

# SA 2020

**DREAM IT.**

MAP IT.

DO IT.



**“Fiesta Tower” at the Central Library  
by Dale Chihuly**

For years, library patrons have been greeted by the following description of Chihuly’s iconic piece: “Each hand-blown piece of this tower represents the multicultural qualities of the San Antonio community and the role the central library plays in the lives of its people.”

It is a fitting metaphor for SA 2020 and our rich and vibrant city. Together, we have dreamed of a greater future for our city. Together, we have prepared ourselves to map a path to success. And together,

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March 19, 2011

## Dear Friends,

San Antonio is an amazing place.

Throughout the SA 2020 process, you proved it by showing up in droves on weeknights and Saturdays to dream about our city's future. At a time when other big American cities reflect the skeptical chords of our national discourse, we had local CEOs sitting side-by-side with grassroots activists in a dialogue that looked like folks chatting over the backyard fence.

I've thought a lot about what makes our city special. The qualities that made me pine to get back here when I went away to college and law school. There are many potential reasons why, but I keep coming back to one.

It is one that I used on the campaign trail. And one that Ed Whitacre alluded to in his remarks at the SA 2020 kickoff back in September 2010. It can be boiled down to a message that no other city in the nation can say the way we can. The Big City with a Small Town feel.

Whitacre stepped in to fix GM at its darkest hour. He found a company of great people and great potential, hamstrung by a structure that was hopelessly complex.

His solution was to develop a single vision. One that was simple enough to put in a statement that could guide decisions on the fly, big or small. It was articulated in 8 words: "Design, build and sell the world's best vehicles." The rest is history.

During our first phase of SA 2020, we listened to the voice of the people. Now, we must turn the voice of thousands into a single vision. We have to connect those dots in a way that's simple enough to rally around and guide our decision making, and we too can make history.

The new General Motors articulated where it was and where it wanted to go in eight words. We can do it in four: Big City, Small Town.

## KEY INDICATORS

- ANNUAL ECONOMIC IMPACT OF THE ARTS //
- AMOUNT OF FUNDING FOR ARTS EDUCATION //
- LEVEL OF FUNDING TO THE ARTS //
- LEVEL OF ATTENDANCE TO ARTS PROGRAMS //
- ~~LEVEL OF FUNDING FOR ARTS & MUSIC EDUCATION~~
- INCREASE THE ECONOMIC IMPACT OF ARTS THROUGH INCREASED TOURISM //
- # OF NATIONAL/INTERNATIONAL TOURING ARTISTS //
- # OF PEOPLE EMPLOYED IN THE ARTS //
- AUDIENCE PARTICIPATION //
- # OF PUBLIC & PRIVATE SUPPORT //
- # OF STUDENTS WHO ATTEND TO ARTS EDUCATION OUTSIDE THE SCHOOLS //
- # OF STUDENTS WHO RECEIVE ARTS EDUCATION //

For our vision to be truly powerful, it must be unique and authentic. It can't be transferred to another community. Or another entity. It must be San Antonio's and San Antonio's alone.

It's not simply "education," or "downtown revitalization," or "public transportation." All cities envision those things. There's nothing unique about a city's vision to "provide more jobs."

These things only become unique when they reflect our culture. Our community. The San Antonio that can bounce back from losing its beloved Kelly AFB and come back even stronger as hubs for military medic training and cybersecurity.

We define what big city means and ought to mean. We define the qualities we cherish and want to preserve in a small town.

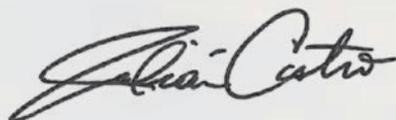
But is it true? Are we in fact a big city? Absolutely. The most recent Census numbers confirmed our position as the seventh-largest city in the country, ahead of Dallas, Pittsburgh, San Francisco, Seattle and Boston. The vibrancy of local arts, the spectrum of local economic opportunity that attracts the world's leading biomedical innovators, and our physical growth confirm this as well.

Are we a small town? Yes we are. It's reflected in our livable environment for raising families and the close-knit community spirit that shows itself every year with National Night Out crowds that are the biggest in the country.

Is it a vision? Yes. Growing into a world class city, while holding on to what makes us special, will be our worthiest accomplishment in 2020. It is through this lens that I hope you will look upon the pages that follow.

If we anchor the progress we've made so far, the students and employers of tomorrow will strive to either stay here or get here as fast as they can because they can't find another place like San Antonio. A place where the opportunity of the big city is matched by the small town flavor of the culture we call our own.

**Thank you for making San Antonio greater.  
Onward to 2020!**

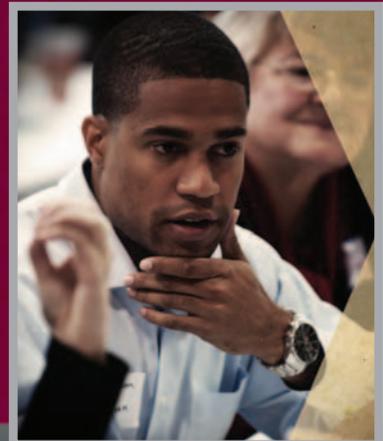
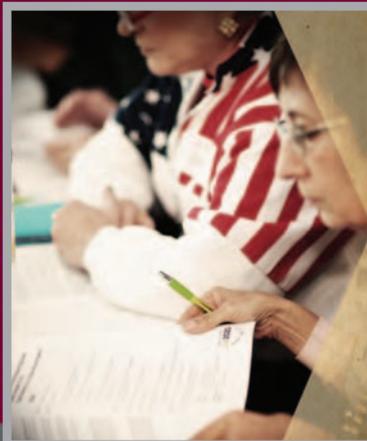
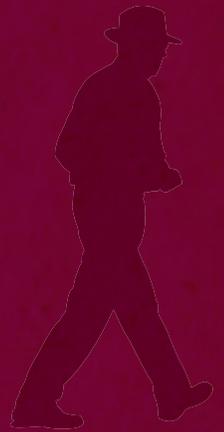


**Mayor Julián Castro**



“We have dreams for our city. We have a vision. We have the metrics. We know what needs to be accomplished to make San Antonio a greater community in the next decade. The next months, the next years are about doing, about accomplishing that, about putting action to the ink on the paper.”

— Mayor Julián Castro



# Dear San Antonio,

The SA 2020 process began with a simple slogan: “Dream it. Map it. Do it.” You and your friends and neighbors came together to share your dreams of what San Antonio could and should be in the next ten years. Your vision – in your words – is captured in this report.

Plans come after the vision. Plans, plural, because just as the vision is bigger than one individual or organization, the action will come – must come – from many different people and many different agencies working together.

In other communities, some organizations have started with plans and projects first, and then tried to couch them in visionary terms to convince a skeptical community to support their strategic activities. Those efforts tend to turn issues into campaigns, with most of the effort and energy spent on justifying the plan. Sometimes actions take place that aim to resolve one piece of a larger picture, but when that action fails to solve all of the issues faced by the community, residents feel disappointed and discouraged. And those residents are less likely to support the next big plan that comes along.

The good news is that many other communities have begun with a shared community vision. The plans that followed were much more likely to be connected with other quality of life issues and to involve more passionate and collaborative partners who remain responsive to all of the community. This is the path that SA 2020 is following. Dream it. Map it. Do it. A dream shared by all, followed by many plans and many people turning those plans into reality, in groups and through individual action.

**May all your dreams come true.**

## **Ben Warner**

Deputy Director

JCCI-Jacksonville Community Council Inc.

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# SA 2020 LEADERSHIP



Mayor Julián Castro

## TRI-CHAIRS



Darryl Byrd  
Managing Director of  
Pearl Brewery



Sonia M. Rodríguez  
Attorney and Equity Partner at  
Branton & Hall, P.C.



Graham Weston  
Chairman of Rackspace Hosting

# Dear Fellow San Antonians,

The pages that follow represent the dreams of a community. They are the product of you and thousands of your fellow residents across San Antonio that submitted one of 5,000 completed surveys, attended overflow community brainstorming sessions, and contributed to this remarkable visioning process over the past 6 months.

When Mayor Julián Castro asked the three of us to chair SA 2020, each of us agreed to help in part because we appreciate Mayor Castro's thoughtful and dynamic leadership.

But we also agreed for other reasons. Two of us are San Antonio natives while one of us moved to San Antonio as an adult. All three of us love calling San Antonio home and none of us ever plan on leaving.

Like you, we love the San Antonio of today. But we are even more excited about being a part of the San Antonio of 2020.

This report does not represent an end, but a beginning. With its printing, it now officially belongs to its authors—YOU—the people of San Antonio.

As the owners of SA 2020, the hard work begins now. **Where will you begin?** We filled the last six months with thoughtful visioning exercises about what we want San Antonio to look like in ten years.

We would like to challenge you: how will you take ownership of this plan?

- During the past six months, more than 12,500 babies were born in the San Antonio area. In 2020, they will be out of diapers and completing 4th and 5th grades. Will they enter kindergarten ready to learn because of your efforts? Will they thrive in 3rd grade because you were their reading mentor? Will their walk to school be safer and will the air they breathe be cleaner because of you? Will today's babies be the healthiest 5th graders in two decades?
- When we started our visioning work, potentially 25,000 graduates from the Class of 2020 entered 2nd grade. They will answer the question of how intelligently and persistently you (we) worked to make SA 2020 more than a dream. Will they pursue college because you were their mentor? Will they return to San Antonio to raise a family because of San Antonio's great career opportunities and great quality of life?

The fun part—the dreaming—is now complete. The hard work and real rewards lie ahead. SA 2020 will present difficult issues, tough strategic decisions, and tireless efforts from all of us. While we all own this dream, we are all personally accountable to future generations to make it a reality.

We look forward to working with you—side-by-side—to achieve our SA 2020 dream.

**DARRYL, SONIA, GRAHAM**

# STEERING COMMITTEE



**Dennis A. Ahlburg**  
President, Trinity University



**Eddie Aldrete**  
Senior Vice President,  
International Bank of  
Commerce



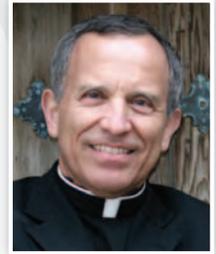
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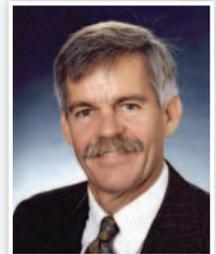
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DREAM IT.

MAP IT.

DO IT.



Art by Harlandale I.S.D student

We asked people  
to imagine a better  
San Antonio, and they did.



## **SA 2020 VISION AREAS:**

- Arts & Culture
- Community Safety
- Downtown Development
- Economic Competitiveness
- Education
- Family Well-Being
- Government Accountability & Civic Engagement
- Health & Fitness
- Natural Resources & Environmental Sustainability
- Neighborhoods & Growth Management
- Transportation



ART IS THE

STORED

HILL COUNTRY  
HONEY

OF THE

HUMAN

SOUL

-THEODORE DREISER  
Gary Sweeney 2001



# ARTS & CULTURE

Geography can place a city on a map, but the identity of a city is expressed through its arts and culture. Like the river that winds through it, San Antonio's cultural and creative forces shape who we are as a people and a city. The bold talent we find in San Antonio today is a testament to the strength and longevity of our cultural heritage.

It is found in the words of Carmen Tafolla, Naomi Shihab Nye and Sandra Cisneros. It is found in the imagination of young people who obtain intellectual strength and avenues of expression through unique programs like SAY Sí, the Carver Cultural Arts Center, Gemini Ink and the Esperanza Peace & Justice Center. And it is found in our many museums and venues for art and culture that require us to invest in them financially as well as creatively.

Arts and culture impact everything we do. Whether it's the young person who channels anger into expression through a community mural or the corporation that invests in the San Antonio Symphony, lives are impacted by the arts and culture every day. A vibrant and diverse arts scene binds our community together and draws tourists to San Antonio, which further drives our economic competitiveness.

Creativity leads to critical and innovative thinking, a key component of the 21st century knowledge-based economy that will keep our best and brightest home and expand our creative class. As young people engage in more creative activity, they develop critical thinking skills and become better learners and more rounded citizens.

When San Antonians go to an event like Luminaria they are not just exposed to San Antonio's broad and deep arts scene, they realize what their fellow San Antonians are capable of producing. For some, it may awaken a creative bent they possess. For others, it simply means adding cultural events to their calendar. In both cases, it broadens the boundaries of what San Antonians call "our own," and creates a sense of ownership.

## IN 2020, SAN ANTONIO LEADS THE WORLD AS A CREATIVE COMMUNITY.

San Antonio reflects a diverse range of artistic expression that builds on our rich cultural heritage. The arts are integral to our way of life for citizens of all ages and backgrounds. Public and private support spurs a renaissance of artistic creativity where a vibrant cultural economy flourishes. Contemporary art reflects the dynamic nature of San Antonio's artistic, literary and cultural communities and movements.

## SAN ANTONIO TODAY. SAN ANTONIO TOMORROW.

### BASELINE DATA AND TARGETS FOR THE YEAR 2020.

#### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- ▶ **LEVEL OF ATTENDANCE AT ARTS PROGRAMS:** In 2010, 1.8 million people attended at least one program offered by a City of San Antonio's Office of Cultural Affairs funded partner. OCA is looking to expand this measure to include other programs not publicly funded (OCA).  
**TARGET: DOUBLE ATTENDANCE TO 3.6 MILLION.**
- ▶ **LEVEL OF FUNDING FOR THE ARTS:** In 2010, OCA provided \$6.4 million to fund the arts in San Antonio (OCA). They are only part of the picture in funding the arts, where public support from federal and state government and private support from individuals and foundations also help grow the arts.  
**TARGET: DOUBLE PUBLIC AND PRIVATE FUNDING FOR THE ARTS.**

#### SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- › **NUMBER OF NATIONAL/INTERNATIONAL PRESS MENTIONS:** This measure is not currently being tracked. A lead organization has not been identified.  
**TARGET:** Increase by 75%.
- › **ECONOMIC IMPACT OF THE ARTS:** In 2007, the arts had an economic impact of \$3.38 billion (OCA).  
**TARGET:** Increase impact to \$5 billion.
- › **NUMBER OF PEOPLE EMPLOYED IN THE ARTS:** As of 2006, there were 26,744 jobs in San Antonio's creative economy (OCA).  
**TARGET:** Double arts workers to 53,488.
- › **NUMBER OF CREATIVE ACTIVITIES, INCLUDING PUBLIC ARTS:** This measure is not currently being tracked, although OCA has the capacity to develop a database/survey to collect required information.  
**TARGET:** Increase by 50%.

## WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › Cultural arts organizations, especially those who work with underserved communities, such as: Esperanza Peace and Justice Center, Martinez Street Women's Center, Guadalupe Cultural Arts Center, Gemini Ink, Canto Cultural, National Association of Latino Arts & Culture, Carver Community Cultural Center, Artpace, SAY Sí, Westside Arts Coalition, Fiesta Commission, Luminaria and the San Antonio Film Society.
- › The City of San Antonio's Office of Cultural Affairs and the Texas Commission on the Arts.
- › Local museums, galleries, theatres, playhouses, and other arts institutions and arts venues, including the Symphony.
- › University art departments, art schools, Southwest School of Arts & Crafts, local school districts, and others involved in preparing and training artists.
- › Local artists, managers, and arts promoters.
- › Historic preservation associations.
- › Local businesses, media, and government.

Arts and culture impact everything we do ...  
A vibrant and diverse arts scene binds our community together

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Attend more arts events. Take your family with you.
- › Vocalize support for the arts.
- › Integrate arts into your family's leisure and educational landscape.
- › Partner with your local school to help provide and encourage arts education and programming.
- › Support the arts with donations and attendance.
- › Help to restore historic buildings.
- › Mentor our youth and young adults in the arts.
- › Advertise local arts events in your place of business.

## PERSONAL COMMITMENTS:

Participants in the SA 2020 process made personal commitments to turn this Vision into action. The following list is not a comprehensive list of personal commitments. Rather, it is a list of some of the commitments made during the visioning process. To view the entire list of personal commitments made during the visioning process, please visit the SA 2020 website at [SA2020.org](http://SA2020.org):

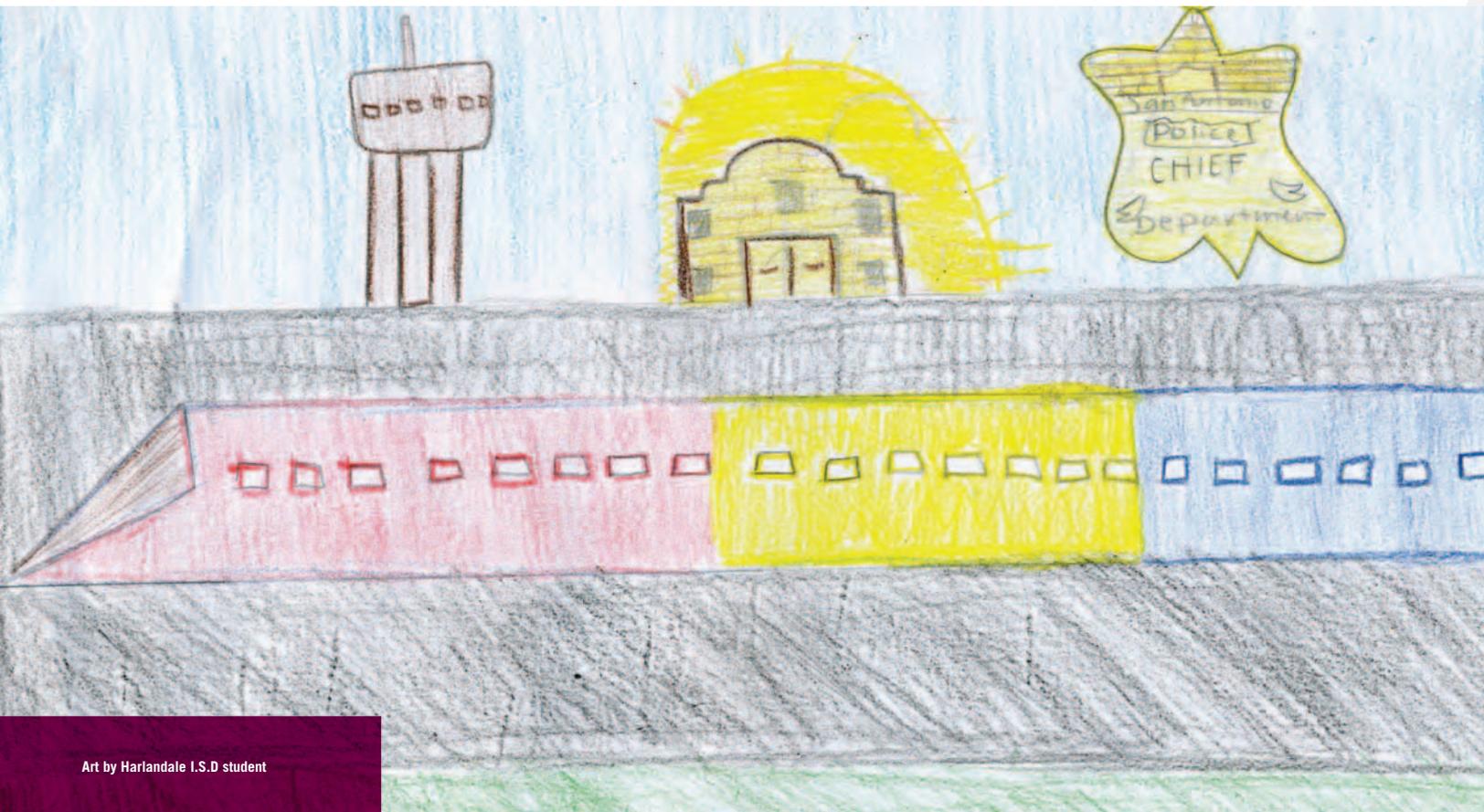
- › I will support the arts and artists, and participate in music events, festivals and cultural programs and take along a friend.
- › Support the arts through my service on boards and as a patron.
- › I will curate many more shows like "Foto Septiembre".
- › I plan to attend events at the Witte and other art museums and organizations, and become a member of at least two of these organizations.
- › I will advocate for inclusion of the arts in projects like the HemisFair Redevelopment.
- › I intend to work to educate the arts community about the importance of working to culturally ground the local community in Mexican/Latino/Female/LGBT culture, and challenge city leaders and foundations to fund cultural work and get schools to incorporate the arts and cultural education in their curriculum.
- › I plan to launch a new film festival ("Alamo City Film Festival") and include all of the arts community groups.

## HOW DOES ARTS & CULTURE CONNECT TO THE OTHER VISION AREAS?

Great cities are those that inspire and nurture a robust artistic and cultural community. The cities that artists find inspiring are also those that lead the way in **economic competitiveness and growth**. The arts create an educational and neighborhood fabric that helps turn today's students into tomorrow's **critical thinkers and leaders**.

Each spring, we celebrate the intersection of art and the knowledge economy through Luminaria. Kenny Wilson, president of Bank of America for Central and South Texas, Founding Chair of Luminaria SA and Chair of the San Antonio Economic Development Foundation, explains why:

“As businesses consider whether to locate their operations in San Antonio, high on everybody's scorecard is whether San Antonio has a vibrant arts community. Great businesses know that their best workers want to live in a city where arts and culture thrive.”



Art by Harlandale I.S.D student



BLUE STAR  
EST. 1994  
BREWING COMPANY  
RESTAURANT & LLC





# COMMUNITY SAFETY

San Antonians are fortunate to live in a city where the overall crime rate is relatively low. Continuing a multi-year decline, the city's 79 murders in 2010 were the lowest in 25 years. But the story of community safety cannot be painted with a broad brush. It must be judged neighborhood by neighborhood. If residents in one area are neglected – or worse afraid to sit on the porch and talk to their neighbors – a city cannot consider itself truly safe.

But San Antonio has proven that old reputations and past neglect can change – and change quickly – if there is community will. During a series of East Side Redevelopment Summits designed to identify catalytic economic development projects in 2009, residents told city leaders that improving basic services could send a signal as powerful as building a gleaming new building.

The response was a commitment to pick up vicious animals, secure abandoned structures and clean up of sidewalks and streets. More community police officers were put on the beat with a mandate to shatter stereotypes, not reinforce them. The result has been an innovative problem-oriented policing program that has led to precipitous drops in murder, assaults and property crimes on the East Side.

Not all of us can be police officers or firefighters, but we can become aware of and engaged with our surroundings in a more profound way. Becoming more aware of your community may be as simple as getting out more and walking or cycling. Not only would this result in more eyes on the streets, but it contributes to healthier lifestyles and strengthened neighborhoods.

Suppose Mrs. Cortez makes a new habit of walking after dinner every night. In addition to getting some exercise, she gets to know the Jimenez family better because they spend time on their porch in the evening. They begin to trust one another, and over time, attend local arts events and visit local parks together. They're joined by other neighbors and soon, they are all pulling together for a strong, safe, healthy neighborhood. If something looks strange, they communicate with each other, and when something goes wrong, they have a built-in support network. As a unit, they can band together and take their concerns to their local law enforcement officers and elected officials.

In the end, a sense of community is not a cliché, it's a reality.

COMMUNITY  
SAFETY

## IN 2020, SAN ANTONIO IS THE SAFEST BIG CITY IN AMERICA.

Public safety officials, city staff and citizens collaborate through strong, engaged community neighborhood networks to reduce crime and promote a thriving and law-abiding San Antonio. The city's proactive prevention programs, responsive enforcement efforts and high state of disaster readiness result in low levels of crime and a high sense of personal safety.

### SAN ANTONIO **TODAY.** SAN ANTONIO **TOMORROW.**

#### BASELINE DATA AND TARGETS FOR THE YEAR 2020.

##### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

▶ **INDEX CRIME RATES:** San Antonio had an index crime rate of 7241.6 in 2009 (FBI Uniform Crime Report).

**TARGET: BE THE SAFEST BIG CITY IN AMERICA.**

▶ **NUMBER OF COMMUNITY NETWORKS AND TRAININGS TO COMBAT CRIME:** Approximately 2,500 meetings/trainings are conducted per year, as of 2010.

**TARGET: INCREASE BY 10% TO 2,750 MEETINGS/TRAININGS PER YEAR.**

##### SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

› **RECIDIVISM RATES:** The three-year incarceration rate for repeat offenders from San Antonio released from Texas prisons in 2007 was 24.3%

**TARGET:** Reduce by 5%.

› **VALIDATED CASES OF CHILDHOOD ABUSE:** San Antonio had 7,961 unduplicated confirmed victims in 2009 (Texas Department of Family and Protective Services).

**TARGET:** Reduce by 25%.

› **RESPONSE TIMES FOR BOTH FIRE AND POLICE:** In 2010, the fire response time was 9 minutes 24 seconds from call received to arrival on site. The emergency police call response time was 8 minutes 12 seconds. In 2010, the non-emergency police calls response was 17 minutes 48 seconds (San Antonio Police and Fire Departments).

**TARGET:** A target of 8 minutes 54 seconds response time for fire assistance, 8 minutes for emergency police calls, and 17 minutes 30 seconds for non-emergency police calls.

### › POSITIVE RESPONSES ON COMMUNITY PUBLIC SAFETY SURVEYS:

69% of respondents to the 2010 City of San Antonio Community Survey reported being “satisfied” or “very satisfied” with quality of services received from SAPD. 86% of respondents were “satisfied” or “very satisfied” with police protection and 80% were “satisfied” or “very satisfied” with crime prevention. A new question will be added to the city’s Community Survey regarding the perceptions of personal safety.

**TARGET:** Increase by 10%.

## WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › The San Antonio Crime Coalition, local coalitions of advocates, and victims’ rights organizations.
- › The San Antonio Council on Alcohol and Drug Abuse, Texas Department of Family and Protective Services, and Circles of San Antonio Community Coalition.
- › The Bexar County sheriff’s department, City of San Antonio’s police department, fire department and emergency services, Friends of Animal Care Services, and Animal Care Services.
- › Community groups, senior citizen groups, neighborhood organizations, homeowners’ associations and neighborhood watch programs.

Not all of us can be police officers or firefighters, but we can become aware of and engaged with our surroundings in a more profound way.

# COMMUNITY SAFETY

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Create neighborhood and community environments where people know each other.
- › If you are a business owner, become more involved in the neighborhood and area surrounding your business.
- › Make it a point to speak out against graffiti, destruction of private and public property, robberies, vandalism of churches and all buildings, and home invasions.
- › Attend substation meetings and call police whenever you see suspicious activity.
- › Join a neighborhood watch program, such as Cellular On Patrol.
- › Report child and elder abuse.
- › Become aware of the signs of spousal and child abuse.
- › Expand community awareness about domestic violence, including encouraging fellow San Antonians to join efforts like the San Antonio Police Department's Family Assistance Crisis Team.
- › Join or form neighborhood associations and build coalitions with local law enforcement to communicate the safety concerns of your neighborhood.

## PERSONAL COMMITMENTS:

Participants in the SA 2020 process made personal commitments to turn this Vision into action. The following list is not a comprehensive list of personal commitments. Rather, it is a list of some of the commitments made during the visioning process. To view the entire list of personal commitments made during the visioning process, please visit the SA 2020 website at [SA2020.org](http://SA2020.org):

- › I will get to know my neighbors better and report suspicious activity when I see it.
- › Join the public-safety committee in my homeowners', neighborhood or residents' association.
- › I plan to ask my senior center to offer a self-defense class.
- › I plan to work with the Alamo Area Partners for Animal Welfare to educate San Antonians on spay/neuter and responsible pet ownership. Reducing the stray animal population will increase safety and expand the ability of residents to exercise outside.
- › Join Big Brothers and Big Sisters to mentor youth.

## HOW DOES COMMUNITY SAFETY CONNECT TO THE OTHER VISION AREAS?

Safe communities are productive communities, and productive communities thrive. Perhaps this explains the strong relationship between **community safety** and **family well-being**. Without safe communities in which to work, raise and educate children, and recreate, the well-being of families is placed at risk. And the impacts ripple throughout the fabric of the community, affecting areas like **education, economic competitiveness,** and **health and fitness** to name a few. Family Well-Being also affects **community safety** because without the sound foundation of a loving and supportive family we are more likely to see higher incidents of criminal behavior, family abuse and substance abuse which threaten our sense of community well-being.

The Eastside Reinvestment Summit, launched by Mayor Castro and Councilwoman Taylor, is a great example of this relationship. As part of this effort to improve the Eastside economically, Police Chief Bill McManus initiated the new Problem Oriented Policing program. This program dramatically reduced crime on the Eastside. And it all started because of the concern about safety that residents expressed in a community meeting about economic competitiveness, a concern which motivated them to engage with the city and creatively craft new solutions.

# COMMUNITY SAFETY





# DOWNTOWN DEVELOPMENT

The rich history of downtown San Antonio is a mosaic of singular events and iconic structures. The city's civic, cultural and religious roots began here, with the establishment of the San Antonio de Valero Mission, better known as the Alamo. Today, it remains home to many of the institutions that define San Antonio – city and county government, San Fernando Cathedral, Main Plaza and the San Antonio River.

But the face of modern downtown was fundamentally impacted by one event: HemisFair '68. The world's fair was a coming out party for a new San Antonio. Hotels and pavilions were constructed in record time. A new sense of civic pride was instilled in the community. And more than 40 years later, its imprint is still visible on the downtown skyline, which would be unrecognizable without the Tower of the Americas.

As we enter the second decade of the 21st century, downtown is not a boarded up ghost town—or “donut hole”—like downtowns in other American cities. But better downtown business and job opportunities will be created only if the city's urban core becomes a primary gathering point for its residents, in addition to being a haven for tourists.

With a population of 1.3 million people, San Antonio has sprawled outward, making transportation and commute times more challenging than ever before. In the process, many San Antonians venture downtown only occasionally to bring visiting friends and relatives to attend a particular event.

With a renewed purpose, downtown can truly become everyone's neighborhood. Projects big and small are changing the face of the area. The San Antonio River has been expanded and improved to the north and south. Bike share programs and more walkable streets are changing the look and feel of downtown.

And during 2011, hundreds of residents have attended public meetings to offer input on the coming makeover of HemisFair Park.

The history of downtown San Antonio is rich and unique. But much of that history is yet to be written.

# DOWNTOWN DEVELOPMENT

## IN 2020, DOWNTOWN IS THE HEART OF SAN ANTONIO AND IS EVERYONE'S NEIGHBORHOOD.

It is a showcase for visitors, a center of vibrant activity for citizens to live, work and play, and an economically inviting locale for businesses to flourish. Downtown's historic buildings and character are preserved, its parks and green spaces are inviting, and the river continues to be treasured as its defining asset.\*

*\*For the purpose of SA 2020, "downtown" is described as the area bordered by Interstate 35 to the north, Monumental Street to the east, South Alamo/Lone Star Streets to the south, and Colorado Street to the west. However, by 2020, the area we describe as downtown will likely have expanded.*

## SAN ANTONIO TODAY. SAN ANTONIO TOMORROW.

### BASELINE DATA AND TARGETS FOR THE YEAR 2020.

#### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- ▶ **HOUSING UNITS DOWNTOWN:** There are 3,383 housing units in downtown (Downtown Alliance).  
**TARGET: INCREASE DOWNTOWN HOUSING UNITS BY 5,000 INCLUDING MIXED INCOME AND STUDENT HOUSING.**
- ▶ **PEOPLE WORKING DOWNTOWN (PUBLIC, PRIVATE NON-RETAIL, AND RETAIL):** In 2000, 9.5% of all San Antonio employees (55,100 workers) worked downtown (U.S. Census).  
**TARGET: INCREASE THE NUMBER OF DOWNTOWN EMPLOYEES BY 25% (13,775 ADDITIONAL EMPLOYEES).**

#### SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- › **SURVEY: QUALITATIVE EXPERIENCE OF LIVING DOWNTOWN:** The survey would measure satisfaction with the downtown experience, including perceptions of cleanliness, pedestrian-friendliness, safety, vibrancy and authenticity.  
**TARGET:** To be developed, after baseline data determined.
- › **TRANSPORTATION MODE OPTIONS MEASURED BY VEHICLE MILES TRAVELED:** As residents and commuters exercise a wider range of transportation options, and as more people live closer to where they work and shop, vehicle miles traveled should decrease. In 2007, total daily vehicle miles traveled in San Antonio were 30.4 million, or 21 vehicle miles per person per day.  
**TARGET:** Reduce vehicle miles travelled per person by 10%.
- › **KEEPING IT SAFE: CRIME RATES DOWNTOWN (IN CONTEXT WITH PEER CITIES):** The goal is to contrast people's perceptions of safety downtown (see earlier indicator) with the actual crime rates. Currently, the SAPD does not break out crime rates for the downtown area.  
**TARGET:** To be developed, after baseline data determined.

- › **DOWNTOWN ACTIVITY BY SECTOR:** This indicator will capture cultural activity, retail activity, leisure/convention tourism activity, attendance at historic sites, restaurant activity, and other components of downtown. Additional planning with downtown organizations will help further refine this measure.

**TARGET:** To be developed, after baseline data determined.

## WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › Centro Partnership San Antonio, Centro San Antonio and the Downtown Alliance.
- › City of San Antonio Departments and Programs: Center City Development Office, Development Services, Police Department, Downtown Operations, Office of Cultural Affairs, International and Economic Development, Planning and Community, Development, Office of Urban Renewal, Office of Historic Preservation and Tax Increment Reinvestment Zones.
- › Chambers of Commerce.
- › Tourism Council and Convention and Visitors Bureau.
- › Bexar County, San Antonio Housing Authority, San Antonio Independent School District, San Antonio River Authority and VIA.
- › HemisFair Park Area Redevelopment Corporation, West Side Development Corporation, San Antonio Growth for the East Side, La Villita, El Mercado Merchants Association and St. Paul Square.
- › Public Art San Antonio and other arts organizations.
- › Downtown Residents Association.
- › Greater San Antonio Builders Association and Realtors Alliance.
- › Museums and cultural institutions.
- › Paseo del Rio.
- › San Antonio Conservation Society.
- › Downtown and near-downtown area neighborhood associations.
- › University of Texas San Antonio and General Services Administration.
- › Banking and financial institutions.

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Explore living downtown.
- › Frequent downtown businesses, cultural institutions and events.
- › Use public transportation to get downtown.
- › Insist on and promote preservation of historic buildings.
- › Open your own business downtown.
- › Learn about the history of downtown and the processes that influenced development.
- › Vote for council members who want downtown to grow.
- › Work to complete the Downtown Civic Center Master Plan Final Phase, which links Market Square to the San Antonio River.
- › Participate in the downtown strategic plan update.
- › Visit the San Antonio River for dining, shopping, and recreational opportunities.
- › Host my next business meeting in a downtown venue.



## PERSONAL COMMITMENTS:

Participants in the SA 2020 process made personal commitments to turn this Vision into action. The following list is not a comprehensive list of personal commitments. Rather, it is a list of some of the commitments made during the visioning process. To view the entire list of personal commitments made during the visioning process, please visit the SA 2020 website at [SA2020.org](http://SA2020.org):

- › I plan to continue to live downtown.
- › I will participate in town hall meetings and community service plans.
- › I will promote downtown activities and commit to spending more time downtown.
- › I will commit to helping bring a local neighborhood grocery store to downtown.
- › I will help make activities like Fiesta and Luminaria even better, because they help make downtown feel like the heart of the city.
- › Encourage my family to go downtown to shop, eat, and recreate instead of going to "the mall."
- › I plan to go back and visit the Alamo when my friends are in town.

But better downtown business and job opportunities will be created only if the city's urban core becomes a primary gathering point for its residents, in addition to being a haven for tourists.



## HOW DOES DOWNTOWN DEVELOPMENT CONNECT TO THE OTHER VISION AREAS?

Great cities have great downtowns. And the linkages between a vibrant, energetic and growing **downtown** and an inviting and efficient **transportation** system are undeniable.

Great downtowns offer culture, convenience and a variety of transportation options for getting in and out of center cities.

We are not where we want to be yet. But with the help of groups like the Centro Partnership and the HemisFair Park Area Redevelopment Corporation (HPARC), it's now possible to envision a time when San Antonio will possess a downtown that is as attractive to residents as it is to tourists with a modern **multi-modal transportation** system linking it to **neighborhoods** across the city. Perhaps Don Frost, the Centro Partnership co-chair, put it best when he said, "My hope is that downtown will be everyone's neighborhood."



Toyota's truck manufacturing plant in South San Antonio and the billion-dollar expansion of Brooke Army Medical Center in Northeast San Antonio are adding thousands of high-paying jobs to the area economy.

*Photo courtesy of San Antonio Express-News.*





# ECONOMIC COMPETITIVENESS

San Antonio's emergence as a robust, diversified economy has many roots. But in this place often called Military City, U.S.A., it could be argued that no factor had a greater impact on the city's economic development than the establishment of Kelly AFB. The city's middle class, particularly among its majority Hispanic populace, was in large part built on the jobs that come from servicing Air Force planes. Good-paying jobs at Kelly enabled workers to buy homes, cars and raise their families. But more importantly, many of the sons and daughters of Kelly employees were the first in their families to go to college, a tradition that has been passed down to their children and grandchildren. Perhaps the Kelly AFB of yesterday is the Toyota Motor Manufacturing Texas Tundra and Tacoma plant of today. Transformational jobs leading to generationally transformational changes for San Antonians.

Times have changed. But the need to continue raising the educational bar for all San Antonians has not. In the last two years, innovative biomedical companies like Medtronic, Inc. and InCube Labs have set up shop in San Antonio, bringing professional, high-paying jobs and opportunities for growth. Our military presence has steadily increased. Fort Sam Houston will soon be home to medic training for the entire Armed Forces and the 24th Air Force is a critical hub of the nation's cybersecurity.

This is momentum we must maintain, because a muscular economy will create the resources needed to improve the other vision areas that are crucial to the city's advancement. In the chicken-and-the-egg scenario of economic development, we know that having a skilled workforce will attract more 21st century jobs like the high paying jobs being created today at InCube.

San Antonio may dream big, but without a strong economic base and a trained workforce, our full potential won't be realized.

## IN 2020, SAN ANTONIO IS RECOGNIZED AS A LEADER IN BUSINESS THAT PROSPERS THROUGH INNOVATION IN 21ST CENTURY INDUSTRIES.

San Antonio has a highly qualified and educated workforce and provides economic opportunity for all of its residents. The city fosters entrepreneurship as the engine of economic prosperity. It capitalizes on its unique historical and cultural heritage, as well as local institutions like its military bases, universities, medical centers and international airport system to become a leader in the global economy.

## SAN ANTONIO TODAY. SAN ANTONIO TOMORROW.

### BASELINE DATA AND TARGETS FOR THE YEAR 2020.

#### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

▶ **PER CAPITA INCOME:** In 2008, San Antonio's reported per capita income was as \$34,029 (Bureau of Economic Analysis).

**TARGET: INCREASE BY 20% OR TOP 1/3 OF US (BETTER OF THE TWO).**

▶ **JOB GROWTH BY SECTOR:** In 2nd Quarter 2010, during difficult national economic times, the following San Antonio sectors remained moderately stable: education, health services, government, leisure and hospitality (San Antonio Greater Chamber of Commerce).

**TARGET: MAINTAIN STEADY JOB GROWTH IN THESE TRADITIONAL SAN ANTONIO SECTORS. PURSUE 10% JOB GROWTH IN THE FOLLOWING SECTORS: HEALTHCARE AND BIOSCIENCES, INFORMATION TECHNOLOGY AND INFORMATION SECURITY, AEROSPACE, AND THE NEW ENERGY ECONOMY.**

#### SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

› **HIGH SCHOOL GRADUATION RATES\*:** 2009 graduation rates for San Antonio's Education Service Center Region 20 are as follows: Graduated: 75.4%, GED: 2.1%, Continued HS: 10.1% (Texas Education Agency). Working with local school districts to develop county-specific data, including disaggregation by demographics and socioeconomic status.

**TARGET:** 85% graduation rate.

› **QUALITY OF LIFE INDEX:** The QOL Index is calculated by taking the average annual wage and dividing it by the Cost of Living Index. In 2009–2010 the average annual wage was \$40,524, the COL Index was 93 and thus the QOL Index was \$43,574 (Bureau of Labor Statistics).

**TARGET:** Increase +2% above the rate of inflation.

› **COMMUTE TIMES:** In 2009, 61% of workers who worked outside the home in San Antonio had a commute time of 25 minutes or less, according to the American Community Survey.

**TARGET:** Increase percent of workers with commute times of 25 minutes or less to 70%.

*\*This same indicator and target appear in the Education Vision Area section on page 42.*

- › **INTELLECTUAL PROPERTY DEVELOPMENT:** This indicator will measure innovation as a part of San Antonio's economy, looking at elements such as new patents awarded. The U.S. Patent Office recorded 514 patents in San Antonio between 2005 and 2010, or an average of 6.5 patents per year per 100,000 population.

Target: To be developed, after baseline data determined.

## WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › Chambers of Commerce, Port San Antonio, San Antonio Manufacturers Association, Labor Unions, and Acción Texas.
- › Industry cluster organizations such as: BioMedSA, Startech, Clean Tech Forum, Tourism Council, and San Antonio Cyber Action Plan.
- › Economic development entities like the Economic Development Foundation, City of San Antonio, Bexar County, State of Texas, CPS Energy and SAWS.
- › Local city government, county government, state government, and legislative liaisons.
- › Civic groups, business groups, Community Development Corporations and other nonprofits.
- › Military Medical Centers, UTSA, University of Texas Health Science Center Research Development, Alamo Community College District, high school training programs and technology, and community technology centers.
- › Film industry, San Antonio Film Society, local arts organizations, tourism and hospitality industry, and the Convention and Visitors Bureau.
- › Vocational schools, GED programs, educational institutions, PTAs, teachers' organizations, universities, training programs, and the Texas Education Agency.

Times have changed.  
But the need to raise the  
educational bar for all  
San Antonians has not.

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Support local businesses and/or start your own business.
- › Partner with your community to create a welcoming business environment and show eagerness to form partnerships with organizations and companies promoting business and community development at a local, national, and international level.
- › Get a college degree.
- › If you are a successful executive or manager, mentor students and adults to help them be more economically successful.
- › Work with the Women's Chamber to bring more economic opportunity to women.
- › Work through the Chambers of Commerce to attract more business from Asia.

## PERSONAL COMMITMENTS:

Participants in the SA 2020 process made personal commitments to turn this Vision into action. The following list is not a comprehensive list of personal commitments. Rather, it is a list of some of the commitments made during the visioning process. To view the entire list of personal commitments made during the visioning process, please visit the SA 2020 website at [SA2020.org](http://SA2020.org):

- › Make it my personal mission to bring people together to build on San Antonio's strengths and raise the city's visibility as a great place to live and work.
- › Pursue training to increase my marketability.
- › Continue to support Mission Verde by promoting a model of economic development that promotes environmental sustainability and innovation in clean technology industries.
- › Promote economic diversity of markets in San Antonio. I will also hold myself and my neighbors accountable for making San Antonio a great place to live.
- › I commit to volunteering and making financial contributions to Communities in Schools.
- › Focus my talents on strategy implementation and process improvement to make organizations more efficient, effective, and competitive.
- › I will attend and participate in more civic meetings involving growth, development, and education.

## HOW DOES ECONOMIC COMPETITIVENESS CONNECT TO THE OTHER VISION AREAS?

Economic competitiveness is the engine of prosperity for San Antonio, and as such impacts many of the other vision areas identified by SA 2020. Take, for example, the relationship between **economic competitiveness** and **education**. It will become increasingly difficult for San Antonio to deliver impactful educational opportunities to its residents without a thriving economic environment from which to draw resources both in terms of capital and ideas. The impact of Education on Economic Competitiveness is no less profound. Successful businesses in the new knowledge economy are much less likely to operate in a city that lacks a robust educational system that produces future thinkers and leaders to help fill their growing demand for knowledge workers. They are also much less likely to settle for cities without a substantial network of institutions of higher learning from which to draw new research and development.



The collaboration that went into the founding of UTSA's Texas Sustainable Energy Research Institute is a great example of what can be accomplished when the business community and educational institutions work together toward a shared goal. Doyle Beneby, CEO of CPS Energy, put it best:

“We plan to attract solar manufacturing or assembly to San Antonio. Collaborating with strong partners such as the City of San Antonio, chambers of commerce, the Economic Development Foundation, Port San Antonio, the University of Texas at San Antonio (UTSA) and the armed services will provide additional leverage.”

cafécollege



Photo courtesy of San Antonio Express-News.

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# EDUCATION

Over five public meetings, thousands of San Antonians gave voice to their hopes and aspirations for our community, and overwhelmingly they identified one priority: education. An educated San Antonio, they said, will attract the jobs of the 21st century. Mothers and fathers said they wanted San Antonio to be a place where their children wouldn't have to leave to get a great education or to find the career of their dreams.

The success stories are all around us. Two of these stories actually helped get the SA 2020 effort off of the ground. They belong to Zak Newman and Juany Torres, both interns in the office of Mayor Julián Castro. Zak Newman is a brilliant young man from Stone Oak who graduated from Reagan High School with a 4.0 grade point average and attends Yale University. Juany Torres is a gifted daughter of Mexican immigrants who rode a 104.97 average at McCollum High School on the South Side all the way to Stanford University.

Together, Zak and Juany represent the future of San Antonio. They represent the homegrown talent that is waiting to be nurtured. If we accomplish anything in this SA 2020 effort, it should be the community-wide conviction to ensure that Zak and Juany are not the exceptions, but the norm in San Antonio.

Frankly, we're not where we need to be. Too many of our young people are dropping out of high school and becoming part of a low-wage economy that stunts their growth and the economic health of the community.

But the community has spoken. A laser-like focus on improving our education has a direct impact on creating success for San Antonio in the 21st century economy. An educated workforce is able to compete for the quality jobs that a strong economy demands. Investing in our education systems is neither easy nor cheap, but critical. The return-on-investment is so significant over time that we can no longer afford the status quo.

Tomorrow's Zak and Juany deserve nothing less. We all deserve nothing less.

## BY 2020, SAN ANTONIO HAS ORCHESTRATED ONE OF THE GREATEST TURNAROUNDS IN EDUCATION IN THE UNITED STATES.

San Antonio provides access to quality education for all students no matter where they live in our city. The city is propelled forward by an approach where students learn, teachers thrive, parents engage, and citizens contribute to meet the challenges and opportunities of the 21st century in a way that rivals any city in America. This San Antonio approach to education develops citizens who are thinkers, problem-solvers, and lifelong learners, prepared to tackle our society's greatest challenges and proud to call San Antonio their home.

### SAN ANTONIO **TODAY.** SAN ANTONIO **TOMORROW.**

#### BASELINE DATA AND TARGETS FOR THE YEAR 2020.

##### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

▶ **KINDERGARTEN READINESS:** All Texas school districts administer an early reading assessment, the TPRI/Tejas Lee. We will aggregate this data and look for significant annual percent improvement in students' entering literacy levels. (A more holistic kinder readiness screen may be developed for later adoption citywide.)

**TARGET: TO BE DEVELOPED, AFTER BASELINE DATA DETERMINED.**

▶ **COLLEGE READINESS:** Students in San Antonio will demonstrate college readiness in one of three ways: 1) completing the recommended high school diploma; 2) achieving a college ready score on SAT or ACT; or 3) passing/completing at least one course for college credit. Baseline data to be determined.

**TARGET: 85% READY FOR COLLEGE.**

##### SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

› **3RD GRADE READING:** In 2010, 91% of students taking the TAKS exam in English met the standard. 46% of students had scores that were considered commended (Texas Education Agency Academic Excellence Indicator System).

**TARGET:** 80% at commended standard, 95% demonstrating proficiency standard. (Note: This may change slightly with the new STAAR exam, but 95% should be reading on grade level by 2020.)

› **HIGH SCHOOL GRADUATION RATES:** 2009 graduation rates for San Antonio's Education Service Center Region 20 are as follows: Graduated: 75.4%, GED: 2.1%, Continued HS: 10.1% (TEA). Working with local school districts to develop county-specific data, including disaggregation by demographics and socioeconomic status.

**TARGET:** 85% graduation rate.

*\*This same indicator and target appear in the Economic Competitiveness Vision Area section on page 36.*

- › **COLLEGE ENROLLMENT:** Memos of Understanding are being developed with the 15 area school districts to track student progress in higher education.  
**TARGET:** 80% of high school graduates enroll in 2-year, 4-year or technical colleges.
- › **ADULT EDUCATIONAL ATTAINMENT:** HS degree or more: 79.3%; 2-year degree or more: 32.4%; 4-year degree or more: 23.2% (American Community Survey).  
**TARGET:** 50% of adults with a 2-year or 4-year degree.

## WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › Parents and families.
- › Philanthropists, foundations, and individuals, both locally and nationally.
- › Military, including active and retired.
- › Education stakeholders from school districts charter schools and private schools, including school board members, district superintendents, parent-teacher organizations, and teacher and professional educator groups.
- › Governmental entities including the city and county, local institutions of higher education, the Texas Education Agency, Education Service Center Region 20, and the US Department of Education.
- › Childcare centers, preschools, after school programs, libraries and youth centers.
- › Key coalitions such as the P16Plus Council of Greater Bexar County, the Higher Education Coalition of San Antonio, and nonprofit organizations and neighborhood associations and the Bexar County School Board Coalition.
- › Communities of faith.
- › Youth, youth mentoring, and social services agencies and associations.
- › Local media.
- › Local businesses and civic groups.

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Support efforts to strengthen education throughout San Antonio.
- › Attend and participate at school board meetings.
- › Run for the school board.
- › Volunteer in your child's classroom.
- › Volunteer for an organization that promotes literacy.
- › Become an advocate for early education.
- › Help your child with their homework.
- › Encourage a love of reading, writing, and math in your children.
- › Attend your child's parent teacher conference.
- › Organize PTA/PTSA meetings with student events.
- › Adopt-a-school.
- › Visit schools or invite students to visit your workplace, to talk about jobs and educational requirements.
- › Allow your employees to attend a literary class.
- › Have your business offer internships.
- › Mentor and read to a child.
- › Tutor a student that needs your help.
- › Provide financial support or volunteer time to organizations that focus on education issues.

## PERSONAL COMMITMENTS:

Participants in the SA 2020 process made personal commitments to turn this Vision into action. The following list is not a comprehensive list of personal commitments. Rather, it is a list of some of the commitments made during the visioning process. To view the entire list of personal commitments made during the visioning process, please visit the SA 2020 website at [SA2020.org](http://SA2020.org):

- › I will mentor a child and urge parents to emphasize education with their children.
- › I commit to volunteer on the San Antonio Public Library Board of Trustees.
- › I will donate supplies to public schools that need them.
- › I plan to consider running for a seat on the school board.
- › I commit to become more involved with the kids in my neighborhood.
- › I will continue working on collaborations to build capacity for organizations focused on literacy and education.
- › I will establish a PTA/PTSA in my neighborhood and be willing to speak on educational issues.



SCHOOL BUS

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TEXAS  
884-362

*Carpenter*

211

## HOW DOES EDUCATION CONNECT TO THE OTHER VISION AREAS?

Education is the cornerstone of any great city's success, providing the foundation for building a competitive workforce, attracting world-class companies and fueling **economic growth**.

But great education is not just about great schools. Great education requires the support of **strong and stable families**, and a high degree of **community involvement**.

A great example of this is the San Antonio Education Partnership, a program started during Mayor Henry Cisneros' tenure which unites students, schools, local colleges and universities with business, civic and government leaders. The program motivates and supports at-risk students toward fulfilling the goal of graduating high school and attending college. The Partnership's mission statement says it all:

“Empower students with quality educational programs, resources and counseling that will make them confident, knowledgeable and help them finish college and contribute to San Antonio's future. Making our students San Antonio's leaders of tomorrow.”

Building on this success, Mayor Castro recently launched Café College, a city-wide resource center designed to assist students in pursuing higher education goals by providing them free assistance in selecting, preparing and applying for college. It also provides assistance and information on how to apply for financial aid. In the mayor's own words:

“This is about building the infrastructure of educational advancement in San Antonio to get more college students in our city, more people with a higher education degree to build the brainpower that we need to be competitive as a 21st-century city.”



Photo courtesy of San Antonio Express-News.

# FAMILY WELL-BEING

Like the links of a chain, a city is only as strong as the families who occupy it. When families in every sector of the city are productive and strong, all of the other systems, from schools to government to community safety, are stronger.

We are not a perfect city. Many San Antonio families today are struggling.

- › The city's poverty rate in 2009 was nearly 20 percent (U.S. Census).
- › Every night in Bexar County, 2,500 people are homeless and nearly half of them are families with children (Haven for Hope stats).
- › In 2007, nearly 4,000 girls between the ages of 10 and 19 gave birth at a cost to Bexar County of nearly \$75 million for healthcare, child welfare, incarceration and lost revenue (Project Worth data).

These statistics are real and frightening because they depict a cycle that is generational, expensive and hard to break. But it can be broken. From the city's various literacy centers to the Alamo Community Colleges, area residents are bettering themselves. Programs like Project Worth and Girls Inc. are among many helping to build the self-esteem of young women all across San Antonio.

The P.E.A.C.E. Initiative educates the community that domestic violence solves nothing. Organizations like the San Antonio Food Bank ensure that struggling families have food to eat and one less worry in their complicated lives. And at the Haven for Hope campus on the West Side, miracles small and large occur everyday with the homeless.

For San Antonio to reach its full potential, healthy and functioning families are needed to form the links in the chain of our strong community bond.

## IN 2020, SAN ANTONIO IS RENOWNED AS THE BEST CITY TO RAISE A FAMILY.

Its neighborhoods are places where residents thrive in an ethnically, culturally and socioeconomically integrated environment. The entire community – individuals, businesses, local government, nonprofits, and faith-based organizations – takes responsibility for our collective well-being by providing information, access, high quality services and a meaningful sense of stability to residents of all ages and backgrounds. This continuum of caring enhances our residents' quality of life and prepares families for the challenges of the 21st century.

### SAN ANTONIO **TODAY.** SAN ANTONIO **TOMORROW.**

#### BASELINE DATA AND TARGETS FOR THE YEAR 2020.

##### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- ▶ **POVERTY RATE:** The 2009 poverty rate for San Antonio was 19.5% (American Community Survey).  
**TARGET: REDUCE FAMILIES IN POVERTY TO 50% OF CURRENT RATE.**
- ▶ **TEEN BIRTHS AMONG FEMALES 15 TO 19:** The 2007 teen pregnancy rate is 64.6 per 1,000 (Texas Department of State Health Services).  
**TARGET: REDUCE BY 15%.**

##### SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- › **HOMELESSNESS/STABILITY OF RESIDENCE (FAMILY DISPLACEMENT):** In January 2010, there were 1,634 unsheltered persons in San Antonio (City of San Antonio Homeless Count).  
**TARGET:** Cut or improve by 50%.
- › **UNEMPLOYMENT/UNDEREMPLOYMENT:** In November 2010, the San Antonio metro area had an unemployment rate of 7.6% (Bureau of Labor Statistics).  
**TARGET:** Cut or improve by 50%.
- › **DOMESTIC VIOLENCE (SPOUSE, CHILD, ELDER):** There were 3,212 felony family violence assaults and 17,825 misdemeanor family violence assaults in FY 2010 (San Antonio Police Department Safe Family Program).  
**TARGET:** Cut or improve by 50%.
- › **COMMUNITY PORTALS (INCLUDING PARENTING SKILLS):** This indicator will look at people's interaction with local social service agencies and the total number of interactions ("touches") that an individual or family client has with local agencies before problems are resolved.  
**TARGET:** To be developed, after baseline data determined.

# WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › Schools, hospitals, clinics, Texas health partnerships, communities of worship, and civic and nonprofit organizations focused on strengthening the family.
- › CASA, Respite Care, United Way, Child Protective Services, Safe Family program, and Adult Protective Services.
- › Project Worth, Healthy Future's Alliance, Family Service Association, Avance, and the University Health System.
- › Circles of San Antonio, Planned Parenthood, P.E.A.C.E. Initiative, mental health agencies, drug and alcohol coalitions, social workers, SAMM ministries, and Haven for Hope.
- › Family Violence Prevention Services, The Rape Crisis Center, and the Battered Women and Children's Shelter.
- › City, county and state government, the corporate community, Chambers of Commerce, and local employers.

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Be a community mentor to children and youth.
- › Promote healthy lifestyles and volunteer to prevent and intervene in domestic violence situations.
- › Donate food and other resources to help families in need.
- › Talk to your children about sex and responsible sexual behavior. Teach children when they are young that it is vitally important to be married first and then have babies.
- › Teach children sound money management practices.
- › Advocate for and implement evidence-based and age appropriate teen pregnancy prevention programs in schools.
- › Advocate for and introduce accurate and age-appropriate sex education programs in schools.
- › Become engaged in your neighborhood and schools.
- › Promote family activities that include all family members regardless of age and disability.
- › Create good paying jobs.
- › Encourage teens to stay in school.
- › Attend, visit and learn about local social services to discover what is offered and what more is needed. Practice what is learned and share it with others. Support local organizations with what else is needed.
- › Teach, encourage and live an attitude of caring about and loving others in school, in the work place and in all public and social settings.

## PERSONAL COMMITMENTS:

Participants in the SA 2020 process made personal commitments to turn this Vision into action. The following list is not a comprehensive list of personal commitments. Rather, it is a list of some of the commitments made during the visioning process. To view the entire list of personal commitments made during the visioning process, please visit the SA 2020 website at [SA2020.org](http://SA2020.org):

- › Communicate to young people about the value and importance of attending college before starting a family.
- › Continue my education in social work and work in the social services sector to help the lives of citizens in the SA area.
- › I will work with families at Circles of SA to provide support to those with family members in the military forces.
- › I will fight sexism, racism, elitism, and homophobia everywhere and at all times.
- › Continue to work with the infirm, mostly seniors, who cannot afford health care.
- › Provide leadership and community connections to support teen moms.
- › I will have the courage to speak up and support violence-free families, environments, schools, and workplaces and report suspected or obvious abuse.

For San Antonio to reach its full potential, healthy and functioning families are needed to form the links in the chain of our strong community bond.



kid's ticket to a healthier life  
VACCINES  
build your child's health  
Call 800.232.4632 or visit www.imz.com

Photo courtesy of San Antonio Express-News.

## HOW DOES FAMILY WELL-BEING CONNECT TO THE OTHER VISION AREAS?

Strong families are the cornerstone of community progress. They promote **education**, drive **civic engagement**, and make **economic progress** possible. And much of that strength depends on the relationship between **family well-being** and **health and fitness**. Families unburdened by health concerns are generally happier, more connected and more productive.

Programs like Fitness in the Park, which was launched by the Mayor's Fitness Council, the San Antonio Metropolitan Health District, and the San Antonio Parks and Recreation Department, give families the opportunity to improve their health and well-being by bringing them together with fitness professionals and equipment in the city's inviting green spaces. The hope is that by making fitness easily accessible, inviting and a collective family activity, the likelihood of continued exercise and the resulting positive health outcomes will be much higher. Mayor Castro puts it this way:

“My goal is that we help to usher in a fitness culture in San Antonio, so more folks get out and lead healthy lifestyles but also watch what they eat. And that means adding years to life.”





# GOVERNMENT ACCOUNTABILITY & CIVIC ENGAGEMENT

The story of San Antonio cannot be told without referring to its robust history of civic engagement. Willie Velásquez taught an enduring lesson in American politics that “su voto es su voz,” your voice is your vote. Communities Organized for Public Service and the Metro Alliance turned demands for equitable public services in the 1970s into a grassroots organization that today continues to hold public officials accountable. Along with other organizations and activists who continue to fight for issues like the protection of the Edwards Aquifer, this history of civic engagement tells San Antonio’s larger narrative today of pushing the envelope without devolving into the rancor that is found in other American cities.

But like many other American cities, voter turnout and trust in government in San Antonio remain a work in progress. Ethics reforms have gone a long way to restoring public trust at City Hall. But voter participation is lacking. In some school districts, school board members are elected with less than 300 votes. Only 11 percent of eligible voters turned out in the May 2009 City Council election. That means for every nine citizens, *one person* determined who got elected to Council.

The options for civic engagement are not reserved for elected office. Committed citizens participate every day in one of the neighborhood community associations throughout San Antonio, for example.

The tremendous participation in the SA 2020 visioning process offers great hope, if we can continue the momentum. SA 2020 aims to recast a disengaged population into one that sees civic participation among families as normal and expected.

Strong leaders – whether elected or not – and committed volunteers will be the key to achieving the vision outlined in this SA 2020 report.

GOVERNMENT  
ACCOUNTABILITY  
& CIVIC ENGAGEMENT

## IN 2020, SAN ANTONIO'S CITIZENS ARE DEEPLY ENGAGED AS ELECTED LEADERS, BUSINESS LEADERS, VOLUNTEERS AND VOTERS IN THE PROCESS OF MAKING GOVERNMENT MORE RESPONSIVE AND ACCOUNTABLE TO SAN ANTONIANS.

Vibrant grass roots movements, civic organizations, business leaders, city staff, and selfless citizens actively and effectively collaborate in all areas of city operations and governance. Elected officials and city staff take ownership of issues and are accountable for results. City, county and state branches of government coordinate their work to eliminate waste brought about by duplication of effort. The city cultivates inspired and effective leaders in selfless service to the community and is recognized for delivering transparency in government.

### SAN ANTONIO **TODAY.** SAN ANTONIO **TOMORROW.**

#### BASELINE DATA AND TARGETS FOR THE YEAR 2020.

##### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- ▶ **VOTER TURNOUT:** Total voter turnout for 2010 was 34.23% (Bexar County Elections Department).  
**TARGET: INCREASE BY 2% EVERY 2 YEARS.**
- ▶ **ACTIVITY LEVEL AND DIVERSITY OF CITY BOARDS:** In 2010, San Antonio had 90 boards and commissions. This indicator will track both participation (how many attend scheduled meetings, how often meetings are scheduled) and diversity of those participating.  
**TARGET: TO BE DEVELOPED, AFTER BASELINE DATA DETERMINED.**

##### SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- › **LEADERSHIP:** This measure will track the number of graduates from leadership programs like Leadership San Antonio, Masters Leadership Program, Community Leadership Institute and others.  
**TARGET:** To be developed, after baseline data determined.
- › **COMMUNITY AND NEIGHBORHOOD ASSOCIATIONS:** There were 282 registered neighborhood associations in 2010 (City of San Antonio Planning and Development Services).  
**TARGET:** Community and Neighborhood associations will represent 90% of the city.
- › **MEDIA COVERAGE OF PUBLIC POLICY ISSUES:** This measure will track the extent and quality of local media coverage (print, TV, radio, and online) of local public policy issues.  
**TARGET:** To be developed, after baseline data determined.
- › **NUMBER OF CANDIDATES:** In 2009, 37 people ran for City Council (up from 28 in 2007).  
**TARGET:** Increase number of candidates running for city council by 10%.

# WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › Government entities such as the City of San Antonio (including the Mayor and City Council), Bexar County government, local school districts, the Alamo Area Council of Governments, and leaders in the State Legislature.
- › Chambers of Commerce.
- › Media, including My SA/Express News, SA Current, Public Access TV, Plaza de Armas, and NOWCastSA.
- › Civic engagement organizations and associations, including neighborhood associations, watchdog groups, and organizations such as the Communities Organized for Public Service, Metropolitan Community Alliance, Esperanza Peace and Justice Center, Lions Club, Rotary Club, Sierra Club, Nogalitos Zarzamora Coalition, and other groups of people coming together for a common cause.
- › Faith-based institutions.
- › Leadership San Antonio, Masters Leadership Program and Community Leadership Institute.
- › All those currently involved in the political process, including local political parties, Get Out the Vote efforts, lobbying organizations, lobbyists, and special interest groups.

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Vote and encourage 18-year olds and others to vote and become involved in government.
- › Get to know and support candidates for public office.
- › If you are an employer, give people time off and encourage them to volunteer.
- › Get involved in the political process. Stay engaged in civic activities like SA 2020.
- › Attend City Council meetings, other community meetings, and Town Halls. Ask questions and make suggestions to our leaders for the benefit of our communities..
- › Help register people to vote.
- › Use Citizens to be Heard at the City and County meetings in a way that helps communicate issues to the elected members.
- › Read the newspaper and/or tune into local news sources to stay informed about civic issues.
- › Run for office.
- › Join your neighborhood association or home owner's association and participate in grassroots organized civic involvement.
- › Attend one of the many and diverse sources of leadership training in the community.

## PERSONAL COMMITMENTS:

Participants in the SA 2020 process made personal commitments to turn this Vision into action. The following list is not a comprehensive list of personal commitments. Rather, it is a list of some of the commitments made during the visioning process. To view the entire list of personal commitments made during the visioning process, please visit the SA 2020 website at [SA2020.org](http://SA2020.org):

- › Plan to serve on my favorite local nonprofit board.
- › I commit to serve as an election judge.
- › I will invite young people to activities to expose them to government and civic activities.
- › Speak out more about issues related to accountability within funding of social service programs and encourage nonprofits to collaborate more.
- › I will advocate for and support ethical candidates.
- › I plan on being active in local initiatives that better San Antonio.

Like many other American cities, voter turnout and trust in government in San Antonio remain a work in progress.



Readiness for  
grade advancement

## HOW DOES GOVERNMENT ACCOUNTABILITY & CIVIC ENGAGEMENT CONNECT TO THE OTHER VISION AREAS?

**Government accountability and civic engagement** is critical to the overall success of the city and it's critical to the success of SA 2020 because both require all San Antonians to pull together to achieve shared goals. Pulling together doesn't just mean following along either. It means engaging in honest debate about strategy and tactics, keeping our elected officials honest about their progress and the impacts on the community, and when necessary showing leadership and initiative to get the job done.

The relationship between Government Accountability and Civic Engagement and **neighborhoods and growth management** provides a powerful example. So much of the success of neighborhoods relies on their ability to successfully engage with government to address bigger issues. And the success of city government is directly related to how effective it is in interpreting the needs of residents and their communities and turning that understanding into impactful actions that make a meaningful difference.





# HEALTH & FITNESS

Obesity is the most significant epidemic facing San Antonio today. In 2008, roughly two-thirds of San Antonians were either overweight or obese. Gone unchecked, the obesity epidemic will continue to have significant impacts, including high rates of other chronic obesity-related diseases, like diabetes, which result in rising health care costs, a decline in student educational performance in schools and diminished workforce productivity.

San Antonio has taken the first steps in turning the corner to transform the health and fitness of its residents. Through a series of initiatives spearheaded by the Mayor's Fitness Council and the City's "Find Your Balance" effort, we have begun to make policy, environmental, and other changes to make it easier for San Antonians to become healthy and fit.

But to truly move the needle in a positive direction, it is going to take a sustained community-wide effort that extends beyond local government. Restaurants, schools, area businesses and local health and fitness professionals are already combining their efforts to make a difference.

From their iconic Mexican restaurant, Pico de Gallo, on the near West Side, the Cortez family set a powerful example by leading the launch of the Por Vida! Initiative. The program encourages area eateries to display healthy food items more prominently on their menus.

Miles away in Northeastern Bexar County, Terri O'Bryant, a P.E. teacher at Converse Elementary School, has spent the last six years motivating hundreds of students through innovative and creative fitness programs that include tag races with rubber chickens and the cha-cha slide. As a result of her efforts, Converse Elementary was one of only four schools in Texas to be named a "State Champion School" by the President's Challenge program—an award that goes to schools with the highest percentage of students qualifying for the Presidential Physical Fitness Award.

In schools throughout the city, San Antonio Sports has inspired students and their families to become more active through the Fit Family Challenge, a four-month summer fitness program. In 2010, 3,000 people, including children, parents and grandparents attended the official kickoff at Edgewood Independent School District's Fine Arts.

We have also begun investing in building fitness stations and outdoor gyms at public parks and recently launched "Fitness in the Park," a program that provides free fitness and recreation classes across city parks to all residents. The City is also working to integrate health and fitness into education. Through the Healthy Schools Initiative, which provides schools with salad bars and PE training and equipment, school children in San Antonio will be eating healthier and exercising more.

## IN 2020, SAN ANTONIO RESIDENTS ARE AMONG THE HEALTHIEST IN THE COUNTRY.

San Antonio promotes well-being by providing healthy and affordable food choices, convenient access to green spaces and recreational facilities, and a robust network of physical and mental healthcare designed to eliminate existing health disparities in the community.

### SAN ANTONIO TODAY. SAN ANTONIO TOMORROW.

BASELINE DATA AND TARGETS FOR THE YEAR 2020.

#### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

▶ **OBESITY (ADULT AND CHILD), EMPHASIS ON CHILD OBESITY:** Adult obesity: 29% of adults; Adult obesity and overweight: 68% of adults (Behavioral Risk Factor Surveillance System (BRFSS) data, 2008). Childhood Obesity: 30.2% of children assessed have an unhealthy weight (Texas Education Agency FitnessGram data, 2009).

**TARGET (ADULT OBESITY): 10% REDUCTION IN THE ADULT OBESITY RATE, EQUIVALENT TO REDUCING RATE FROM 29% TO 26.1%.**

**TARGET (CHILD OBESITY): 25% REDUCTION IN PERCENTAGE OF STUDENTS WITH UNHEALTHY WEIGHT, EQUIVALENT TO REDUCING RATE FROM 30.2% TO 22.7% BY 2020. LONG RANGE GOAL IS 50% REDUCTION BY 2025 (FROM 30.2 TO 15.1%), IN LINE WITH THE WHITE HOUSE TASK FORCE ON OBESITY'S REPORT TO THE PRESIDENT, SOLVING THE PROBLEM OF CHILDHOOD OBESITY WITHIN A GENERATION.**

▶ **OVERALL ASSESSMENT OF HEALTH AND BEHAVIORAL RISKS:** In 2008, 53% of adults in Bexar County rated their overall health status as excellent or very good. 54% of adults in Bexar County reported getting enough exercise. 24% of adults in Bexar County reported eating more than 5 fruits and vegetables a day.

**TARGET: 10 POINT IMPROVEMENT ON KEY HEALTH PERCENTAGE MEASURES WITHIN BRFSS BY 2020, EQUIVALENT TO INCREASES IN SELF-REPORTED OVERALL HEALTH STATUS FROM 54% TO 63%, INCREASING% OF ADULTS GETTING ENOUGH EXERCISE FROM 54% TO 64%, AND% OF ADULTS EATING MORE THAN 5 FRUITS AND VEGETABLES A DAY FROM 24% TO 34%.**

## SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- › **MATERNAL & INFANT HEALTH:** 9.2 infants born with low birth weight per 1,000 live births and 12.3 per 1,000 live births born pre-term (< 37 wks gestation) in 2008 (San Antonio Metropolitan Health District (SAMHD)).  
**TARGET:** Reduce pre-term birth rate by 10%. Reduce low birth weight rate by 5%.
- › **DIABETES RATE:** In 2009, overall diabetes prevalence was 10% (BRFSS 2008). 20.4 deaths per 100,000 population (SAMHD).  
**TARGET:** Reduce diabetes prevalence by 10%.
- › **TEEN PREGNANCY RATE/TEEN BIRTH RATE:** In 2007, births to teen mothers made up 13.9% of total births. The fertility rate was 63.2 per 1,000 (19 and younger) (SAMHD).  
**TARGET:** Reduce fertility rate by 15%, from 63.2 per 1,000 (19 and younger), to 53.72 per 1,000.
- › **ACCESS TO HEALTH CARE:** 21.9% of Bexar Co Residents age 18–64 do not have any form of health insurance (78% have some form of health insurance) (CDC).  
**TARGET:** Increase access to health insurance by 10%, from 78% to at least 86% with some form of health insurance coverage.

San Antonio has taken the first steps in turning the corner in transforming the health and fitness of its residents.



# WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › The public and private health and medical sectors, including the San Antonio Metropolitan Health District, City and County Health and Fitness Taskforces and Advisory Boards, including the Mayor's Fitness Council, and the ARRA CPPW Leadership Team.
- › Managed care organizations, health care service organizations, medical foundations and societies Healthy Futures, public health districts, hospital systems, and insurance companies.
- › The educational sector, including all San Antonio and Bexar County School Districts, school boards, school health advisory councils and parent-teacher associations, all major public and private colleges and universities, and early intervention programs, including child care centers, pre-school/Head Start Programs and Learning Centers.
- › Major corporations, businesses and employers.
- › Organizations that provide recreation opportunities and promote fitness, including fitness venues, YMCA, local gyms, Parks and Recreation, the Boys & Girls Club, and other sports clubs and fitness or athletic organizations.
- › The food sector, including restaurants, grocery stores, and other business that sell food.
- › The media, including newspaper, television news, and radio stations.
- › Religious organizations, including churches and other places of worship.

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Work with the Mayor's Fitness Council and other health and fitness leadership groups to increase fitness, implement a prevention plan for my own health.
- › Participate in and support programs that keep kids active, including children with physical, mental and emotional challenges, and focused on building discipline in all aspects of life.
- › Encourage groups and individuals to use our parks, participate in activities that involve exercise.
- › Form and support groups that promote creativity and movement, such as dance.
- › Support and eat at establishments and restaurants that offer healthy food choices.
- › Encourage your children to be involved in sports.
- › Ask your place of business to sponsor health initiatives at schools, health fairs.
- › Collaborate to include mental health as an integral part of health and fitness.
- › Continue to give talks to schools to teach about healthy eating.
- › Walk at local parks, support parks and community green spaces, and use bicycle paths.

## PERSONAL COMMITMENTS:

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- › Be a role model for fitness to my own family, my students and my neighborhood.
- › Plan to promote and create opportunities for physical fitness for my employees. I will eat and plan healthy meals for my family and exercise on a regular basis.
- › Continue to work out or exercise at least four days per week.
- › I will form and support groups that promote creativity and movement such as dance which is important to me.
- › I commit to supporting recreational facilities, such as area parks (including linear parks and creekways) and the expanded reaches of the San Antonio River.

## HOW DOES HEALTH & FITNESS CONNECT TO THE OTHER VISION AREAS?

Improving the **health and fitness** of San Antonio is not only essential to promoting a robust quality of life, but is integral to the success of efforts to improve **education** and promote **economic competitiveness**. Improving nutrition and increasing physical activity in schools bolsters academic performance and test scores. Enhancing health and fitness also promotes economic competitiveness by lowering health care costs, promoting a healthy workforce, and attracting creative class workers who seek out cities that provide world-class parks and recreation facilities, healthy and fresh food, and excellent health care.

Improvements in other areas can also positively impact the health and fitness of cities. “Complete streets” policies integrate health into zoning, planning and transportation decision-making, and encourage physical activity through public works improvements in roads and sidewalks that make walking and bicycling safer and easier. Improvements in **community safety** can also encourage greater levels of recreation and exercise by making parks and neighborhood sidewalks safer for walking and jogging.





# NATURAL RESOURCES & ENVIRONMENTAL SUSTAINABILITY

As a city and nation, one of the main challenges we face in the 21st Century is managing and maintaining a balance between rapid economic growth, and protecting our natural resources and environment for future generations. Promoting policies that advance sustainability in all aspects of governance can help us achieve both of these goals.

In its Mission Verde plan, the City of San Antonio has embraced sustainability as a governing principle. Promoting sustainability can help promote economic growth by lowering energy costs, spurring innovation in clean technologies and creating green jobs.

San Antonio has already taken steps toward building our green economy through innovation in water and energy policy. San Antonio Water System, the city's municipal water authority, is a national leader and innovator in water conservation. CPS Energy, the municipally owned energy utility, is emerging as a leader in the area of renewable energy, and has aggressively diversified its energy generation portfolio through investments in wind power and solar energy generation. This includes the recent completion of the 14 megawatt Blue Wing Solar farm, the largest solar farm in Texas.

In addition, under the leadership of Mayor Castro, CPS Energy formed a \$50 million strategic alliance with UTSA—the Texas Sustainable Research Institute—to advance innovation in energy conservation and clean energy technologies. And the City and CPS Energy have continued to advance sustainability and green jobs through the Casa Verde SA weatherization and green retrofitting initiatives.

Comprehensive job training programs will be required to help train our workforce to take on the new green jobs of the emerging new energy economy. San Antonio has started to meet that challenge by establishing programs for high school and college students at the Mission Verde Center at Cooper Middle School and St. Philip's College.

To build the new energy economy of the future, San Antonio must forge public-private partnerships and alliances that will help incubate new green and clean tech industries, expand green jobs workforce training, and promote greater community outreach and education to expand conservation.

## IN 2020, SAN ANTONIO IS RECOGNIZED AS A RESPECTFUL STEWARD OF ITS NATURAL RESOURCES AND A MODEL FOR RESPONSIBLE RESOURCE MANAGEMENT.

San Antonio promotes responsible growth and the use of sustainable environmental practices. Its strategy is based on an integrated approach that establishes a green economy and focuses on three key areas:

**WATER:** Water resources are plentiful and effectively managed through a combination of conservation, supply development and other practices to support growth and sustainability for the next 50 years. The Edwards Aquifer continues to be protected and enhanced as the foundation of our present and future water supply. Continued longer term studies and analysis are conducted to identify more regional water supplies to support growth through the end of the 21st century.

**ENERGY:** The community relies on a well-balanced and affordable energy program combining the best advances in new technology with traditional energy sources to promote economic growth and environmental stewardship.

**LAND:** Development practices are focused on Smart Growth, Low Impact Development and Green Building.

### SAN ANTONIO TODAY. SAN ANTONIO TOMORROW.

#### BASELINE DATA AND TARGETS FOR THE YEAR 2020.

#### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

▶ **AIR QUALITY INDEX:** The San Antonio region remains in compliance with current Environmental Protection Agency ground-level ozone standards. In 2010, The EPA proposed a stricter standard which was still under review in 2011.

**TARGET: MAINTAIN EPA ATTAINMENT COMPLIANCE; IMPROVE AIR QUALITY BY 10% (GROUND LEVEL OZONE).**

▶ **USAGE RATES FOR WATER AND ENERGY:** SAWS reports 124 gallons of water usage per person per day for 2009. CPS Energy reports 14,666 Kwh per year, per household in 2010.

**TARGET: REDUCE WATER USAGE TO 116 GALLONS PER PERSON PER DAY. REDUCE KWH USAGE BY 1% PER YEAR PER HOUSEHOLD.**

## SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- › **GROWTH OF GREEN ECONOMY:** In 2010, there were 10,125–13,500 green jobs (1.5%–2.0% of non-agricultural, non-governmental jobs) (U.S. Department of Commerce).  
**TARGET:** Double the number of green jobs, with a majority of that growth in the high-tech green innovation sector.
- › **AMOUNT OF ENERGY GENERATION FROM RENEWABLE ENERGY:** 16% of energy generation for CPS from wind, solar and landfill-generated methane gas in 2010 (859 mW wind; 14.4 mW solar, and 9.6 mW landfill gas).  
**TARGET:** At least 20% of energy generation from renewable sources, and the statewide leader in renewable energy generation.
- › **AMOUNT OF MATERIAL GOING INTO LANDFILLS:** 106,000 tons recycled / 19% recycling rate in 2010 (City of San Antonio's Solid Waste Management).  
**TARGET:** 60% recycling.
- › **TREE CANOPY:** 38% overall tree canopy and 12% tree canopy in Central Business District (Urban Ecosystem Analysis by American Forests, 2007).  
**TARGET:** 40% overall tree canopy in the city's extraterritorial jurisdiction; 15% tree canopy in Central Business District.

When others look to San Antonio, we want them to be able to say that we don't waste, but re-use.



## WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › CPS Energy, SAWS (San Antonio Water System), Greater Edwards Aquifer Authority, VIA, the City of San Antonio generally, and specifically, the Office of Environmental Policy, Solid Waste Department and recycling programs, Bexar County, and the Texas Commission on Environmental Quality.
- › Solar San Antonio, Mayor's Green Jobs Leadership Council, and the Citizens Environmental Advisory Committee.
- › Environmental organizations and coalitions such as the Sierra Club, Hill County Alliance, Mission Verde Foundation, Aquifer Guardians in Urban Spaces, and the San Antonio Tree Coalition.
- › Greater San Antonio Builders Association, Chambers of Commerce, Solar association co-ops, and Build San Antonio Green.
- › Boy Scouts of America, Texas Master Naturalists, and the San Antonio River Authority.

San Antonio has already taken steps toward building our green economy.

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Conserve water and energy by weatherizing and/or retrofitting your home to make it more energy efficient, adding solar panels, using compact fluorescent bulbs and other energy efficient bulbs for lighting, recycling and composting.
- › Take public transportation and limit trips that you take in automobiles.
- › Promote and encourage use of reusable containers in businesses and homes.
- › Reduce energy consumption and consider LEED certification for buildings.
- › Recycle (at home and at public events) and eliminate single use plastic bags.
- › Grow a vegetable garden in your yard. Consider having more native plants for your lawn.
- › Volunteer to plant and maintain trees in public spaces.
- › Learn more about available refunds that encourage sustainability.
- › Purchase locally produced food.

## PERSONAL COMMITMENTS:

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- › I will install more energy efficient windows in my house.
- › Xeriscape my yard.
- › Commit to living a sustainable life and encouraging individuals around me to become more sensitive to environmental issues.
- › Ride my bicycle more.
- › Volunteer with at least two environmental organizations over the next several months and share the SA 2020 vision with them.
- › Install a rainwater collection system to reduce my water consumption, increase the amount of native plants in my landscaping, and increase my use of public transportation to decrease my contribution of greenhouse gases.

## HOW DOES NATURAL RESOURCES CONNECT TO THE OTHER VISION AREAS?

Promoting environmental sustainability can help foster **economic competitiveness** and growth by expanding green jobs through innovation in clean technology. As set forth in San Antonio's Mission Verde Sustainability plan, **environmental sustainability** and economic growth are linked together. Building a robust green economy is a crucial part of the city's economic competitiveness strategy for the future. In addition, sustainability policies can also enhance **education** by providing green jobs training and programs for high school, college, and adult students. Finally, promoting environmental sustainability can positively impact **health and fitness** by reducing air pollution levels that cause asthma and other ailments, and promoting clean water and fresh and sustainable food.

CPS Energy's Weatherization program has already begun to improve the lives of San Antonians. Mayor Castro was on hand in 2010 while a weatherization crew conducted an energy audit on the home of a family living a block off of Nogalitos, just south of downtown. Today, this humble home uses significantly less energy. It's cooler in the summer and warmer in the winter. Best of all, this proud working family has more disposable income. And the benefits don't end there. The crew working on this family's home was trained in the latest green building technologies, expertise that will help San Antonio become a major player in the new energy economy.





# NEIGHBORHOODS & GROWTH MANAGEMENT

Safe and cohesive neighborhoods are a critical component of a unified community.

Where we live and how we fit into the fabric of our neighborhoods can make or break the “connectedness” of a city.

Fortunately, we are making progress. Improvements to the San Antonio River and the many linear parks along creekways are connecting neighborhoods that have long been disconnected. Rebirth is happening in older, majestic neighborhoods like Dignowity Hill on the East Side and King William in Southtown, while strong neighborhood identities are being forged in high-growth areas like Stone Oak on the North Side and Westover Hills on the far West Side.

More people walking, recreating and connecting with neighbors means more eyes on the streets, more opportunities for small business and commerce and more civic pride. Public transportation must account for these new realities, as well as deal with the explosive growth of the past.

New developments, as well as infill projects, need to consider these new priorities and create growth patterns that sustain walking, community parks and vehicle mobility.

Healthy neighborhoods foster cohesion, a feeling of connectedness and a sense of place. San Antonians deserve all of that from their community.

**IN 2020, SAN ANTONIO IS KNOWN FOR ITS COHESIVE NEIGHBORHOODS WITH COMPELLING AND UNIQUE PERSONALITIES.**

Modern linked mass transit, improved infrastructure and a concerted effort to preserve and maintain our historic buildings, parks and open spaces compliment smart growth patterns. The result is a livable and vibrant community that is strongly connected to its past and maintains its small town feel.

SAN ANTONIO **TODAY.** SAN ANTONIO **TOMORROW.**

**BASELINE DATA AND TARGETS FOR THE YEAR 2020.**

**KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.**

▶ **NUMBER OF PEDESTRIAN-ORIENTED NEIGHBORHOODS:** Data to be determined for one or both of the following indicators: sidewalk gap analysis; walkability scores for a grid or neighborhood based analysis.

**TARGET: TO BE DEVELOPED, AFTER BASELINE DATA DETERMINED.**

▶ **POPULATION GROWTH IN CENTER CITY NEIGHBORHOODS AND DOWNTOWN:** The number of people living downtown was 4,500 in 2010 (see Downtown Development section); expanding this data to include center city neighborhoods is waiting on the anticipated analysis of 2010 Census information.

**TARGET: INCREASE 15%.**

**SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.**

› **WALKABILITY SCORES:** The walkability score for 2010 was 44 (walkscore.com).

**TARGET:** Increase 20%.

› **GROWTH OF GREEN SPACES (SIDEWALKS, PARKS ETC.):** Park acreage as percent of city area = 10.7%; Park acreage per 1,000 residents = 20.7 acres (Center for City Park Excellence).

**TARGET:** Increase proportional with population growth.

› **NEW HOUSING STARTS AND RENOVATIONS IN INFILL AREAS:** This indicator is designed to measure new residential building and/or renovation permits issued within Loop 410. The City of San Antonio's Planning and Development Services Department does not currently track this information, but will do so in the future.

**TARGET:** Increase 25%.

› **RATIO OF URBAN CORE HOUSING/SUBURBAN DEVELOPMENT:** This indicator is designed to measure new residential building and/or renovation permits issued within Loop 410 as a percentage of new development in the San Antonio metro area. The Planning and Development Services Department does not currently track this information, but will do so in the future.

**TARGET:** Increase 35%.

## WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving the goals listed above will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › Government organizations and agencies, including the City of San Antonio and the City Council, City departments such as Code Enforcement, Public Works, Parks and Recreation, and Planning and Community Development, Public Safety, the Alamo Area Council of Governments, and State officials.
- › Transportation agencies including VIA, the Metropolitan Planning Organization, and the Texas Department of Transportation.
- › Local residents, homeowner’s associations, and neighborhood associations.
- › Land and property owners, real estate developers, banks, businesses, housing nonprofits, and the San Antonio Housing Authority.
- › Chambers of Commerce.
- › The City of San Antonio’s Historic Preservation Office and the Historic and Design Review Commission.
- › The CENTRO Partnership and the Downtown Alliance.
- › The San Antonio Parks Foundation, Friends of the Parks, Hardberger Park Conservancy, Brackenridge Park Conservancy, and community volunteers.

Healthy neighborhoods foster cohesion, a feeling of connectedness and a sense of place.

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Only buy in nature-friendly housing areas.
- › Volunteer. Participate in civic activities. Engage with your home-owner's association or neighborhood organization. Serve on city/county boards, commissions, church boards, and civic organizations' outreach programs.
- › Spay/neuter your animals and support the city's to become a "no kill" community.
- › Walk more and drive less.
- › Teach children/families about taking pride in their home, parks, bus stops, and neighborhood.
- › Build, restore, and rehab housing in existing neighborhoods.
- › Make available decent, affordable housing for low-income families.
- › Go to council meetings and zoning board meetings, contact council members and agencies with requests for smart growth, and ask for stronger building codes and ordinances that reduce impact of "grandfathering" strategy used by developers.

## PERSONAL COMMITMENTS:

Participants in the SA 2020 process made personal commitments to turn this Vision into action. The following list is not a comprehensive list of personal commitments. Rather, it is a list of some of the commitments made during the visioning process. To view the entire list of personal commitments made during the visioning process, please visit the SA 2020 website at [SA2020.org](http://SA2020.org):

- › I will promote walking and biking and public transportation usage in my community.
- › Get to know my neighbors and spend time walking around in my neighborhood.
- › Plan to attend more community meetings (VIA, SAWS, etc.).
- › I will continue to live downtown.
- › Attend zoning meetings for my community.
- › Continue to work on improving our neighborhood livability.

## HOW DOES NEIGHBORHOODS & GROWTH MANAGEMENT CONNECT TO THE OTHER VISION AREAS?

Our neighborhoods are the building blocks of San Antonio, which is why it is so important to ensure that each and every one is vibrant, livable and above all safe. So it's not surprising that there is such a strong relationship between **neighborhoods and growth management**, and **community safety**. Effective community safety efforts provide environments where families can come together to build strong ties, a shared sense of purpose and a unique character.

San Antonians in neighborhoods across all parts of town gather every year for National Night Out. These gatherings promote neighborhood spirit and police-community partnerships. National Night Out isn't just a once a year gathering. It's one of the many ways that the big city of San Antonio maintains its **small town feel**.





# TRANSPORTATION

When a city grows as explosively as San Antonio has in recent decades, there are many good reasons why. It means our economy is strong and that our quality of life is attractive. But it also lays bare the challenges of our infrastructure keeping up with that tremendous growth.

Any motorist who has had to navigate I.H. 35, the intersection of U.S. 281 and Loop 1604, or any number of other congested roadways, knows that challenges remain.

At a time when highway dollars are increasingly tough to come by, San Antonio has made creative use of funds to alleviate congestion. Superstreets are either done or in progress on U.S. 281 and Texas 151. They are not long-term solutions, but they reflect our willingness to think creatively.

VIA Metropolitan Transit is aggressively transitioning from a traditional bus company into a multi-modal transportation agency that embraces its role as a catalytic partner in mobility, neighborhood revitalization and economic development.

Businesses looking to relocate to San Antonio consider several factors, including the ability of their employees and commerce to move around easily. Parents choose neighborhoods for ease of access. And the college students of the future need to know that they can get from class to a part-time job quickly.

San Antonians must begin to see that their movements are connected to the welfare of the entire community. It's a psychological shift that we are ready to make.

## IN 2020, SAN ANTONIO'S TRANSPORTATION SYSTEM IS RECOGNIZED AS A MODEL OF EFFICIENCY AND ENVIRONMENTAL SUSTAINABILITY.

San Antonio is served by an environmentally friendly transportation system where everyone is able to walk, ride, drive or wheel in a safe, convenient, and affordable manner to their desired destinations. Frequent and reliable mass transit services connect communities, and transportation infrastructure meets community needs.

### SAN ANTONIO **TODAY.** SAN ANTONIO **TOMORROW.**

#### BASELINE DATA AND TARGETS FOR THE YEAR 2020.

##### KEY INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- ▶ **PUBLIC TRANSPORTATION RIDERSHIP:** As of October 2010, monthly total passengers were 3,863,009, and the total passengers for the last 12 months were 42,767,847 (VIA).  
**TARGET: TRIPLE RIDERSHIP.**
- ▶ **TRAVEL TIME INDEX:** Sometimes called the Congestion Index, the Travel Time Index is a measure of congestion that focuses on each trip and each mile of travel. It is the ratio of travel time in the peak period to travel time in free-flow. For 2007, the ratio was 1.23.  
**TARGET: DECREASE TO 1.1.**

##### SUPPORTING INDICATORS OR MEASURES OF WHERE WE ARE TODAY.

- › **POLLUTION EMISSIONS FROM TRANSPORTATION PER CAPITA:** On-road mobile source emissions in Bexar County in 2007 (in tons) were estimated as: VOC 44.43 tons, CO 527.84 tons, and NOx 64.96 tons (Texas Commission on Environmental Quality and the Texas Transportation Institute).  
**TARGET:** 100% compliance with EPA standards.
- › **NUMBER OF ACCIDENTS PER 100,000 POPULATION:** In 2009, San Antonio experienced 40,285 total crashes. The fatality rate was 9.21 per 100,000 population (Texas Department of Transportation).  
**TARGET:** Decrease number of accidents by 50%.
- › **MILES OF "COMPLETE STREETS":** The City of San Antonio's Planning and Communities Development Department is working on a complete streets policy as part of a Healthy Communities grant received by the Health Department. There is no current base line date on "complete streets."  
**PRELIMINARY TARGET:** Triple number of miles of complete streets.

## WHO ARE POTENTIAL PARTNERS TO IMPLEMENT THIS VISION?

Achieving these goals will require the support and active participation of a broad range of groups. The following list is not a comprehensive list of potential partners. Rather, it is a list of some key potential partners that were identified during the visioning process. They include:

- › Transportation planning and mass transit organizations, including VIA, Metropolitan Transit, Texas Department of Transportation, San Antonio-Bexar County Metropolitan Planning Organization, and the Alamo Regional Mobility Authority.
- › Other government institutions, including the City of San Antonio's Department of Public Works, Police Department, Mayor and City Council, Bexar County government, Texas state government, and especially the departments of public works and public safety.
- › Neighborhood associations, developers, builders, and planners.
- › Health and wellness institutions.
- › Environmental organizations, including the Office of Environmental Policy and the Environmental Protection Agency.
- › Elder transportation organizations, faith-based institutions, social clubs, and civic associations.
- › Bike shops, small businesses, and community coalitions.

Businesses looking to relocate to San Antonio consider several factors, including the ability of their employees and commerce to move around easily.

## HOW YOU CAN GET INVOLVED:

SA 2020 invites you to become part of the effort to accomplish this Vision. Here are some examples of potential action steps identified during the visioning process. For a full list, please visit [SA2020.org](http://SA2020.org):

- › Make an individual commitment to use public transportation. If mass transit isn't meeting your needs. Inquire about local policies for adding routes, frequency of service and bus stop locations.
- › Walk more. Ride a bike.
- › Consolidate trips. Organize a car pool or van pool. Use alternative energy vehicles.
- › Do more business downtown.
- › Go to VIA's open houses and become informed about VIA's plans for multimodal transportation system.
- › Join a community-based transit advocacy group.
- › Engage in a dialogue around light rail or "complete streets" initiatives.
- › Educate others about natural resources and land use in order to cultivate support for a robust level of public transportation.

## PERSONAL COMMITMENTS:

Participants in the SA 2020 process made personal commitments to turn this Vision into action. The following list is not a comprehensive list of personal commitments. Rather, it is a list of some of the commitments made during the visioning process. To view the entire list of personal commitments made during the visioning process, please visit the SA 2020 website at [SA2020.org](http://SA2020.org):

- › Continue to live within I-410 and carpool whenever possible.
- › I will help develop a complete streets database through field work.
- › Get more involved with VIA's development of a more integrated multi-modal transportation system.
- › Promote smart streets during street development exercises at public workshops.
- › Support transportation policies in line with this vision and politicians who support these policies.
- › I will get involved with local school districts, vocalize concerns to city leaders, and participate in citizen action committees.
- › I will continue to be a one-vehicle family, use public transportation whenever I can and tell others about public transportation.

## HOW DOES TRANSPORTATION CONNECT TO THE OTHER VISION AREAS?

An efficient and effective **transportation** system is critical to many areas of city life, including the flow of **commerce**, the ability of residents to get to and from work and air quality. But one area that is often overlooked is the effect of transportation on **health and fitness**. Just like a great transportation system can have the effect of “place making” or creating a sense of community by virtue of its ability to bring people together, so too can a great transportation system have a subtle but powerful impact on creating positive health outcomes. And this impact has a reciprocal affect, as healthy and fit residents with a variety of inviting transportation options are more likely to choose to walk or ride a bicycle as opposed to driving a car or riding a bus. This makes for a cleaner environment and less strain on the transportation system.

In partnership with other organizations, the city’s Metropolitan Health District was recently awarded a grant to help reduce and prevent obesity in children and adults in Bexar County. A significant part of that grant is being directed toward pedestrian transportation improvements like better walkways, better intersections and bike lanes. The idea is to make walking and bicycling more safe and attractive to residents with the hope that residents will choose these options more frequently. And by walking and bicycling more, the instances of obesity in adults and children should decrease dramatically.



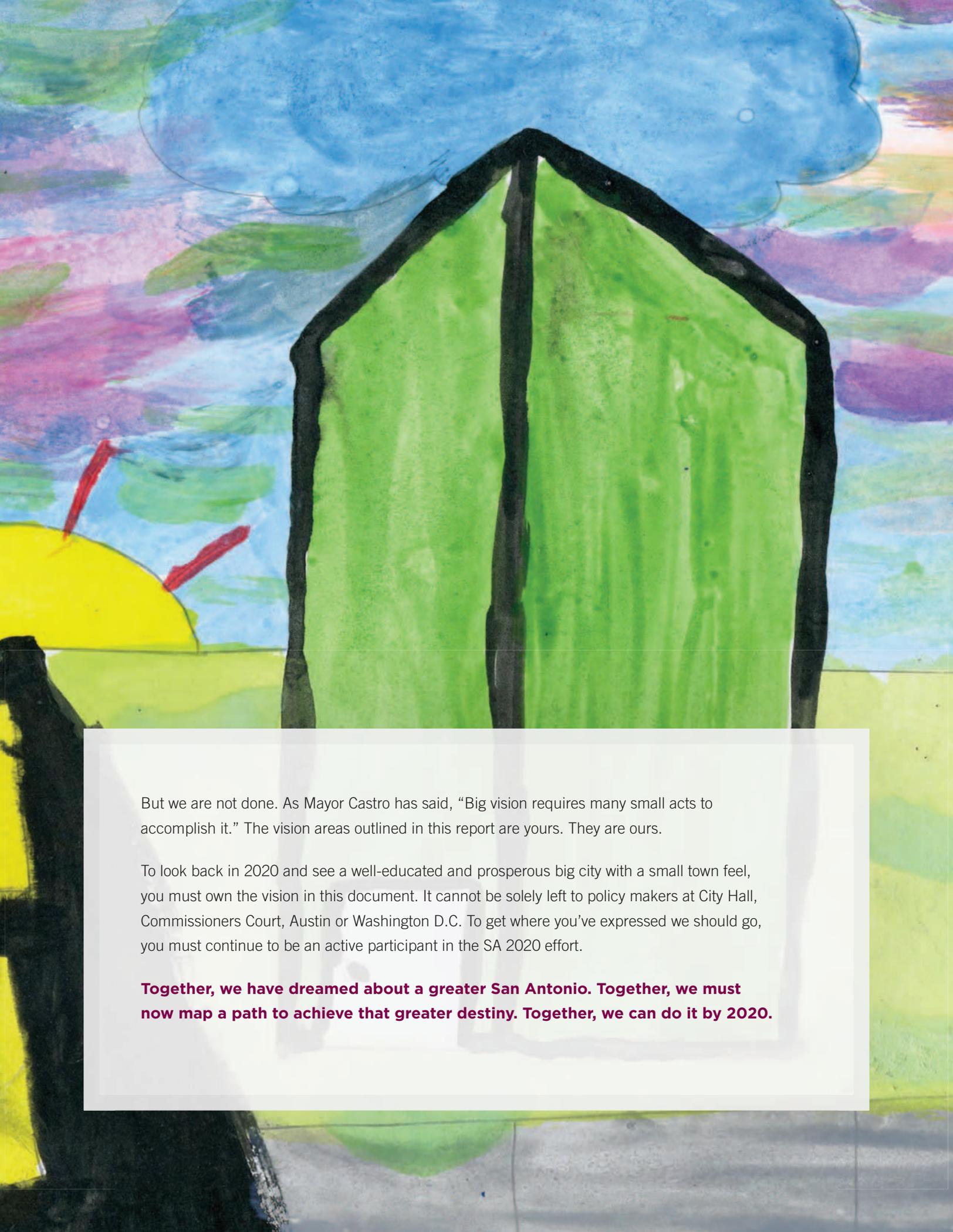
Photo courtesy of San Antonio Express-News.



## **THE JOURNEY IS AHEAD — IT'S OURS. IT'S YOURS.**

We've all had "Aha!" moments in our lives. The moments when something clicks, things fall into place, and past hurdles become less of a factor. Think of a painting composed of tiny, individual dots of color. Close up, it's difficult to see what the image is, but step back and a vivid scene becomes clear. We are experiencing an "Aha!" moment in San Antonio. We see that it's time for a new era marked by real and lasting change and a shift in how we, as San Antonians, view ourselves and our city.

When a community sees itself as a unit, the possibilities are endless. That is the driving force behind SA 2020. We have come together in a big way. Skepticism has been swept aside in favor of dreaming about what's possible for our city.



But we are not done. As Mayor Castro has said, “Big vision requires many small acts to accomplish it.” The vision areas outlined in this report are yours. They are ours.

To look back in 2020 and see a well-educated and prosperous big city with a small town feel, you must own the vision in this document. It cannot be solely left to policy makers at City Hall, Commissioners Court, Austin or Washington D.C. To get where you’ve expressed we should go, you must continue to be an active participant in the SA 2020 effort.

**Together, we have dreamed about a greater San Antonio. Together, we must now map a path to achieve that greater destiny. Together, we can do it by 2020.**

# APPENDIX A



The following pages represent the combined reporting of the community input phase of the SA 2020 process. The results of the facilitated meetings, discussion sessions and surveys are described by JCCI, Jacksonville Community Council Inc. consultants. The SA 2020 Process report is below.

## THE SA 2020 PROCESS



### The SA 2020 process was developed as a collaborative effort

between the Jacksonville Community Council Inc. (JCCI) and the Steering Committee of SA 2020. The Steering Committee consisted of three Tri-Chairs: Darryl Byrd, Sonia Rodriguez, Graham Weston and 22 respected members of the community, representing the public, private, and nonprofit sectors. The Steering Committee drew from the full diversity of San Antonio, including a broad range of interests and areas of expertise. This breadth of experience and outlook was essential to ensuring that the project provided an opportunity for all voices to be heard. The process was supported by the City of San Antonio and the Office of the Mayor, whose staff were responsible for meeting logistics, publicity, and coordination.

The SA 2020 process began with a Vision Scan to honor and build upon past community visioning efforts, including broad-based visions and targeted vision statements from various community sectors. The vision scan process identified common themes and values, and allowed for the creation of a structural framework for the SA 2020 process. The bibliography of the community reports and visions collected during the vision scan process can be found in Appendix C.

## Launch Event:

The SA 2020 project began with a Launch Event on September 25, 2010. An estimated 1,200 people came together to understand why a community visioning effort was critical to the future of San Antonio and how they could get involved. Each person in attendance was invited to answer three questions:

- › **In your opinion, what are the biggest challenges facing San Antonio today?**
- › **When you think about the future, ten years from now, what is the most important aspect of living in San Antonio that you hope is PRESERVED or MAINTAINED?**
- › **Again thinking about the future ten years from now, if you could CHANGE or IMPROVE one thing about San Antonio, what would that be?**

Participants were also asked to fill out a Commitment Card to stay engaged in the process.

SA 2020 events were broadcast live by NOWCastSA, with opportunities for online participation. A website, [www.SA2020.org](http://www.SA2020.org), provided additional opportunities for community input. Video cameras were also used to capture participants' answers to the three questions. The interviews were then used to shape the visioning process. Live web broadcasts of each of the public forums were made available for playback later for those who missed the meetings. Over 1,000 people viewed one of the five webcasts live, in addition to hundreds of video views after each session. In total, the web broadcasts generated close to 3,000 comments. In addition, NOWCastSA provided interviews with participants and Steering Committee members on their website to provide in-depth coverage of the SA 2020 process.



“This is big, and these ideas mean something. I see a true commitment to this plan, however long it takes.”

— Wray C. Hood,  
Coliseum/Willow Park  
Neighborhood Association

Based on information from the Vision Scan, other community conversations, and the input of the Steering Committee, a community survey was developed to gather feedback on the desired future for San Antonio and the key issues for the vision. Using print media, online surveys, and social media to market the survey, the process reached out to all City residents as well as those in the surrounding region to provide input. The survey was provided in English and in Spanish, and an additional Youth Survey was provided to help obtain input from younger residents. A survey response of 1,000 surveys would have been sufficient for obtaining a representative sampling of the basic concerns of the community; instead, nearly 5,000 surveys were completed as part of the SA 2020 process. The overall survey results and the three survey instruments can be found in Appendix B.

Open participation was encouraged throughout the SA 2020 process. Each Public Forum built off the previous one, so continuity in participation was encouraged. However, each Forum began with a review of the work to date, allowing anyone to participate at any one (or more) of the Forums.

The results of the Launch Event, along with the results of the Vision Scan, Community Survey, and Online Feedback, were used to create a draft structure for the SA 2020 visioning process.

### **October 28 Public Forum:**

At the October 28, 2010 Public Forum (“Developing the Vision Framework”), participants received the synthesis of the Vision Scan, Community Survey, Launch Event, and Website comments as a starting point for creating the structure and content for the SA 2020 Vision. This synthesis included a draft Vision Framework, organizing the input into a set of nine themes, and draft Vision Statements for each theme, using the wording from the public input. The primary task of the participants at this Forum was to review both the draft Framework and Vision Statements. Participants worked in small, subject-area groups and large group discussions to determine through a consensus process what needed to be included, what needed clarification or revision, and any necessary additions to the Framework for the SA 2020 Vision and the working draft of the Vision Statements. Each participant had the opportunity to work in small groups on one of the areas, and then switch to a second theme or area to allow for cross-pollination of ideas and interests. The result was a set of organized aspirational areas of the Vision, or vision statements. By the end of the forum, the 800 participants in attendance had largely identified the questions to be asked and answered by the SA 2020 Vision.

### **November 20 Public Forum:**

At the November 20 Public Forum (“How Will We Measure Progress?”), participants reviewed, discussed, and approved the SA 2020 Vision framework from the previous Public Forum. They worked in small groups in separate subject areas to identify what they needed to know in order to tell where San Antonio was in relation to that vision area. Subject-knowledge experts worked together with local residents to explore the issues. At the end of the first subject-area small group discussions, participants again moved into different subject conversations to ensure that the discussion included cross-pollination of ideas from those not typically associated with a particular subject area.

The forum resulted in approval of the vision statements and a set of possible metrics for measuring each of the vision areas. As a result of this process, a tenth vision area, Transportation, was added to the vision framework. Again, an estimated 800 people attended this session.

## **December 8 Public Forum:**

The December 8, 2010 Public Forum (“What Will Success Look Like?”) began with a review of the Vision and measurement work accomplished to that point. Participants worked in small groups within each vision area to narrow the list of possible metrics to two Key Indicators and four Supporting Indicators as a way to sharpen the focus of the SA 2020 Vision. After working in small groups, each of the small groups in each single vision area came together in a larger-group process to reach consensus on the six measures they wanted. These larger groups also identified preliminary targets for each of the measures to set a direction for 2020. Attendance was estimated at 800.

Participants in the Neighborhoods and Growth Management group asked that Downtown Development be broken out as a separate area for specific focus. Accordingly, on January 10, 2011, a gathering of 100 people interested in Downtown Development came together to develop a vision statement and key metrics for the vision. Also, on January 10, a group of 60 education participants completed their work from the December 8 meeting.

## **January 22 Public Forum:**

The January 22, 2011 Public Forum (“Putting it All Together”) provided an opportunity for all participants to see all of the vision statements, metrics, and targets. An estimated 1,000 people came together to review all of the work done by each of the groups, including baseline information for each of the measures, where available. Their initial charge was to work individually and in small groups to identify the connections between the vision areas. From those connections, they identified what success would look like for each area, by completing the following Story of Success statement: “In 2020, we were successful because ...”

After reporting out the success stories, participants were asked to answer three questions for as many of the vision areas as they would like. The three questions were designed to promote and shape implementation of the SA 2020 Vision, and asked:

- › **What organizations, institutions, agencies, or coalitions should respond to this area of the Vision?**
- › **What could other individuals in the community do to help move this Vision forward?**
- › **What is your personal commitment to the community to reach this Vision?**

After responding to these questions, the answers were compiled and included in Appendix B.

# APPENDIX B



## SURVEY DEMOGRAPHICS AND RESULTS - OVERALL

Three surveys were provided for San Antonio residents to express the issues they felt were most important to focus on during the SA 2020 process. These survey instruments were provided on-line, from links on the SA 2020 web site and e-mailed broadly, as well as distributed in printed form to interested individuals. The three instruments included the primary survey instrument in English or in Spanish, with a third survey targeted toward youth involvement. The survey instruments are provided at the end of this appendix.

Participation in the survey exceeded expectations of about 1,000 respondents. In all, nearly 5,000 surveys were completed.

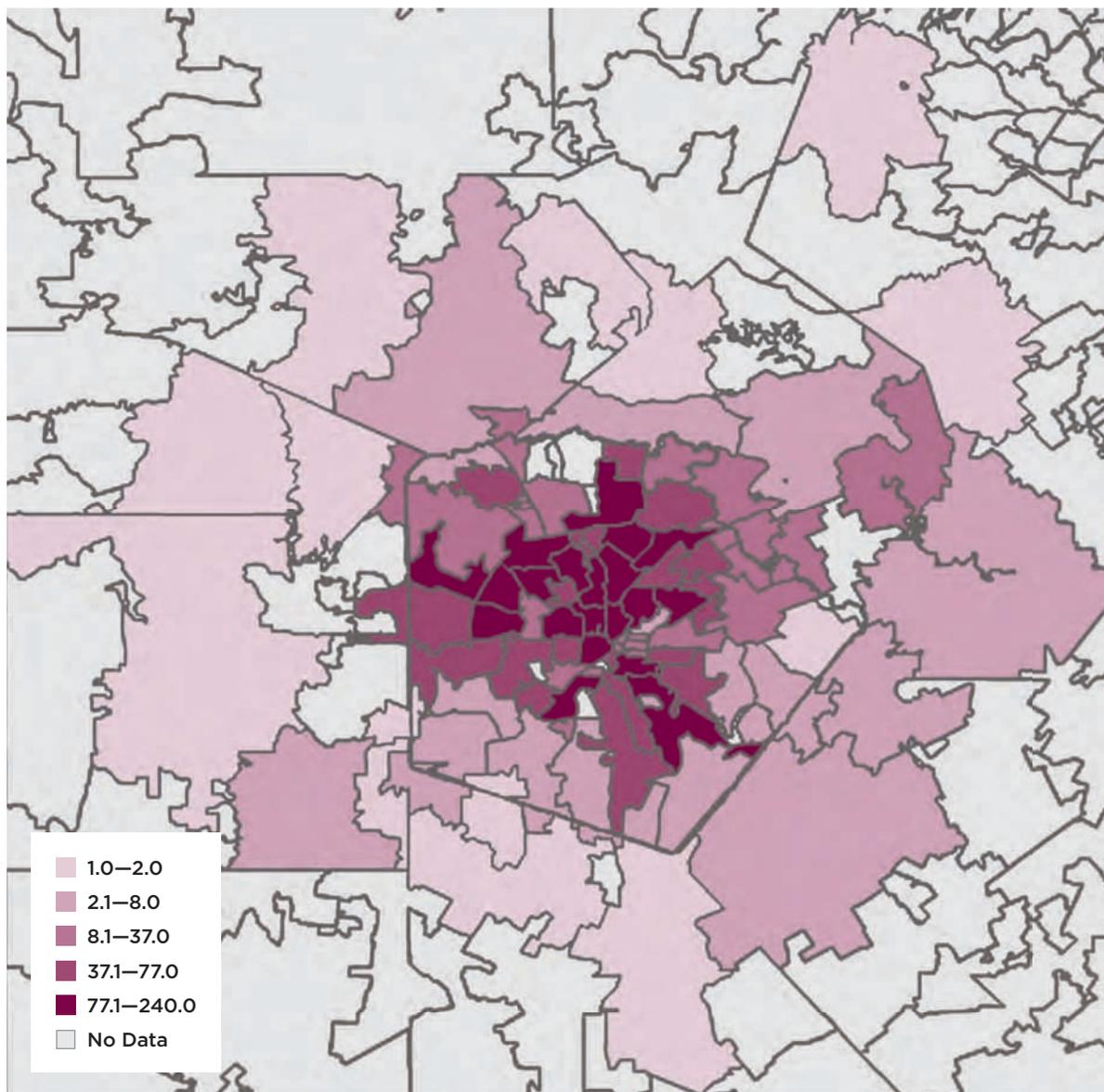
## DEMOGRAPHICS

The survey respondents represented a broad cross-section of the community.

Geographically, participation was diverse. 118 zip codes were represented in the responses, representing the entire San Antonio region. The zip code with the highest response represented 5.6 percent of the total responses in which zip codes were provided, and the top 15 zip codes represented just under half of all total responses.

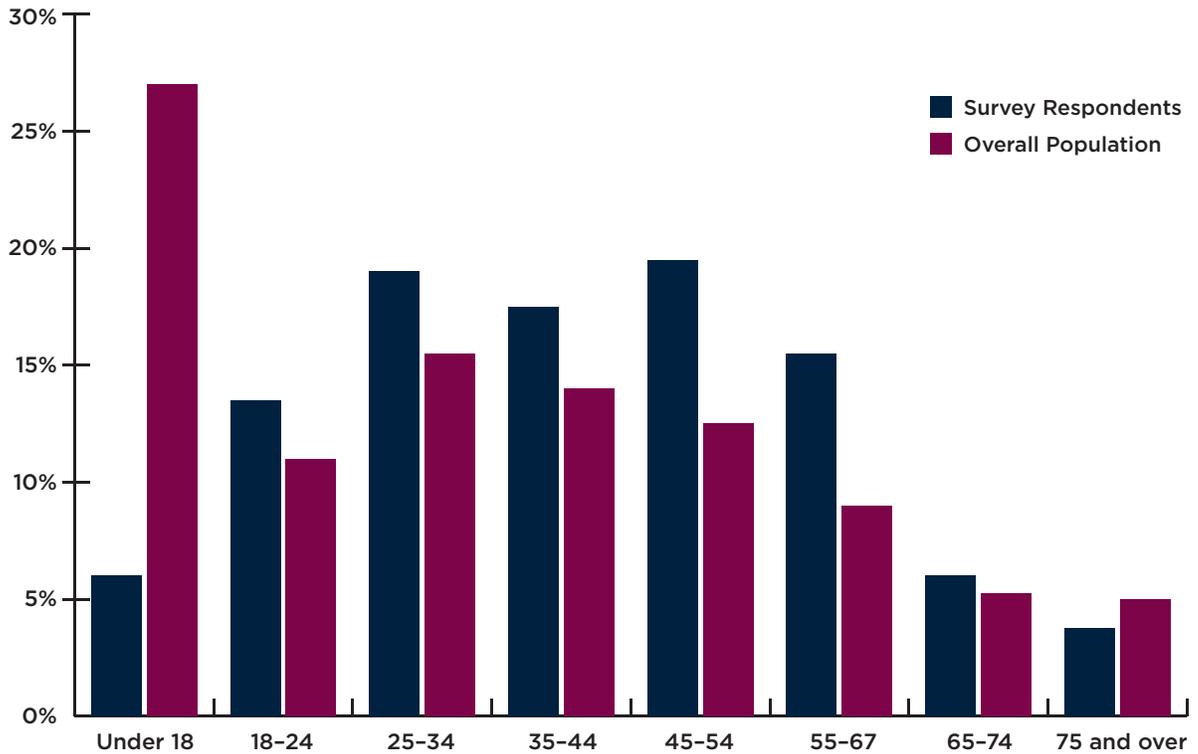
The distribution of respondents was consistent with expectations, with most respondents living within San Antonio or the immediate region. The map below indicates the number of respondents by zip code. The county boundaries of Bexar County are provided for context.

## SURVEY RESPONDENTS BY ZIP CODE, SAN ANTONIO METRO AREA



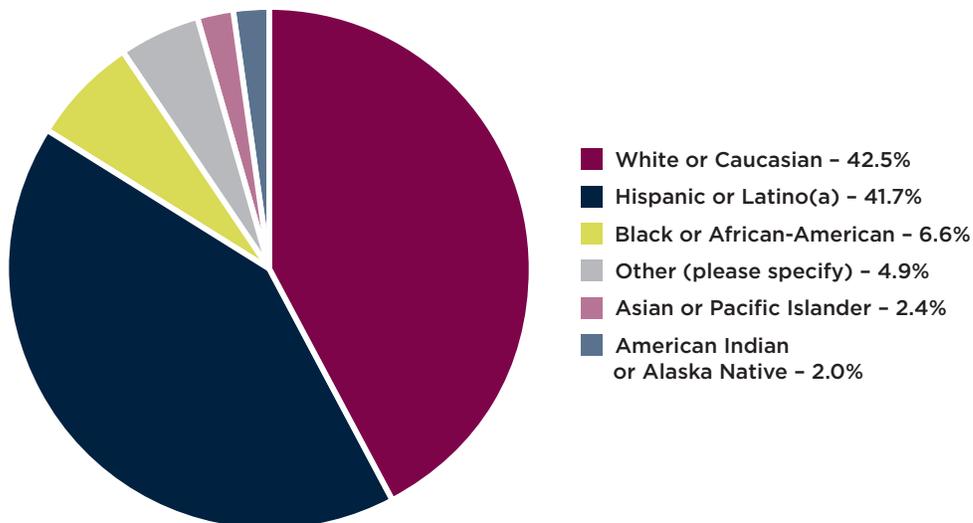
More women (54 percent) than men (41 percent) answered the survey. As illustrated in the following bar graph, the age of respondents roughly mirrored the age demographics from the U.S. Census' American Community Survey, with the exception of children, which was to be expected:

## SURVEY RESPONDENTS AND OVERALL POPULATION BY AGE, SAN ANTONIO METRO AREA



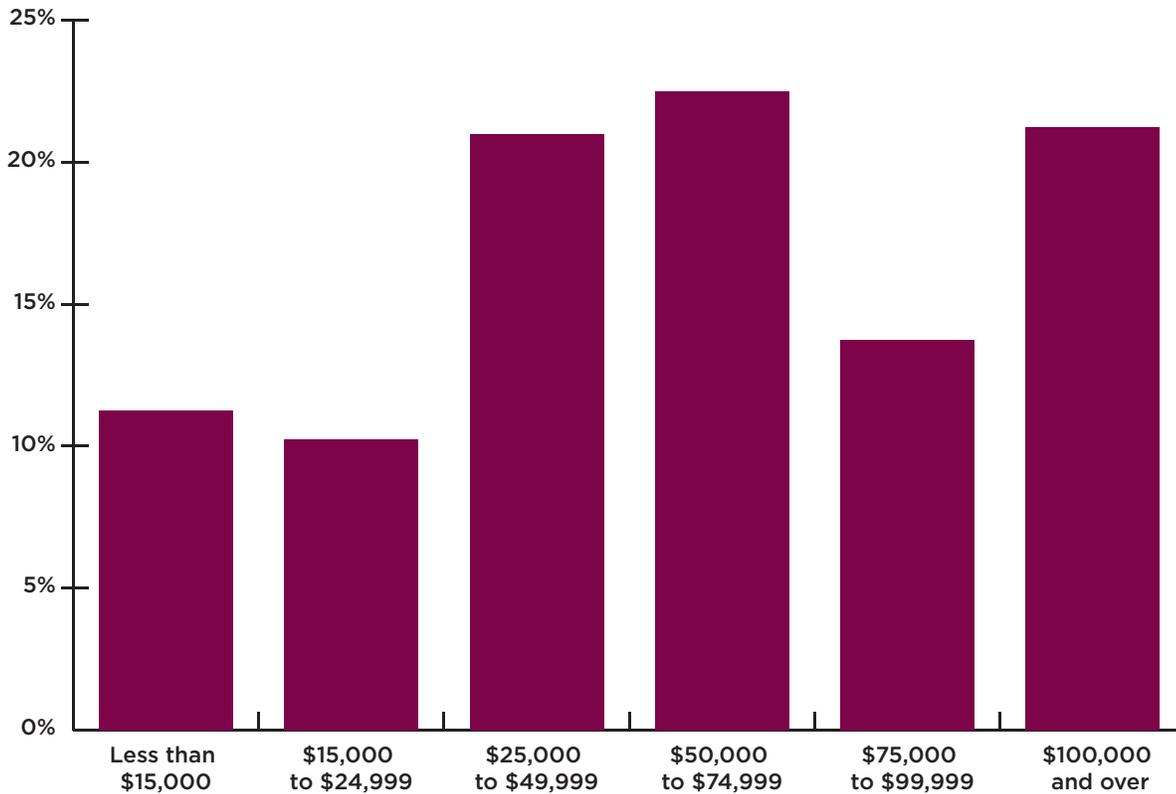
Survey respondents provided information about their race and ethnicity, as illustrated by the following pie-chart:

## SURVEY RESPONDENTS BY RACE AND ETHNICITY



Survey respondents were also economically diverse. Reported household income for survey respondents clustered in the \$25,000 to \$75,000 range, representing 43 percent of all respondents. However, survey respondents from all income ranges were well represented, as illustrated by the following bar graph below:

## **SURVEY RESPONDENTS BY HOUSEHOLD INCOME**



Another demographic question asked about education level of respondents. Forty percent had less than a four-year degree and 60 percent had a four-year degree or an advanced degree. This suggests that college-educated residents were more likely to complete the survey than the average resident of San Antonio, since only 25 percent of residents 25 and older in the San Antonio metropolitan area have a four-year degree or advanced college degree.

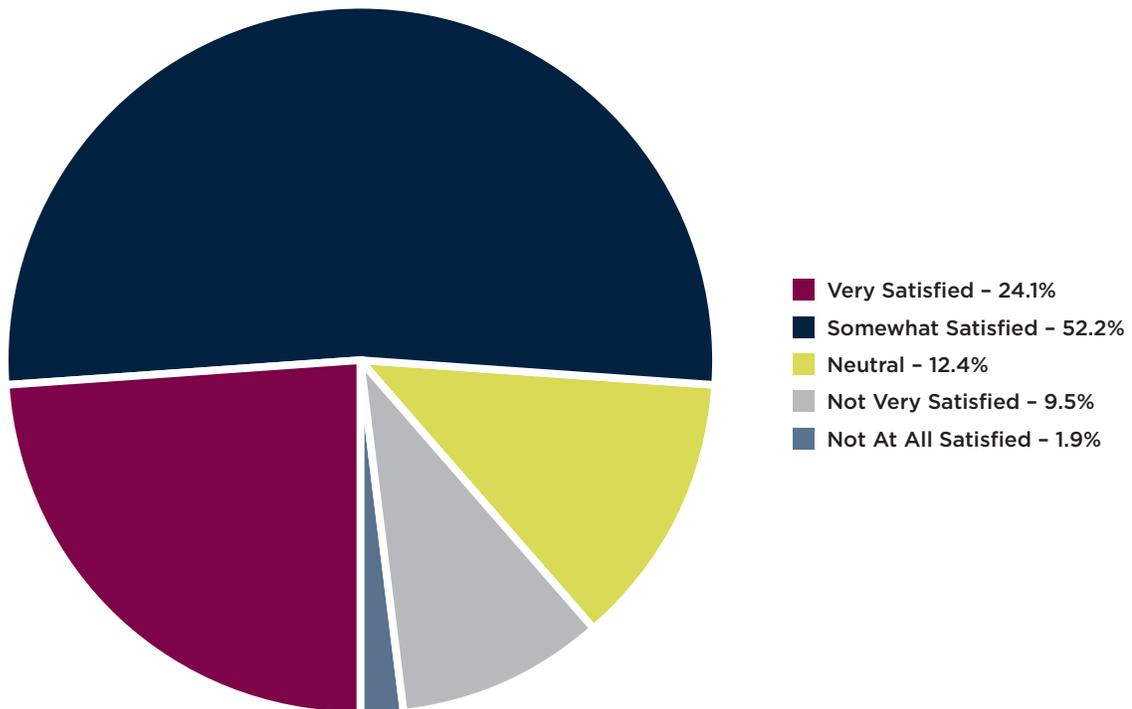
The survey asked respondents how long they lived in San Antonio. Over half of all respondents had lived in San Antonio for more than 20 years, while 2.7 percent of all survey respondents do not currently live in San Antonio. Their responses about why they left, and what it would take for them to return, were instructive in building the vision statements.

More detailed demographic information on survey respondents is found at the end of this appendix.

## SURVEY RESPONSES - OVERALL

The first question in the survey asked how satisfied respondents were with the quality of life in San Antonio today. Three-fourths of all surveyed (76.3 percent) were very or somewhat satisfied with the quality of life in San Antonio, compared to 11 percent that were not very satisfied or not at all satisfied, as illustrated by the following pie-chart below.

### SATISFACTION RATES WITH **QUALITY OF LIFE** IN SAN ANTONIO



Satisfaction rates were lower among Spanish-language survey respondents: 62 percent positive and 23 percent negative, though 33 percent reported being “very satisfied” [“muy satisfecho”], compared to 24 percent of English-language survey respondents. Responses to this question did not vary significantly by ethnicity, as 76 percent of both Hispanic respondents and non-Hispanic respondents had positive satisfaction responses.

Young people (including respondents to the youth survey and those 24 and under on the primary surveys) were less satisfied with San Antonio today, with 68 percent reporting being satisfied (or “happy”) with the quality of life today. Older respondents (age 65 and older) were much more positive, with 86 percent reporting positive satisfaction levels.

People with annual household incomes under \$15,000 per year were less satisfied with the quality of life (64 percent positive responses), while those whose household income was over \$100,000 per year were more satisfied (87 percent positive response.)

People who were long-time residents of San Antonio (living in San Antonio for 16 years or more) had a 79 percent satisfaction rate, compared to 68 percent of those who have lived in San Antonio for five years or less.

In answer to the question: “Overall, how would you rate San Antonio as a place to live?”, 77.7 percent of respondents said excellent or good.

The survey also asked about 17 specific aspects of the quality of life in San Antonio. The categories are listed below:

## **HOW SATISFIED ARE YOU WITH THE FOLLOWING ASPECTS OF LIFE IN SAN ANTONIO?**

- › The quality of public education in your neighborhood
- › The availability of job training and workforce preparation opportunities
- › The opportunities to find a good paying job in San Antonio
- › The cost and availability of housing (to own or to rent) in San Antonio
- › The ease of transportation and moving around in San Antonio
- › The quality and availability of health services available in San Antonio
- › The quality, cost, and availability of parks and open spaces in San Antonio
- › The strength and stability of your neighborhood
- › The protection and quality of the natural environment in San Antonio
- › The opportunities to enjoy arts and culture activities or events in San Antonio
- › The quality of services provided by the City of San Antonio
- › The vibrancy of downtown San Antonio
- › The quality of the physical infrastructure in San Antonio (roads, bridges, public buildings)
- › The sense of community and caring for each other in San Antonio
- › Your feelings of safety in your home or neighborhood
- › The quality, cost, and responsiveness of social services (such as children’s services, family assistance, or senior care)
- › Your ability to influence local government decision making

In the online version of the survey, the questions were presented in randomized order to guard against respondent fatigue or patterning. This was not possible in the printed versions of the survey, but no patterns were noted that would call into question the integrity of the responses on the printed survey.

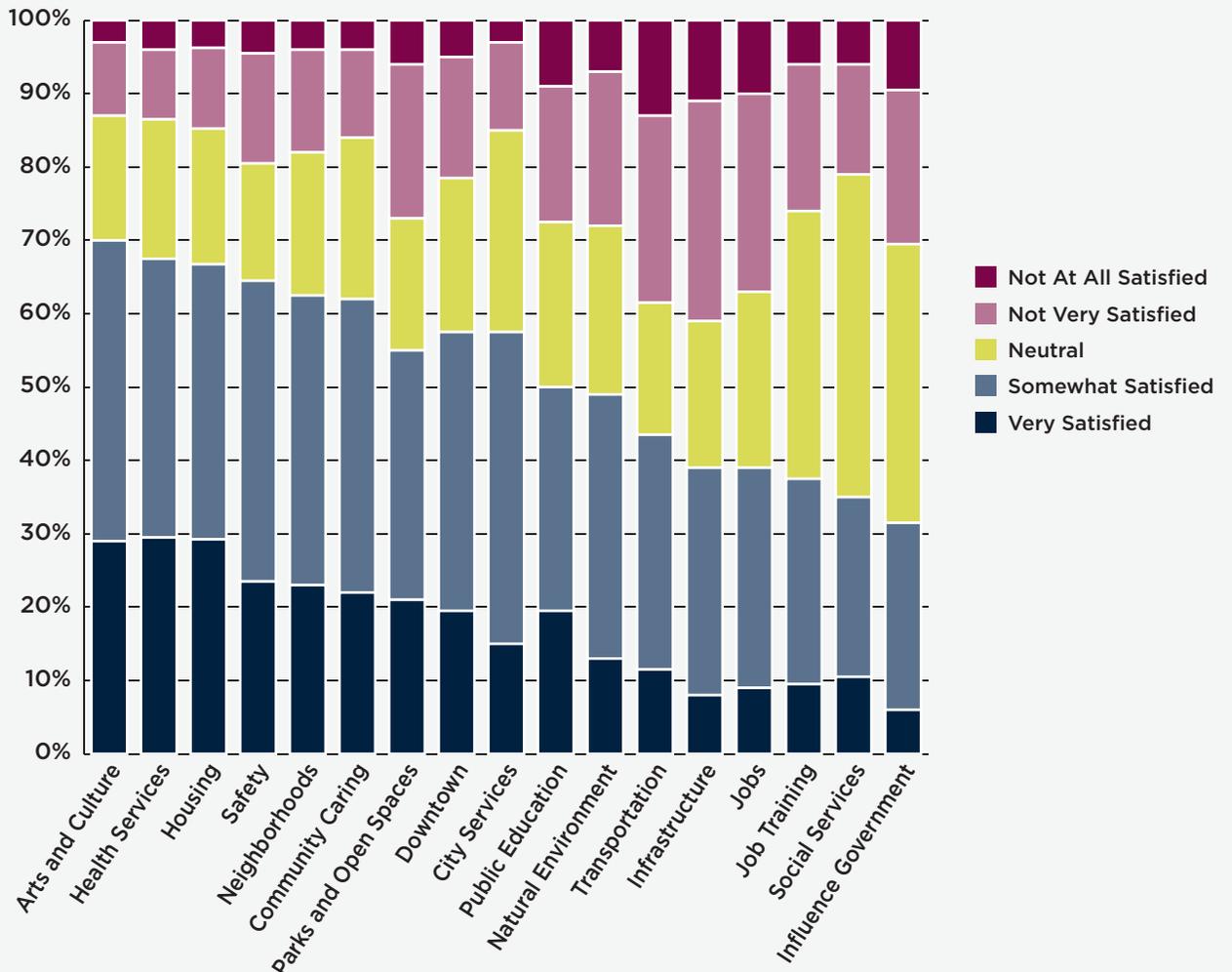
Six questions had positive satisfaction levels above 60 percent: Arts and culture, health services, housing, safety, neighborhoods, and community caring. These represented the areas in which respondents were most satisfied with the quality of life in San Antonio.

The highest negative satisfaction ratings were for infrastructure, transportation, and job opportunities. These are the areas with the greatest degree of dissatisfaction in San Antonio.

The lowest positive satisfaction ratings were for job training opportunities, social services, and the ability to influence government, each of which were accompanied by high Neutral ratings (37–44 percent), suggesting that a large percentage of the respondents had no personal experiences with these three elements to rate them positively or negatively.

The complete response breakdown is provided below:

## SATISFACTION RATES WITH SPECIFIC ASPECTS OF THE QUALITY OF LIFE



Opinions of respondents varied by personal or family characteristics. For example, those respondents in households with an annual income of \$15,000 or less were much less likely to be satisfied with the opportunities to find a good paying job (29.6 percent satisfaction rate) or the cost and availability of housing (46.1 percent satisfaction rate) than those with annual incomes over \$100,000 (51.8 percent satisfaction with the job situation, 83.9 percent with housing opportunities.)

Survey responses also varied by length of residency in San Antonio. For those new to San Antonio (less than one year of residency), 40.6 percent were satisfied with their neighborhood schools, compared to 53.4 percent of those who had been in San Antonio over 20 years. Newer residents were more likely to be neutral about public education, while long-time residents were more polarized, with nearly twice as many long-time residents reporting negative satisfaction with local public education. Newer residents were more likely to appreciate downtown. Both very new (less than one year) and well-established (over 20 years) residents had similar views on local transportation systems (45 and 47 percent satisfaction ratings, respectively), while those residents living between one and 15 years in San Antonio were more likely to rate transportation negatively (positive responses between 33 and 35 percent, dissatisfaction rates between 46 and 48 percent.)

These results were consistent with the open-ended questions, in which participants were asked the following questions:

- › What do you like most about living in San Antonio?
- › In your opinion, what are the biggest challenges facing San Antonio today?
- › When you think about the future ten years from now, what is the most important aspect of living in San Antonio that you hope is PRESERVED or MAINTAINED?
- › Again thinking about the future, ten years from now, if you could CHANGE or IMPROVE one thing about San Antonio, what would that be?

The answers to these questions were presented graphically at the October public forum in the form of word clouds, which depict key words in varying sizes, depending on the intensity of responses by SA 2020 participants.

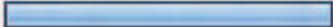
**The word clouds presented to the SA 2020 forum for group discussion were as follows:**





# ADULT SURVEY WITH RESPONSES IN ENGLISH

1. All things considered, how satisfied are you with the quality of life in San Antonio today? Would you say that you are:

		Response Percent	Response Count
Very satisfied		24.0%	1,002
<b>Somewhat satisfied</b>		<b>53.0%</b>	<b>2,212</b>
Neutral		11.7%	488
Not very satisfied		9.6%	399
Not at all satisfied		1.7%	73
		Comments:	1,119
		<b>answered question</b>	<b>4,174</b>
		<b>skipped question</b>	<b>97</b>

2. How satisfied are you with the following aspects of life in San Antonio?						
	Very satisfied	Somewhat satisfied	Neutral	Not very satisfied	Not at all satisfied	Response Count
The quality of public education in your neighborhood	19.8% (830)	<b>30.9%</b> (1,294)	22.2% (930)	18.4% (772)	8.7% (366)	4,192
The availability of job training and workforce preparation opportunities	9.9% (412)	27.9% (1,163)	<b>37.1%</b> (1,550)	19.5% (815)	5.6% (234)	4,174
The opportunities to find a good paying job in San Antonio	9.4% (392)	<b>29.4%</b> (1,225)	24.0% (1,002)	27.2% (1,133)	10.0% (417)	4,169
The cost and availability of housing (to own or to rent) in San Antonio	29.2% (1,223)	<b>37.1%</b> (1,555)	18.7% (784)	11.7% (490)	3.2% (135)	4,187
The ease of transportation and moving around in San Antonio	11.4% (476)	<b>31.1%</b> (1,299)	18.3% (766)	25.7% (1,076)	13.4% (562)	4,179
The quality and availability of health services available in San Antonio	29.3% (1,225)	<b>38.1%</b> (1,596)	19.3% (809)	9.7% (407)	3.5% (148)	4,185
The quality, cost, and availability of parks and open spaces in San Antonio	20.4% (850)	<b>37.4%</b> (1,561)	17.1% (715)	19.3% (805)	5.8% (243)	4,174
The strength and stability of your neighborhood	23.5% (983)	<b>39.5%</b> (1,649)	19.7% (824)	13.5% (566)	3.7% (156)	4,178
The protection and quality of the natural environment in San Antonio	13.3% (555)	<b>35.8%</b> (1,496)	22.8% (953)	20.9% (874)	7.3% (305)	4,183
The opportunities to enjoy arts and culture activities or events in San Antonio	28.8% (1,206)	<b>40.5%</b> (1,695)	17.0% (711)	10.5% (440)	3.2% (136)	4,188
The quality of services provided by the City of San Antonio	15.3% (636)	<b>41.7%</b> (1,737)	27.4% (1,141)	12.3% (511)	3.4% (140)	4,165
The vibrancy of downtown San Antonio	19.7% (820)	<b>37.9%</b> (1,581)	20.6% (860)	16.6% (693)	5.2% (219)	4,173
The quality of the physical infrastructure in San Antonio (roads, bridges, public buildings)	8.2% (342)	<b>31.1%</b> (1,298)	20.1% (837)	29.6% (1,233)	11.1% (461)	4,171
The sense of community and caring for each other in San Antonio	21.5% (899)	<b>39.7%</b> (1,659)	22.5% (943)	12.3% (514)	4.0% (169)	4,184

Your feelings of safety in your home or neighborhood	24.1% (1,008)	<b>41.2%</b> <b>(1,726)</b>	15.4% (646)	14.5% (605)	4.8% (201)	4,186
The quality, cost, and responsiveness of social services (such as children's services, family assistance, or senior care)	10.8% (449)	24.3% (1,010)	<b>44.0%</b> <b>(1,833)</b>	15.2% (634)	5.7% (238)	4,164
Your ability to influence local government decision making	6.5% (273)	25.6% (1,069)	<b>37.5%</b> <b>(1,565)</b>	20.8% (870)	9.6% (400)	4,177
Comments:						864
<b>answered question</b>						<b>4,230</b>
<b>skipped question</b>						<b>41</b>

<b>3. What do you like most about living in San Antonio?</b>	
	<b>Response Count</b>
	2,994
<b>answered question</b>	<b>2,994</b>
<b>skipped question</b>	<b>1,277</b>

<b>4. In your opinion, what are the biggest challenges facing San Antonio today?</b>	
	<b>Response Count</b>
	3,046
<b>answered question</b>	<b>3,046</b>
<b>skipped question</b>	<b>1,225</b>

5. When you think about the future ten years from now, what is the most important aspect of living in San Antonio that you hope is PRESERVED or MAINTAINED?

Response  
Count

2,896

answered question 2,896

skipped question 1,375

6. Again thinking about the future ten years from now, if you could CHANGE or IMPROVE one thing about San Antonio, what would that be?

Response  
Count

2,951

answered question 2,951

skipped question 1,320

7. Overall, how would you rate San Antonio as a place to live?

Response  
Percent    Response  
Count

Excellent  26.2% 1,087

**Good**  **51.6%** **2,140**

Fair  18.3% 758

Poor  3.0% 125

Very Poor  1.0% 40

Comments: 600

answered question 4,150

skipped question 121

8. First of all, are you:			
		Response Percent	Response Count
Male		41.6%	1,725
Female		58.1%	2,411
		0.4%	15
answered question			4,151
skipped question			120

9. In what zip code do you live?		Response Count
		3,981
answered question		3,981
skipped question		290

10. Into which of the following ranges does your age fall?

		Response Percent	Response Count
Under 18	<input type="checkbox"/>	1.0%	43
18 to 24	<input type="checkbox"/>	14.2%	588
<b>25 to 34</b>	<input type="checkbox"/>	<b>20.4%</b>	<b>845</b>
35 to 44	<input type="checkbox"/>	18.3%	759
45 to 54	<input type="checkbox"/>	20.3%	843
55 to 64	<input type="checkbox"/>	16.2%	672
65 to 74	<input type="checkbox"/>	6.1%	252
75 and over	<input type="checkbox"/>	3.5%	144
<b>answered question</b>			<b>4,146</b>
<b>skipped question</b>			<b>125</b>

11. How do you describe yourself? Check as many of these categories taken from the U.S. Census as apply to you:

		Response Percent	Response Count
American Indian or Alaska Native	<input type="checkbox"/>	2.0%	82
Asian or Pacific Islander	<input type="checkbox"/>	2.3%	93
Black or African-American	<input type="checkbox"/>	7.3%	301
Hispanic or Latino(a)	<input type="checkbox"/>	43.9%	1,805
<b>White or Caucasian</b>	<input type="checkbox"/>	<b>46.4%</b>	<b>1,909</b>
Other (please specify)	<input type="checkbox"/>	5.0%	207
<b>answered question</b>			<b>4,112</b>
<b>skipped question</b>			<b>159</b>

**12. Into which of the following ranges does your household income fall?**

		Response Percent	Response Count
Less than \$15,000		10.4%	411
\$15,000 to \$24,999		10.0%	397
\$25,000 to \$49,999		20.9%	831
<b>\$50,000 to \$74,999</b>		<b>23.0%</b>	<b>911</b>
\$75,000 to \$99,999		14.0%	554
\$100,000 and over		21.8%	864
<b>answered question</b>			<b>3,968</b>
<b>skipped question</b>			<b>303</b>

**13. What education level have you completed?**

		Response Percent	Response Count
Some high school		3.0%	123
High school graduate		8.5%	349
Some college		20.6%	848
Associate's (two-year) degree		6.6%	272
<b>College degree</b>		<b>29.2%</b>	<b>1,201</b>
Advanced degree		28.5%	1,172
Other (please specify)		3.7%	154
<b>answered question</b>			<b>4,119</b>
<b>skipped question</b>			<b>152</b>

14. How long have you lived in San Antonio?			
		Response Percent	Response Count
Less than 1 year		2.5%	102
1 to 5 years		13.4%	558
6 to 10 years		9.5%	395
11 to 15 years		8.5%	354
16 to 20 years		11.5%	476
Over 20 years		52.0%	2,161
I don't currently live in San Antonio		2.6%	110
answered question			4,156
skipped question			115

15. Why did you leave San Antonio?		Response Count
		62
answered question		62
skipped question		4,209

16. What would need to change for you to come back to San Antonio?		Response Count
		60
answered question		60
skipped question		4,211

17. Do you have any other comments you would like to make about San Antonio as we think about a vision for the year 2020?

	Response Count
	1,596
answered question	1,596
skipped question	2,675

# ADULT SURVEY WITH RESPONSES IN SPANISH



2. ¿Qué tan satisfecho estás con los siguientes aspectos de la vida en San Antonio?

	Muy satisfecho	Algo satisfecho	Neutral	No muy satisfecho	No satisfecho en absoluto	Response Count
La calidad de la infraestructura física (calles, puentes, edificios públicos)	24.4% (22)	<b>26.7% (24)</b>	12.2% (11)	24.4% (22)	12.2% (11)	90
La facilidad de la transportación y navegación	<b>34.1% (30)</b>	26.1% (23)	17.0% (15)	15.9% (14)	6.8% (6)	88
La disponibilidad de oportunidades para recibir capacitación laboral y profesional	15.1% (13)	<b>30.2% (26)</b>	26.7% (23)	12.8% (11)	15.1% (13)	86
La fortaleza y estabilidad de tu vecindario	20.0% (18)	<b>27.8% (25)</b>	16.7% (15)	24.4% (22)	11.1% (10)	90
Las oportunidades para disfrutar de las artes y eventos culturales	27.4% (23)	<b>28.6% (24)</b>	22.6% (19)	15.5% (13)	6.0% (5)	84
La protección y calidad del medio ambiente	<b>30.8% (28)</b>	25.3% (23)	16.5% (15)	20.9% (19)	6.6% (6)	91
La calidad de servicios proveída por la Ciudad de San Antonio	<b>32.6% (29)</b>	28.1% (25)	13.5% (12)	18.0% (16)	7.9% (7)	89
La calidad de la educación pública en tu vecindario	<b>28.4% (25)</b>	23.9% (21)	17.0% (15)	18.2% (16)	12.5% (11)	88
Tu habilidad para influir las decisiones del gobierno local	14.0% (12)	22.1% (19)	<b>29.1% (25)</b>	20.9% (18)	14.0% (12)	86
El sentido de comunidad y compasión entre los residentes	25.8% (23)	<b>31.5% (28)</b>	15.7% (14)	16.9% (15)	10.1% (9)	89
La calidad, costo y disponibilidad de parques y terrenos abiertos	27.9% (24)	<b>30.2% (26)</b>	22.1% (19)	12.8% (11)	7.0% (6)	86
La calidad y disponibilidad de servicios de la salud	<b>33.7% (31)</b>	31.5% (29)	14.1% (13)	15.2% (14)	5.4% (5)	92
Tu sentido de seguridad en tu hogar o vecindario	22.8% (21)	27.2% (25)	13.0% (12)	<b>28.3% (26)</b>	8.7% (8)	92
La vitalidad del centro de la ciudad	<b>31.7% (26)</b>	22.0% (18)	19.5% (16)	18.3% (15)	8.5% (7)	82

El costo y disponibilidad de viviendas (para comprar o alquilar)	16.9% (15)	23.6% (21)	14.6% (13)	<b>27.0% (24)</b>	18.0% (16)	89
La calidad, costo y receptividad de los servicios sociales (como servicios para niños, la familia, o personas de la tercera edad)	<b>31.5% (28)</b>	24.7% (22)	15.7% (14)	15.7% (14)	12.4% (11)	89
Las oportunidades para encontrar un buen trabajo que pague bien	8.3% (7)	15.5% (13)	<b>29.8% (25)</b>	26.2% (22)	20.2% (17)	84
Comentarios:						11
<b>answered question</b>						<b>95</b>
<b>skipped question</b>						<b>0</b>

<b>3. ¿Qué es lo que más te gusta de vivir en San Antonio?</b>	
	<b>Response Count</b>
	36
<b>answered question</b>	
<b>36</b>	
<b>skipped question</b>	
<b>59</b>	

<b>4. En tu opinión, ¿cuáles son los mayores retos que San Antonio actualmente enfrenta?</b>	
	<b>Response Count</b>
	29
<b>answered question</b>	
<b>29</b>	
<b>skipped question</b>	
<b>66</b>	

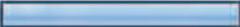
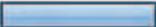
5. Cuando consideras el futuro y cómo se verá en 10 años, ¿cuál es el aspecto de la vida en San Antonio que deseas que se preserve o mantenga?

	Response Count
	31
answered question	31
skipped question	64

6. Cuando consideras el futuro y cómo se verá en 10 años, ¿cuál es el aspecto de San Antonio que cambiarías o mejorarías?

	Response Count
	28
answered question	28
skipped question	67

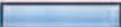
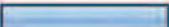
7. En general, ¿cómo calificarías a San Antonio como un lugar donde vivir?

	Response Percent	Response Count
Excelente 	32.9%	28
<b>Bueno</b> 	<b>38.8%</b>	<b>33</b>
Regular 	24.7%	21
Inferior	0.0%	0
Muy inferior 	3.5%	3
Comentarios:		2
answered question		85
skipped question		10

8. Primeramente, eres:			
		Response Percent	Response Count
Hombre		33.0%	31
Mujer		67.0%	63
		0.0%	0
<b>answered question</b>			<b>94</b>
<b>skipped question</b>			<b>1</b>

9. ¿Cuál es tu código postal?		Response Count
		84
<b>answered question</b>		<b>84</b>
<b>skipped question</b>		<b>11</b>

10. ¿En qué categoría está tu edad?

	Response Percent	Response Count
Menos de 18	0.0%	0
18 a 24	0.0%	0
25 a 34 	7.9%	7
35 a 44 	11.2%	10
45 a 54 	19.1%	17
55 a 64 	14.6%	13
65 a 74 	20.2%	18
<b>75 o mayor</b> 	<b>27.0%</b>	<b>24</b>
<b>answered question</b>		<b>89</b>
<b>skipped question</b>		<b>6</b>

11. ¿Cómo te describes? Marca todas las categorías del Censo de los E.E. U.U. que aplican:

	Response Percent	Response Count
indoamericano o nativo de Alaska	0.0%	0
asiático o isleño del Pacífico	0.0%	0
negro o afroamericano	0.0%	0
<b>hispano o latino(a)</b> 	<b>94.4%</b>	<b>84</b>
blanco o caucásico 	4.5%	4
otro (por favor especifica) 	3.4%	3
<b>answered question</b>		<b>89</b>
<b>skipped question</b>		<b>6</b>

12. ¿En qué categoría están los ingresos anuales de tu hogar?

		Response Percent	Response Count
Menos de \$15,000		51.2%	43
\$15,000 a \$24,999		23.8%	20
\$25,000 a \$49,999		20.2%	17
\$50,000 a \$74,999		1.2%	1
\$75,000 a \$99,999		2.4%	2
\$100,000 o más		1.2%	1
answered question			84
skipped question			11

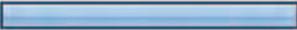
13. ¿Qué nivel de educación tienes?

		Response Percent	Response Count
Algo de secundaria		20.0%	17
<b>Graduado de secundaria</b>		27.1%	23
Algo de universidad		15.3%	13
Graduado de universidad con título de dos años		8.2%	7
Graduado de universidad con título de cuatro años		4.7%	4
Título universitario avanzado		1.2%	1
otro (por favor especifica)		23.5%	20
answered question			85
skipped question			10

14. ¿Cuánto tiempo has vivido en San Antonio?			
		Response Percent	Response Count
Menos de 1 año		1.1%	1
1 a 5 años		12.2%	11
6 a 10 años		7.8%	7
11 a 15 años		7.8%	7
16 a 20 años		8.9%	8
<b>Más de 20 años</b>		<b>60.0%</b>	<b>54</b>
Actualmente no vivo en San Antonio		2.2%	2
<b>answered question</b>			<b>90</b>
<b>skipped question</b>			<b>5</b>

15. ¿Deseas comentar algo adicional acerca de San Antonio mientras contemplamos la visión para el año 2020?	
	Response Count
	13
<b>answered question</b>	<b>13</b>
<b>skipped question</b>	<b>82</b>

# YOUTH SURVEY WITH RESPONSES

1. All things considered, how happy are you with San Antonio today? Would you say that you are:			
		Response Percent	Response Count
Very happy		22.2%	51
<b>Somewhat happy</b>		<b>47.8%</b>	<b>110</b>
Neutral		22.6%	52
Not very happy		4.8%	11
Not at all happy		2.6%	6
		Comments:	42
		<b>answered question</b>	<b>230</b>
		<b>skipped question</b>	<b>4</b>

2. How satisfied are you with the following aspects of life in San Antonio?						
	Very satisfied	Somewhat satisfied	Neutral	Not very satisfied	Not at all satisfied	Response Count
The quality of your school	<b>60.9% (142)</b>	17.6% (41)	10.7% (25)	6.9% (16)	3.9% (9)	233
The parks in your neighborhood	17.2% (40)	<b>30.0% (70)</b>	25.3% (59)	16.3% (38)	11.2% (26)	233
The safety of your neighborhood	<b>34.9% (81)</b>	26.3% (61)	25.0% (58)	9.5% (22)	4.3% (10)	232
Arts and culture opportunities for you	27.0% (63)	<b>28.8% (67)</b>	25.8% (60)	13.3% (31)	5.2% (12)	233
Availability of good paying jobs for you	12.1% (28)	26.7% (62)	<b>37.5% (87)</b>	11.6% (27)	12.1% (28)	232
The way people treat each other	22.0% (51)	<b>37.9% (88)</b>	22.0% (51)	13.4% (31)	4.7% (11)	232
Transportation options to get to where you want to go	16.3% (38)	<b>24.9% (58)</b>	23.2% (54)	21.0% (49)	14.6% (34)	233
How well your opinions are heard	11.6% (27)	21.0% (49)	<b>39.5% (92)</b>	17.2% (40)	10.7% (25)	233
The quality of the natural environment	12.6% (29)	<b>32.0% (74)</b>	28.6% (66)	14.7% (34)	12.1% (28)	231
					Comments:	43
					<b>answered question</b>	<b>233</b>
					<b>skipped question</b>	<b>1</b>

3. What's the best thing to you about San Antonio?	
	Response Count
	190
<b>answered question</b>	<b>190</b>
<b>skipped question</b>	<b>44</b>

4. In your opinion, what's the biggest problem facing San Antonio today?	
	Response Count
	195
answered question	195
skipped question	39

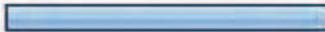
5. When you think about the future ten years from now, what is the most important part of San Antonio that you hope will be PRESERVED or MAINTAINED?	
	Response Count
	192
answered question	192
skipped question	42

6. Again thinking about the future ten years from now, if you could CHANGE or IMPROVE one thing about San Antonio, what would that be?	
	Response Count
	191
answered question	191
skipped question	43

7. What isn't here in San Antonio that you wish would be here in ten years? What's MISSING that would make San Antonio a better place to live?

	Response Count
	184
answered question	184
skipped question	50

8. Overall, how would you rate San Antonio as a place to live?

	Response Percent	Response Count
Excellent 	21.6%	50
<b>Good</b> 	<b>51.9%</b>	<b>120</b>
Fair 	19.5%	45
Poor 	5.2%	12
Very Poor 	1.7%	4
Comments:		22
answered question		231
skipped question		3

9. Overall, how would you rate San Antonio as a place for youth?			
		Response Percent	Response Count
Excellent		12.5%	29
<b>Good</b>		<b>37.9%</b>	<b>88</b>
Fair		34.9%	81
Poor		11.6%	27
Very poor		3.0%	7
	Comments:		36
	<b>answered question</b>		<b>232</b>
	<b>skipped question</b>		<b>2</b>

10. Thinking about the future, do you want to live in San Antonio when you grow up?			
		Response Percent	Response Count
Definitely		12.1%	28
Probably		19.0%	44
<b>Maybe</b>		<b>30.2%</b>	<b>70</b>
Not sure		20.3%	47
Not a chance		18.5%	43
	What would make you want to stay in San Antonio?		104
	<b>answered question</b>		<b>232</b>
	<b>skipped question</b>		<b>2</b>

11. First of all, are you:			
		Response Percent	Response Count
Male		36.5%	81
Female		60.8%	135
		2.7%	6
answered question			222
skipped question			12

12. How long have you lived in San Antonio?		Response Count
		219
answered question		219
skipped question		15

13. In what zip code do you live?		Response Count
		217
answered question		217
skipped question		17

14. How old are you?		Response Count
		218
	answered question	218
	skipped question	16

15. How do you describe yourself? Check as many of these categories taken from the U.S. Census as apply to you:		Response Percent	Response Count
American Indian or Alaska Native	<input type="checkbox"/>	5.4%	12
Asian or Pacific Islander	<input type="checkbox"/>	9.0%	20
Black or African-American	<input type="checkbox"/>	7.2%	16
Hispanic or Latino(a)	<input type="checkbox"/>	43.0%	96
<b>White or Caucasian</b>	<input type="checkbox"/>	<b>49.8%</b>	<b>111</b>
Other (please specify)	<input type="checkbox"/>	9.9%	22
	answered question		223
	skipped question		11

16. What school do you go to?		Response Count
		216
	answered question	216
	skipped question	18

17. What grade are you in?	
	Response Count
	215
answered question	215
skipped question	19

18. Do you have any other comments you would like to make about San Antonio as we think about a vision for the year 2020?	
	Response Count
	93
answered question	93
skipped question	141

# APPENDIX C



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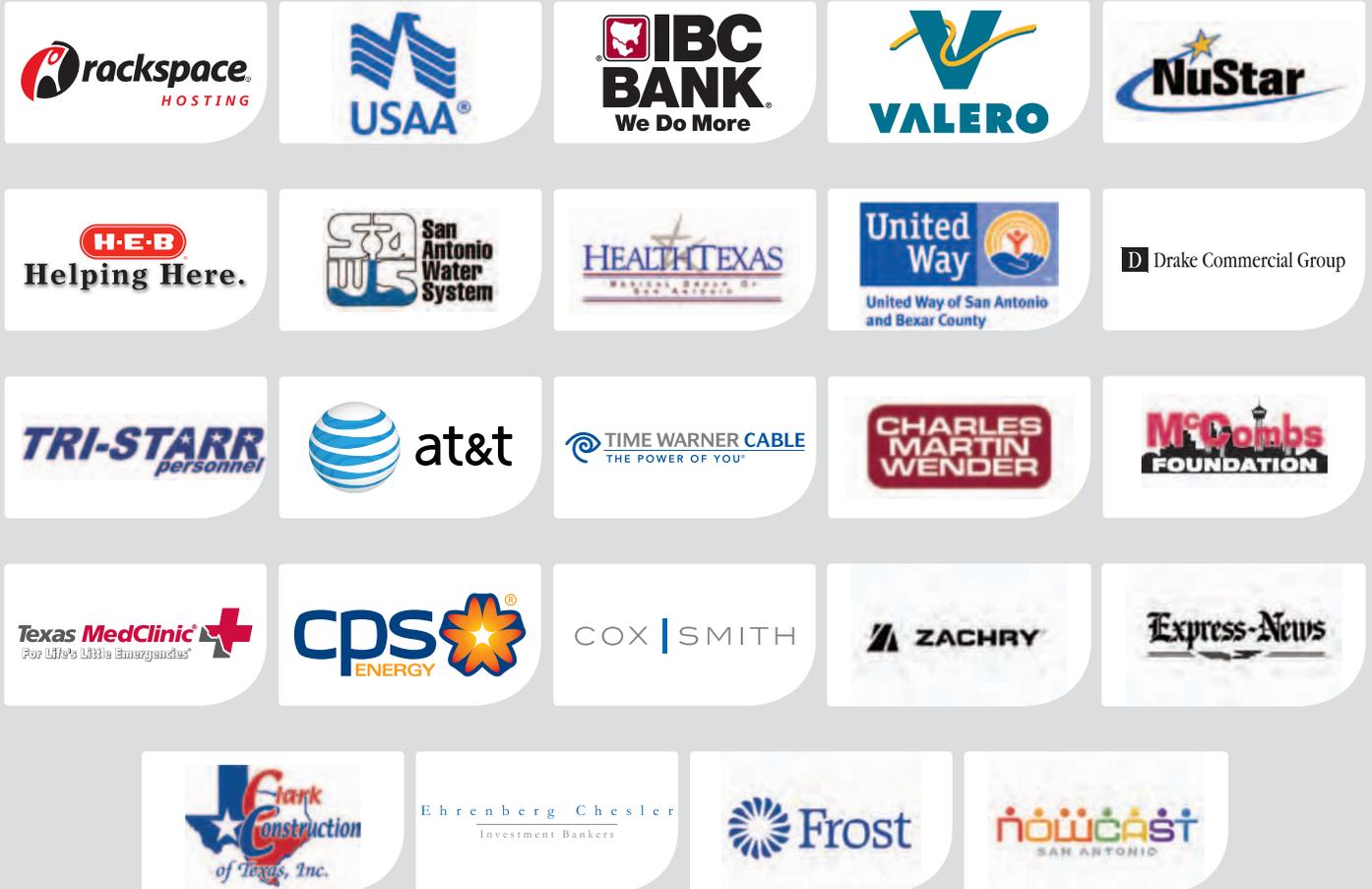
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# THANK YOU SA 2020 CHAMPIONS FOR YOUR GENEROUS SUPPORT



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Mayor Julián Castro and the SA 2020 team thank the many volunteers who assisted with the five SA 2020 Community Meetings, including the management and staff at our host sites: TriPoint YMCA, SAWS Headquarters, McCollum High School/Harlandale I.S.D., Roosevelt High School/North East I.S.D., and St. Mary's University. The overwhelming attendance and productive dialogue at the events was directly linked to the many community facilitators and City staff who assisted our attendees. Our programs were memorable due to the many citizens and spiritual leaders who spoke about our future in inspirational ways. Many individuals worked tirelessly to assist with the planning, logistics and support at all of the events. We are very grateful for your help. And finally, to our youth volunteers, artists and musicians, thank you for sharing your creative talents with San Antonio. Your special gifts did not go unnoticed and we applaud you. May all of our dreams come true by 2020.

