

**CITY OF SAN ANTONIO
OFFICE OF THE CITY MANAGER**

TO: Mayor and City Council
FROM: Sheryl Sculley, City Manager
COPY: Executive Leadership Team
SUBJECT: WORLD HERITAGE WORK PLAN
DATE: November 19, 2015



As a result of a World Heritage designation for the five San Antonio Missions, I asked staff to develop a work plan that identifies specific tasks and deliverables for the next 100 days, the next six months, and over the course of the next year. The attached memo provides a summary of the initial World Heritage Work Plan. We have tentatively scheduled a B Session on December 16th to present and discuss the work plan and receive City Council policy input. The work plan is the effort of several City departments and has also been coordinated with the National Parks Service and the San Antonio River Authority. In an effort to prepare for the B Session, please contact Lori Houston or me with any questions regarding the attachment.

CITY OF SAN ANTONIO
Interdepartmental Correspondence Sheet

TO: Sheryl Sculley, City Manager

FROM: Lori Houston, Assistant City Manager *lh*

COPIES TO: Executive Leadership Team;
Casandra Matej, Director, Convention & Visitors Bureau;
Rene Dominguez, Director, Economic Development Department;
Mike Frisbie, Director, Transportation & Capital Improvements;
John Dugan, Director, Planning & Community Development;
Roderick Sanchez, Director, Development Services

SUBJECT: World Heritage Work Plan

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The World Heritage designation for the five San Antonio Missions will increase visitation and tourist spending, help promote the history and culture of San Antonio, and create jobs and small business opportunities. To prepare for this increased activity and to maximize the benefits, City staff is working with council members and community partners to prepare a World Heritage Work Plan. We have planned a B Session on December 16th to present the plan. The work plan will identify the specific tasks and deliverables for the next 100 days, the next six months, and over the course of the next year.

Outlined below is a summary of the work plan, which includes a civic engagement process that must be incorporated into this effort.

Management and Oversight

Short-Term Actions (Next 100 days)

- The City will advertise for a World Heritage Director who will be responsible for coordinating and managing World Heritage-related projects and implementing the World Heritage Work Plan. The executive level position will be posted this November; interviews will be held in December and the selected candidate will start in January 2016.

Long-Term Actions

- Staff will provide quarterly updates on the World Heritage Work Plan to City Council.

Infrastructure

Short-Term Actions (Next 100 days)

- The Transportation and Capital Improvements (TCI) department will perform an assessment of the infrastructure in the area surrounding the Missions. The

assessment will incorporate infrastructure recommendations and community input from other recent planning efforts including the River South Management Plan, Lonestar Community Plan (2013), and the Roosevelt Corridor Reinvestment Plan (2010). TCI is currently reviewing the Pavement Condition Index scores for the major and local streets, sidewalks, and connectivity to the Missions.

- This initial assessment will be shared at the second public symposium, organized by D3 Councilwoman Rebecca Viagran, on December 5th and will be used to gather more community input on the infrastructure needs in the area. In January 2016, staff and in coordination with the D3 office, will solicit additional input from the River South Subcommittee, which includes representatives from 17 neighborhood associations, and stakeholder organizations and will also meet individually with each of the neighborhood associations in the area. The San Antonio River Authority is assisting with the public engagement effort and will coordinate the meetings in partnership with the City. In February 2016, staff will compile a list of recommended improvements, their costs, and funding sources to include the FY2016 IMP or future IMP programs as well as an initial list of potential projects for the 2017 Bond Program.

Long-Term Actions

- The list of potential projects for the 2017 Bond Program will require more public input and refinement as the capital needs in the area are substantial. By fall 2016, TCI will have a list of projects for consideration by the citizen bond committees after the projects have been scoped and vetted by the neighborhood associations and stakeholder groups.

Wayfinding/Signage and Maps

Short-Term Actions (Next 100 days)

- SARA will lead the wayfinding/signage effort and work with the City, County, NPS, TxDOT, and VIA to develop an inventory of all signage in the area to include pedestrian, street, bus, highway, airport, park, and river signage. The inventory will be complete in January 2016. Once the inventory is complete, SARA will develop a work plan for the replacement of the existing signage and potentially the addition of more signage. The initial plan will be complete in February 2016.
- SARA is currently replacing the directional signage on the Mission Reach and along the portals between the river and the Missions. Additionally, the Mission Reach maps will be updated to reflect the World Heritage designation. This will be complete by late February 2016.
- The Convention and Visitors Bureau will design and develop maps that will be available on line, in visitor centers, and at other visitor-oriented businesses. The maps will provide information about the best way to travel to the World Heritage Sites by different modes of transportation: bicycle/foot, bus, trolley, or car. Maps will be complete in February 2016.

Long-Term Actions

- SARA will have a first draft of the signage work plan complete in February 2016; however, fabrication of signage and its installation will require an additional 6 to 9 months.

Transportation

Short-Term Actions (Next 100 days)

- The infrastructure assessment performed by TCI will include an assessment of the existing bicycle network and the improvements necessary to travel to all 5 Missions via bicycle. The Mission Reach provides a safe bicycle route to 4 of the 5 Missions but the connection between the Alamo and the Mission Reach must be improved. An initial assessment and recommendation will be developed by February 2016.
- TCI and CCDO are assessing the current tour bus routes and will identify additional routes that may be utilized. Currently, VIA and the private tour buses only travel to 3 of the 5 Missions. The bus routes for both are primarily along Mission Road which accommodates a large amount of bus traffic on a daily basis. City staff will engage VIA about the addition of bus stops near Mission San Juan and Mission Espada and will also meet with private operators to determine if and when they will be providing a tour option of all 5 Missions.
- Bus routes will also be discussed in the December 5th symposium and the public meetings that SARA will facilitate in January.
- Staff, in partnership with the neighborhood associations, will develop tour routes to ensure safe access to the Missions and to preserve neighborhoods. Staff will also work with the National Park Service (NPS), neighborhood associations, and area businesses to develop a parking plan for each Mission that will address the location and regulation of off-site parking opportunities. These recommendations will be presented to City Council by March 2016.
- City staff will also coordinate with Google maps and other online applications to make sure they are reporting correct routes for each mode of transportation. This effort is currently underway.
- Finally, staff will work with public partners to develop a maintenance and beautification plan for various routes to the Missions. The plan will address public rights of way as well as code enforcement. This plan will be presented in March 2016.

Economic Development and Incentives

Short-Term Actions (Next 100 days)

- The December 5th symposium will include a breakout session on economic development. The goal of the session is to better understand the types of business the community would like to see in the area and the services that will be necessary to help facilitate business development and service the visitors. The Economic Development Department and Café Commerce are leading this effort. SARA will assist in coordinating stakeholder meetings in January.
- Based on public input, EDD will develop an incentive policy for small business development within the World Heritage area.

Long-Term Actions

- Staff will present an economic development policy to City Council for consideration in spring 2016.

Planning and Zoning

Short-Term Actions (Next 100 days)

- The Office of Historic Preservation will develop a Heritage Impact Assessment that will assist staff in the review of projects that may adversely impact the Outstanding Universal Value of the Missions. The document will be presented to City Council for consideration in February 2016.
- The Planning and Community Development Department will perform an inventory of all neighborhood plans, zoning initiatives, and overlay districts within the World Heritage area. This information will be shared at the 3rd symposium in January and attendees will be asked to provide feedback on land use and regulation. Staff will also solicit additional input from the River South Subcommittee, which includes representatives from 17 neighborhood associations and stakeholder organizations, and will also meet individually with each of the neighborhood associations in the area.

Long-Term Actions

- The Planning and Community Development Department will present recommendations to City Council in May 2016. Recommendations will address land use and the potential consolidation or updates to neighborhood plans.

Marketing and Outreach

Short-Term Actions (Next 100 days)

- The Convention and Visitors Bureau (CVB) includes tours of the Missions in their tour packages and also offers tours guided by a Native American descendent. CVB has developed specialty tours to target volunteer tourists and millennial tourists. These new tours are available today and include volunteer opportunities, park ranger for the day experience, the choice of cycling or kayaking, and a guided evening lantern experience at Mission San Jose. New tours will be developed and marketed based on feedback from specialty tours.
- CVB will develop an additional certification for Certified Tourism Ambassadors specific to the World Heritage Missions. The additional certification will provide opportunities for tour guides, docents, and tourism staff to better service the World Heritage Tourist. Assistance from NPS on interpretation will be included in the development of new training. The certification program will be available in April 2016.
- CVB is updating all of its marketing collateral to include the World Heritage Designation. The collateral includes the Visitor's Guide, maps, rack cards, and itineraries. All collateral will be updated by March 2016.

- The World Heritage Designation is highlighted in the San Antonio International Airport video in baggage claim. CVB staff is working with the Aviation Department to incorporate the World Heritage Designation in the public service announcements and other marketing initiatives.
- The World Heritage marketing budget for FY 2016 is \$250,000. The marketing budget is administered by Proof Advertising and includes targeted emails to World Heritage Travelers, digital advertising in National Geographic, print advertising in the United Kingdom and UNESCO publications, and digital advertising targeting Germany, the UK, and Canada. Additionally, future CVB travel missions to Canada, UK, Mexico, and Germany will include the World Heritage Designation as the key media pitch.
- The CVB in partnership with the City, NPS, and SARA staff is developing the scope of work to advertise for the development of a World Heritage Missions Application. The app will provide basic information regarding directions, transportation, lodging, history, and tours. The app must be interpreted in multiple languages and incorporate the World Heritage Brand. The RFP will be advertised in February 2016.

Long-Term Actions

- The contract with the selected vendor for the World Heritage Missions Application will be presented to City Council for consideration in May 2016.
- Based on the impact of international World Heritage visitation, CVB may begin a more concentrated effort to attract international meetings to San Antonio.

The work plan will be coordinated with the Alamo area master plan effort. Additional items to the work plan may be added as a result of the public input process during the next 3 months. Please contact me with any questions or comments.