessor	Annually	
Rental Rates	Individual Property Owners, Local Brokers, LoopNet	Quarterly	

RETAIL AND RESTAURANTS			
Indicator	Collection Route	Frequency	Purpose
Existing business mix (by type/use)	Data collected by Zona Cultural management organization	Quarterly	These indicators help measure "on the ground" vibrancy of the area and can help Zona Cultural's management organization adjust its strategies for encouraging further business development and activation of ground floor space. These indicators are some of the most important measured by organizations as they directly relate to overall levels of activity in an area.
Sales Tax Generated (by sector)	Local government, state government data, Data collected by Zona Cultural management organization	Quarterly	
Vacancy/Occupancy Rates	Data collected by Zona Cultural management organization	Quarterly	
Openings/Closures	Data collected by	Quarterly	

	Zona Cultural management organization		
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RESIDENTS AND HOUSING			
Indicator	Collection Route	Frequency	Purpose
Mix of Residential Use (owner-occupied vs. rental)	Local assessor	Annually	Increase in residents will normally drive demand for business. Strong residential demand is traditionally due to people wanting to be close to jobs. The momentum of living in mixed-use urban neighborhoods is growing. A successful residential area will normally have attractive retail, restaurant, entertainment and cultural amenities.
Existing Residential Floorspace/Units	Local assessor	Annually	
Residential Property Values	Local assessor	Annually	
Residential Rental Values	Local real estate agents	Quarterly	

TOURISM AND ATTRACTIONS			
Indicator	Collection Route	Frequency	Purpose
Number of Tourists Visiting the District	Local Chamber of Commerce or Visitors Center, Data collected by Zona Cultural management organization	Annually	Tourism is a driving force for most districts. Expenditures on attractions, events and general tourism in the district have a chain effect in that it provides direct revenues for businesses and employees. Business and employees then spend this revenue in the local economy supporting jobs, income and taxes.
Number/Type of Attractions and Revenue Generation	Local Chamber of Commerce or Visitors Center, Data collected by Zona Cultural management organization	Annually	
Number of Conferences in the District	Local Chamber of Commerce or Visitors Center, Data collected by Zona Cultural management organization	Annually	
Number of Major Events in the District and Attendance	Local Chamber of Commerce or Visitors Center, Data collected by Zona Cultural management organization	Annually	

Number of Hotel Rooms in the District and Amount Generated	Local government	Annually	
Average Stay of Tourists in District	Data collected by Zona Cultural management organization	Annually	
Average Tourist Spend in District	Data collected by Zona Cultural management organization	Annually	

TRANSPORTATION AND ACCESS			
Indicator	Collection Route	Frequency	Purpose
Footfall/Pedestrian Counts	Data collected by Zona Cultural management organization	Quarterly	Transportation infrastructure and use facilitates business. Understanding and knowing the amount of movement and type will inform areas of success and weakness as well as the need for strategic developments.
Public Transportation Usage	Local transportation providers	Quarterly	
Parking Usage and Demand	Local government or parking operators	Quarterly	

QUALITY OF LIFE			
Indicator	Collection Route	Frequency	Purpose
Crime Levels	Local police department	Quarterly	Definitions for quality of life vary but are well documented. Business, residents and visitors are attracted to areas that have an appealing quality of life. These people and organizations will be 'consumers of the place'. These indicators will provide some measures of those elements that are routinely important to people (be they visitors, residents or employees) and business.
Number/Size of Educational Facilities	Local government, Data collected by Zona Cultural management organization	Annually	
Number/Size of Health Facilities	Local government, Data collected by Zona Cultural management organization	Annually	
Image and Perception (Stakeholders and Visitors)	Data collected by Zona Cultural management organization via survey	Annually	
Parks and Green Space	Local government	Annually	

Also helpful in benchmarking the impact of the Zona Cultural management organization's work is to measure these trends against trends within the local economy, to identify how Zona Cultural "stacks up" against the rest of the community (or region, depending on comparable size) and other competitive areas. For example, an analysis can help the Zona Cultural management organization understand:

- How much land area Zona Cultural represents in the context of all of the community, county, region
- How many jobs are in Zona Cultural vs. the entire community
- How many residents live in Zona Cultural vs. the rest of the community
- How many businesses are located in Zona Cultural and how much sales tax is generated vs. the rest of the community
- What is the value of property in Zona Cultural and how much in property tax is generated annually vs. the rest of the community
- How many visitors come to Zona Cultural vs. the rest of the community (or competing areas)

Knowing this information (and more) helps make a competitive argument for investment in Zona Cultural.

Reporting Success

Reporting the data in a meaningful way is just as important as measuring and tracking the data. As noted above, some benchmarks are more impactful when measured monthly, others quarterly and still others annually. Some considerations for measuring success:

- Is it important to know the impact of specific time-limited programs, events or projects? Then a monthly measure is probably most appropriate.
- Is it important to track how things like visitation and spending are affected by seasonal changes? Then quarterly reports will provide the best snapshot.
- Is it important to measure big picture trends to show significant overall impact of the creative district? Then identifying things like property values, which can only really best be measured yearly, are most appropriate.

Once district management organizations know what they are measuring and how they are measuring it, among the biggest challenges is pulling all the information together in a meaningful way and reporting it back to the community, stakeholders and local governments. Reporting information back is a really important and critical way to demonstrate impact and value. But how it's reported can make a big difference in what people take away from the information that's presented. Here are some reporting options to consider:

- **Annual Report:** Many districts develop a thorough annual report that reports back on all the projects and programs undertaken over the course of the year and the impact and benefit of those. These are particularly useful documents for local governments and also if the management organization is seeking investors for the district, as they professionalize the offer and make the district look well-presented. The downside? They can be expensive to produce and often are quite lengthy, which means the average layperson may not read the report.
- **Summary or Snapshot:** Instead of a full annual report, consider developing a quick summary or snapshot of the year-in-review noting key facts and figures on a colorful graphic that provides big-picture highlights.
- **Newsletter:** The district management organization may want to create a series of quarterly newsletters that keep people informed on a more regular basis of key things happening in the district as well as interesting trends from benchmarking data. This is a great way to inform local stakeholders and businesses and keep them involved in the process.

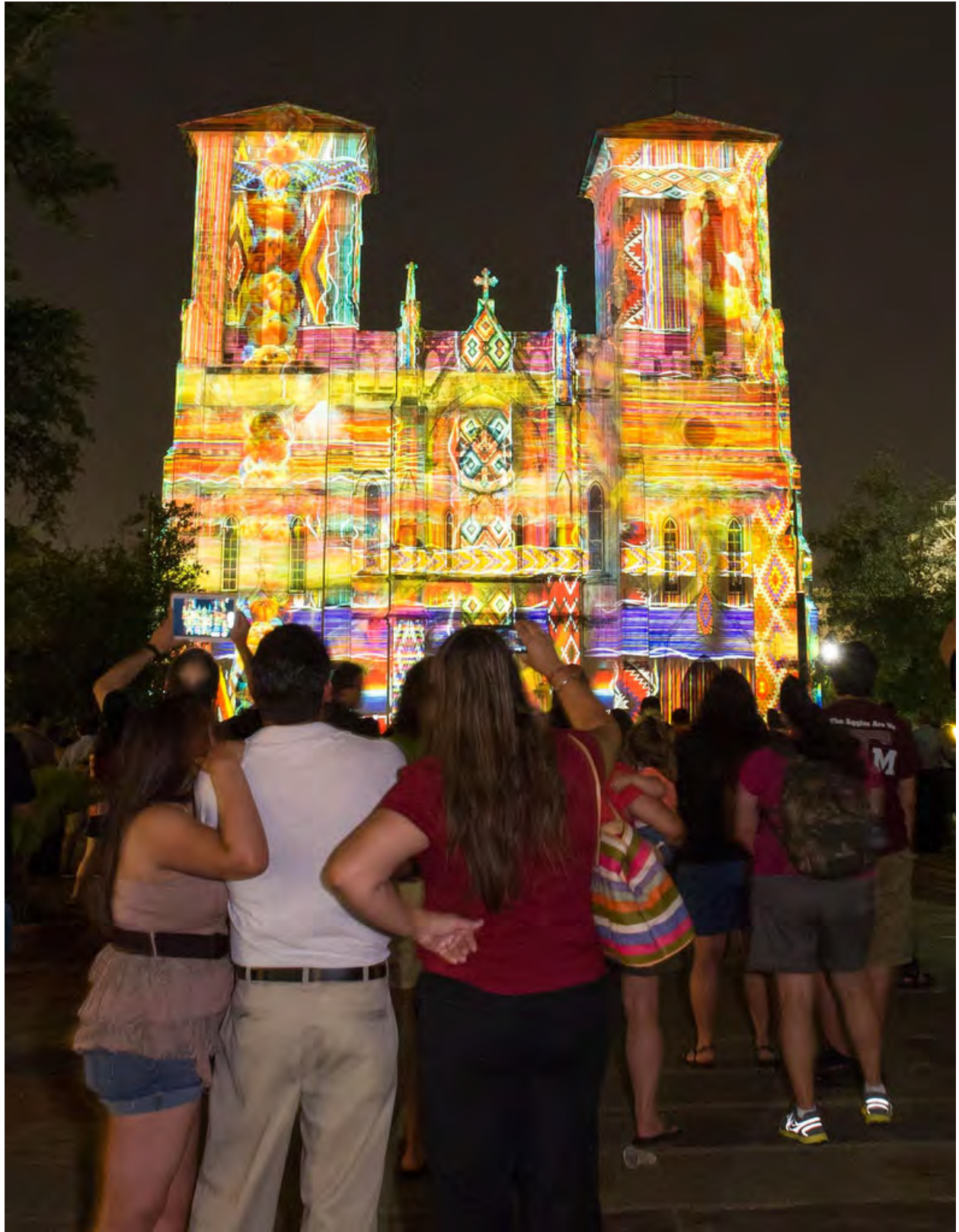
- **Website:** Finally, make sure to always have all the important information that has been collected on the website in an easy-to-find place on the district's website.

As with selecting the data to be tracked, it's important to know the audience when determining how best to mine and report the information back. Most important is to make it easy to read, digestible and impactful, whichever format is used.

Putting the Information to Work

Information is power, but analyses such as these are only powerful when they provide useful information that decision makers can depend on and anticipate in a timely fashion. The issue for effective indicator use lies in the ability of indicators to be simultaneously valid and credible as well as useful and relevant. It is typical for district management organizations to with work government entities to obtain indicator data quarterly and annually (as indicated in the charts above) and track straight-line trends.

Being able to make a clear case for the impact that a district management organization's programs and projects are having and being able to tell an impactful story with that information can make all the difference. The districts that are effective at doing this are the ones who see the biggest impact – more leverage to get grants and funding from both the public and private sectors, more new investment, more new businesses and a better return on the funds they are investing.



APPENDIX A: MEETINGS IN ZONA CULTURAL

Over the course of the development of the Zona Cultural Revitalization Plan, Centro Inc. conducted four on-site visits to San Antonio over the course of six months. The trips occurred on the following dates:

- March 10-March 13, 2015
- April 27-May 1, 2015
- June 16-June 18, 2015
- October 13-15, 2015

During those trips, Centro Inc. toured Zona Cultural, Downtown San Antonio and surrounding areas, and held meetings and focus groups that included the following individuals:

- Councilmember Shirley Gonzales
- Councilmember Roberto Treviño
- Sheryl Sculley – San Antonio City Manager
- David Barnett – Simons Group
- Emily Bowe – 80/20 Foundation
- Ernest Bromley – Bromley Communications
- Brian Buchanan – VIA
- Jorge Cortez – Mi Tierra
- Michael Cortez – Mi Tierra
- Ed Cross – San Antonio Commercial Advisors/Developer (The Vistana)
- John Dugan – City of San Antonio Department of Planning and Community Development
- Peter French – Former President of Café Commerce
- Eduardo Garcia – Duende Design Architects
- Mark Gilger – Children’s Hospital of San Antonio
- Lukin Gilliland
- Claudia Guerra – City of San Antonio Office of Historic Preservation
- Lori Houston – Center City Development Office (CCDO)/Assistant City Manager
- Mark Jenkins – Market Square
- David Marquez – Bexar County Office of Economic Development
- David McBeth – City of San Antonio Department of Transportation and Capital Improvements
- Shanon Miller – Director of Office of Historic Preservation
- Chris Morris – Univision
- Elias Neujahr – Children’s Hospital of San Antonio
- Felix Padrón – City of San Antonio Office for Culture and Creative Development
- Sam Panchevre – Aztec Theatre
- Mark Penner – Penner’s
- Mimi Quintanilla – Consultant to Zona Cultural Strategic Plan + Cultural designation process
- Francesca Rattray – Artpace
- Marilu Reyna – Texas A&M Centro de Artes
- Jason Rodríguez and Christine Vina – VIA
- Leonard Rodríguez – Westside Development Corporation
- Jack Sanford – Bike Texas
- Suzanne Scott – San Antonio River Authority (SARA)
- Cynthia Speilman
- Colleen Swain – Center City Development Office (CCDO)
- Steve Tillotson – Muñoz & Co.
- Mark Toppel
- Carol Warkoczewski – City Architect, City of San Antonio

- *Art Wolf – Consultant to Zona Cultural Strategic Plan + Cultural designation process*
- *Tomas Ybarra-Frausto – Social historian and Westside Preservation Alliance*
- *Dr. Jesse Zapata – UTSA*

APPENDIX B: ZONA CULTURAL REVITALIZATION PLAN STEERING COMMITTEE

The Zona Cultural Revitalization Plan Steering Committee was developed as a group of Zona Cultural stakeholders who could vet plan concepts and recommendations and provide feedback and recommendations, as well as serve as a sounding board for emerging concepts. The Steering Committee met a total of three times throughout the planning process on the following dates:

- *April 30*
- *June 18*
- *October 15*

The Zona Cultural Steering Committee includes the following members:

- *Felix Padrón – City of San Antonio Office for Culture and Creative Development*
- *Marilu Reyna – Texas A&M Centro de Artes*
- *Lori Houston – Center City Development Office (CCDO)/Assistant City Manager*
- *Eduardo Garcia – Duende Design Architects*
- *Suzanne Scott – San Antonio River Authority (SARA)*
- *Jason Rodriguez – VIA*
- *Dan Curry – Bexar County*
- *Sue Ann Pemberton – Conservation Society*
- *Jack Sanford – Bike Texas*
- *Elias Neujahr – Children’s Hospital of San Antonio*
- *Mark Gilger – Children’s Hospital of San Antonio*
- *David Barnett – Simons Group*
- *Francesca Rattray – Artpace*
- *Leonard Rodriguez – Westside Development Corporation*
- *Jesse Zapata – University of Texas San Antonio*
- *Colleen Swain – Center City Development Office*
- *Emily Bowe – 80/20 Foundation*

APPENDIX C: PREVIOUS PLANS OVERLAYING ZONA CULTURAL

The following plans and documents were referenced in the development of the Zona Cultural Revitalization Plan:

- **Historic Civic Center Master Plan (1993)**
This plan makes recommendations on the redevelopment and revitalization of the Historic Civic Center of San Antonio. Specifically, the plan identifies redevelopment strategies for the area between the San Antonio River and the “El Mercado” area with a focus on the area around City Hall and the City Services Building (the Old Frost Bank Building on Main Plaza). The Plan assessed existing conditions at the time in San Antonio, and articulated goals for the area, making recommendations for both public and private property owners and providing conceptual renderings for consideration as to how the area should develop.
- **Downtown Neighborhood Plan (1999)**
The Downtown Neighborhood Plan was developed in 1999 to identify proposed land uses, potential housing development areas, transportation systems, economic development initiatives, urban design guidelines and pedestrian and open space connections. This plan became a component of the City’s Comprehensive Master Plan, guiding how downtown might develop and being utilized when considering policy development and public capital projects.
- **Strategic Framework Plan for the City Center (2011)**
Centro San Antonio was created by civic and business leadership in 2011 “...to envision and foster a vibrant and prosperous downtown that benefits the entire San Antonio community.” As its first major effort, Centro developed a Strategic Framework Plan for the Center City, establishing goals, targets and strategies to achieve the San Antonio 2020 vision, providing a road map for future activity by the City, Centro and private investors. The plan asserts the primary importance of Center City as a premier neighborhood embraced, lived in, and regularly used by San Antonians, and purports that Center City should be characterized by attractive housing alternatives, welcoming parks, walkable streets, mass transit, enticing retail, enhanced cultural institutions and accessible parking. The Plan set out some important information important for consideration in this strategy for Zona Cultural:
 - *Calls to add 5,000 housing units and 13,000 jobs downtown by 2020*
 - *Identifies a stagnant center city for last two decades (~18,000 residents DT) with housing development stymied by land pricing set by the tourist industry and hotel development; large gap between cost of land/development and rents, and no retail for locals*
 - *Identifies the \$11 billion annual tourist industry, which is anchored downtown*
 - *Identifies the importance of Cultural District designation*
- **Cultural District Designation Application (2015)**
On behalf of Zona Cultural, Centro San Antonio submitted an application to the Texas Commission on the Arts in summer of 2015 to seek Cultural District status for the district. Zona Cultural was awarded this honor in September 2015. The program recognizes Zona Cultural’s unique identity as the birthplace and soul of San Antonio, and acknowledges its many cultural and historic institutions. The application called out a need for an overarching vision for Zona Cultural to anchor it as the heart of San Antonio and as a vibrant neighborhood and destination focused on promoting arts and culture.