



**NOTICE THAT A REGULAR CALLED MEETING OF THE
SAN JUAN ECONOMIC DEVELOPMENT CORPORATION
BOARD OF DIRECTORS**

Location: San Juan City Hall
512 S. Nebraska Ave.
E.O.C. Room (2nd Floor)
San Juan, Texas 78589
Tuesday, November 5, 2024
6:00 PM

At any time during the course of this meeting, the San Juan EDC Board of Directors may convene into Executive Session under Texas Government Code Section §551.071 (2) to consult with its legal counsel on any subject matter on this agenda in which the duty of the attorney to the Board of Directors under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with Chapter 551 of the Texas Government Code. Further, at any time during the course of this meeting, the San Juan EDC Board of Directors may retire to Executive Session to deliberate on any subject slated for discussion at this meeting, as may be permitted under one or more of the exceptions to the Open Meetings Act set forth in Title 5, Subtitle A, Chapter 551, Subchapter D of the Texas Government Code. On matters requiring a public hearing, all persons desiring to speak during a public hearing shall sign in with the presiding clerk prior to the scheduled public hearing.

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL

IV. PUBLIC COMMENTS

V. DIRECTOR'S REPORT

1. - San Juan EDC ad for the Renaissance Cancer Foundation, Feel the Love Gala, Saturday, November 16, 2024, at Edinburg Conference Center at Renaissance at 6:00 p.m.
- Placer.ai, San Juan EDC September 2024 Leakage Report.

VI. DISCUSSION AND POSSIBLE ACTION ON ALL OF THE FOLLOWING MATTERS:

1. Discussion and Possible Action, if any, on "Downtown Revitalization Plan.
2. Discussion and Possible Action, if any, on the Organization of the EDC Board.

VII. CONSENT AGENDA

1. Approval of the following minutes:
 - September 3, 2024
 - September 17, 2024

VIII. EXECUTIVE SESSION

1. The San Juan Economic Development Corporation will Convene in Executive Session, in Accordance with Texas Open Meeting Act, Vernon Statutes and Codes Annotated, Government Code Chapter §551.071 (Consultation with Attorney) and Texas Government Code §551.087 (Deliberation Regarding Economic Development Negotiations).
 - A. Pursuant to Section §551.087, ECONOMIC DEVELOPMENT NEGOTIATIONS; Deliberation Regarding Financial Incentive to a Business Prospect.
 - A. Project Cop
 - B. Project Burger
 - C. Project Energize

- B. Pursuant to Section §551.071 Consultation with Attorney and Section §551.087, ECONOMIC NEGOTIATIONS; Deliberation Regarding EDC Real Estate Properties.
- C. Pursuant to Section §551.074 PERSONNEL MATTERS; Discussion of the Appointment, Employment, Evaluation, Reassignment, Duties, Discipline or Dismissal of a Public Officer or Employee (Executive Director EDC).
- D. Pursuant to Section §551.074 PERSONNEL MATTERS; Discussion and Possible Action on Hiring an EDC Executive Director or an Assistant.

IX. RECONVENE

1. The San Juan Economic Development Corporation will Reconvene into Open Session to Take Necessary Action, if any, in Accordance with Chapter 551, Open Meeting Subchapter E, Procedures Relating to Closed Meeting 551, Requirements to Vote or Take Final Action in Open Meeting.
 - A. Pursuant to Section §551.087, ECONOMIC DEVELOPMENT NEGOTIATIONS; Deliberation Regarding Financial Incentive to a Business Prospect.
 - A. Project Cop
 - B. Project Burger
 - C. Project Energize
 - B. Pursuant to Section §551.071 Consultation with Attorney and Section §551.087, ECONOMIC NEGOTIATIONS; Deliberation Regarding EDC Real Estate Properties.
 - C. Pursuant to Section §551.074 PERSONNEL MATTERS; Discussion of the Appointment, Employment, Evaluation, Reassignment, Duties, Discipline or Dismissal of a Public Officer or Employee (Executive Director EDC).
 - D. Pursuant to Section §551.074 PERSONNEL MATTERS; Discussion and Possible Action on Hiring an EDC Executive Director or an Assistant.

X. ADJOURNMENT

I, the undersigned authority, do certify that the above agenda of said regular meeting/workshop of the San Juan Economic Development Corporation is a true and current copy, and that said notices were posted at San Juan City Hall, 512 S. Nebraska Ave., San Juan, TX, San Juan EDC office, and San Juan EDC website, www.sanjuanedc.com at a place convenient and readily accessible to the general public, at all times, and said notice was posted on 1st of November 2024, and will remain posted continuously for at least 72 hours preceding the scheduled time of the said meeting in compliance with Chapter 551 Texas Government Code (Open Meeting Act).



Ben Arjona
City Manager/Executive Director
San Juan Economic Development Corporation

AGENDA ITEM AND RECOMMENDATION SUMMARY
CITY COMMISSION REGULAR MEETING
NOVEMBER 5, 2024

- San Juan EDC ad for the Renaissance Cancer Foundation, Feel the Love Gala, Saturday, November 16, 2024, at Edinburg Conference Center at Renaissance at 6:00 p.m.
 - Placer.ai, San Juan EDC September 2024 Leakage Report.
-

STAFF COMMENTS AND RECOMMENDATIONS:

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- Placer.ai, San Juan EDC September 2024 Leakage Report.

RECOMMENDATION:

PREPARED BY:

Martha Patterson,
Administrative Asst.

APPROVED BY:

Benjamin Arjona, City
Manager

2024 Renaissance Cancer Foundation

San Juan EDC Ad
For
Feel the Love Gala

SAN JUAN EDC

ECONOMIC DEVELOPMENT CORPORATION



EMPOWERING GROWTH - LET'S DO BUSINESS, TOGETHER!

2024 Renaissance Cancer Foundation

Feel the love Gala

Saturday, November 16, 2024

6:00 PM Doors Open | 8:00 PM Show Starts

Edinburg Conference Center at Renaissance

118 Paseo Del Prado | Edinburg, Texas

Before The Show: Heavy Hors D'oeuvres & Cocktail Reception

All Night: Open Bar With Champagne, Wine, Margaritas & Beer

After The Show: Dessert & Artist "Meet & Greet" Opportunity

*Net proceeds from
this event benefit the*



**RENAISSANCE CANCER
FOUNDATION**

The Renaissance Cancer Foundation is a registered 501(c)(3) non-profit organization.

Your donation and sponsorship are tax-deductible to the extent allowable by law.

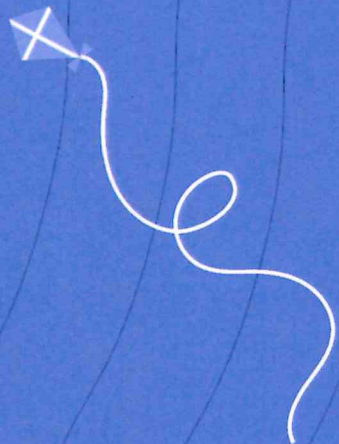
San Juan EDC
September 2024
Leakage Report



San Juan EDC

Monthly Report - September 2024





Retail Leakage

September 2024

Retail Leakage - Jersey City EDC

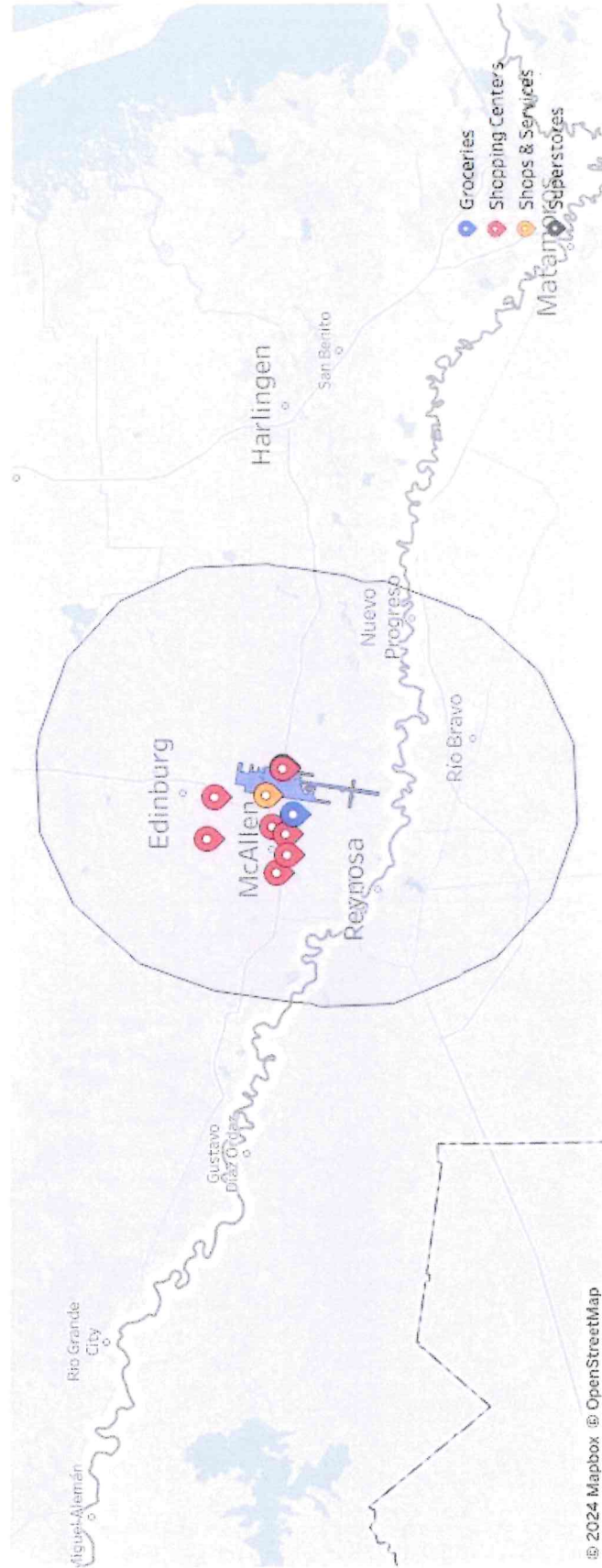


Leakage Analysis - Residents: San Juan TX

Unmet Demand in my Region

23 Sep 2023 - 22 Sep 2024

Category (All) Show Top 10



© 2024 Mapbox © OpenStreetMap

Leakage by residents is shown for all locations within 15 miles of the region boundaries

Retail Leakage - Jersey City EDC



Category Type

Group

Leakage by Category from San Juan TX

Retail Leakage Outside My Boundaries

Category	# of Stores	Residents	Resident Visits
Apparel	106	38.11K	1,101.85K
Beauty & Spa	106	20.90K	120.92K
Dining	676	44.03K	5,224.17K
Education	2	0.39K	1.12K
Electronics	94	26.94K	184.69K
Fitness	45	16.38K	490.51K

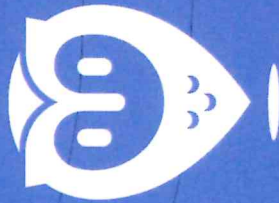
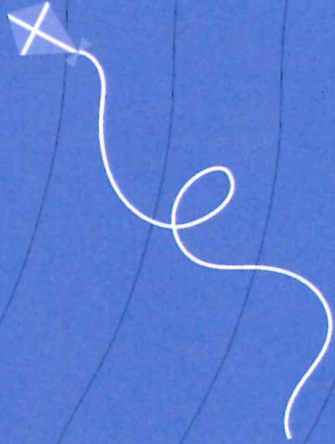
Retail Leakage - Jersey City EDC



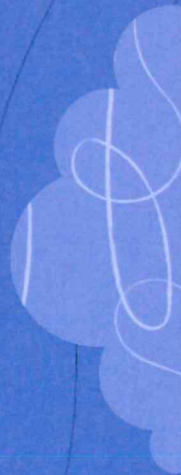
Leakage by Entity from San Juan TX

Category
(All) ▼

Entity	Category	Residents	Visits	Avg. Spend (\$)	Avg. Home Distance (mi)	Avg. Work Distance (mi)
Walmart 1421 W Frontage Rd, Alamo	Superstores	34.88K	812.60K	53.38	1.67	5.76
Pharr Town Center 500 N Jackson Rd, Pharr, TX 78577	Community Shopping Centers	32.88K	567.51K	--	3.43	4.78
H-E-B 1300 S Cage Blvd, Pharr	Groceries	18.59K	432.87K	44.66	2.31	4.68
Las Tiendas 724 E Expressway 83, McAllen, TX 78503	Community Shopping Centers	27.39K	397.21K	--	4.04	5.13
La Plaza Mall 2200 S 10th St, McAllen, TX 78503	Regional Mall's	0.02K	393.98K	--	5.57	6.15



Thank You!



AGENDA ITEM AND RECOMMENDATION SUMMARY
CITY COMMISSION REGULAR MEETING
NOVEMBER 5, 2024

Discussion and Possible Action, if any, on "Downtown Revitalization Plan."

STAFF COMMENTS AND RECOMMENDATIONS:

This Agenda item will appear until the "Downtown Revitalization Project: is completed.

RECOMMENDATION:

Board Request

PREPARED BY:

Martha Patterson,
Administrative Asst.

APPROVED BY:

Benjamin Arjona, City
Manager

AGENDA ITEM AND RECOMMENDATION SUMMARY
CITY COMMISSION REGULAR MEETING
NOVEMBER 5, 2024

Discussion and Possible Action, if any, on the Organization of the EDC Board.

STAFF COMMENTS AND RECOMMENDATIONS:

RECOMMENDATION:

PREPARED BY:

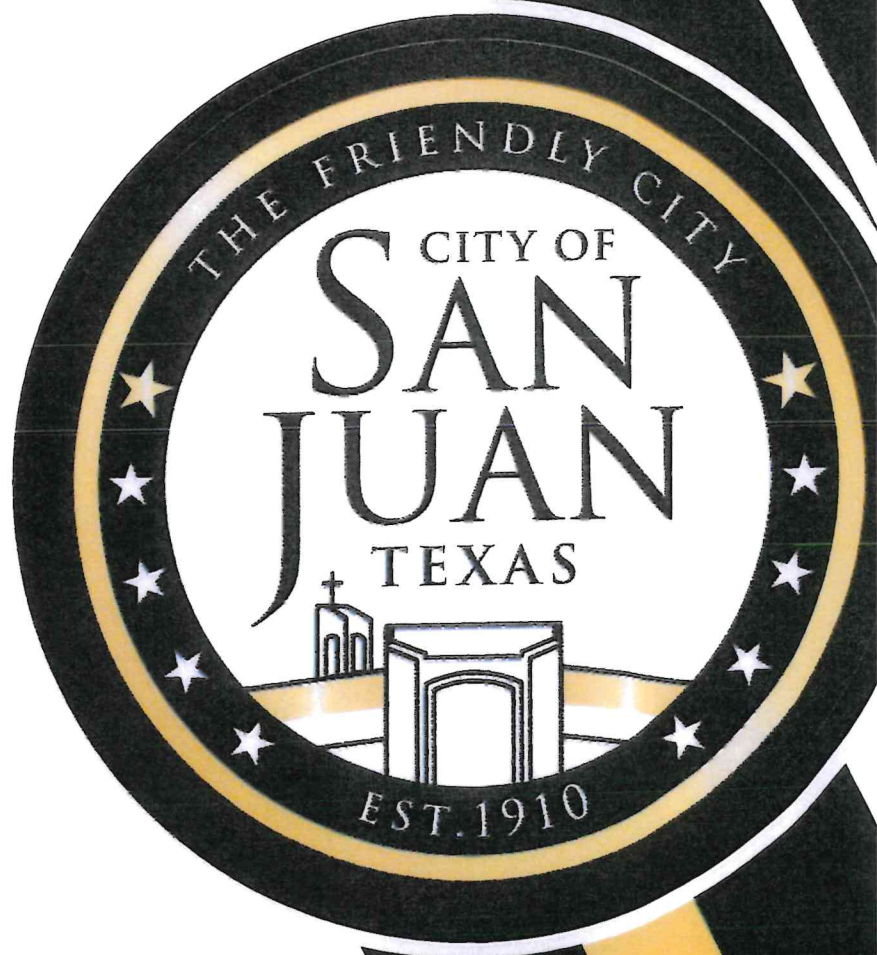
Martha Patterson,
Administrative Asst.

APPROVED BY:

Benjamin Arjona, City
Manager

City of San Juan

DOWNTOWN COMMERCIAL DEVELOPMENT PLAN



(956) 223 - 2200



www.sjtx.us

ACKNOWLEDGMENTS

The following entities and organizations were involved in the creation of this plan. The San Juan community was consulted and helped guide the development of the plan through surveys and public engagement events.

San Juan Economic Development Corporation Board

Benjamin Arjona – Executive Director/City Manager

Marco "Markie" Villegas - President

Adina "Dina" Santillan – Vice President

Jesus "Jesse" Ramirez – Treasurer/Secretary

Ernesto "Neto" Guajardo – Board Member

Armando Garza Jr. – Board Member

Pedro "Pete" Garcia – Board Member

Ellie Santillan – Board Member

City of San Juan

Monica Gomez – Interim Director of Planning

Efrain Osorio – Engineering & Graphic Technician

Consultants

ERO Architects

Broadbuss Planning

Dunaway

Melden & Hunt, Inc.

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EXECUTIVE SUMMARY

In January 2024, the San Juan Economic Development Corporation (EDC) procured a team of planners, architects, and engineers to create a Commercial Development Plan for downtown San Juan to bolster local businesses and set forth a plan to increase economic activity in the area. It was understood by the team that to achieve this goal the city would need to invest in making the downtown area an attractive, vibrant, and active space for San Juan residents first. The crux of the planning process was engagement with the public and building a consensus within the community to gain buy-in and ownership in the plan. Six key categories were identified for pursuing specific goals set out by the community and the EDC:

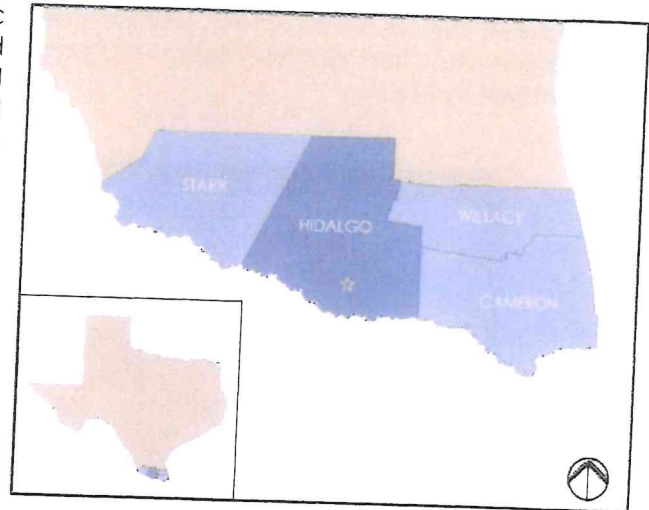


Figure 1.1

- Design Guidelines
- Parking & Infrastructure
- Policies & Programs
- Arts & Culture
- Catalyst Sites
- Immediate Action Items

The corresponding goals are as follows:

- Invest in local businesses
- Bring dollars to downtown
- Link Basilica and downtown
- Attract future residents
- Spur economic activity downtown
- Improve pedestrian experience
- Right-size parking infrastructure

STUDY AREA

Part of the initial survey sent out to the public during the planning process gathered data on the community's perceived location of "downtown" San Juan. Since the city has developed and expanded over time, with new informal boundaries such as the interstate highway being introduced, the boundaries of what defines "downtown" have been softened. With input from the community and the planning team, the project boundary shown below was established for downtown San Jaun.

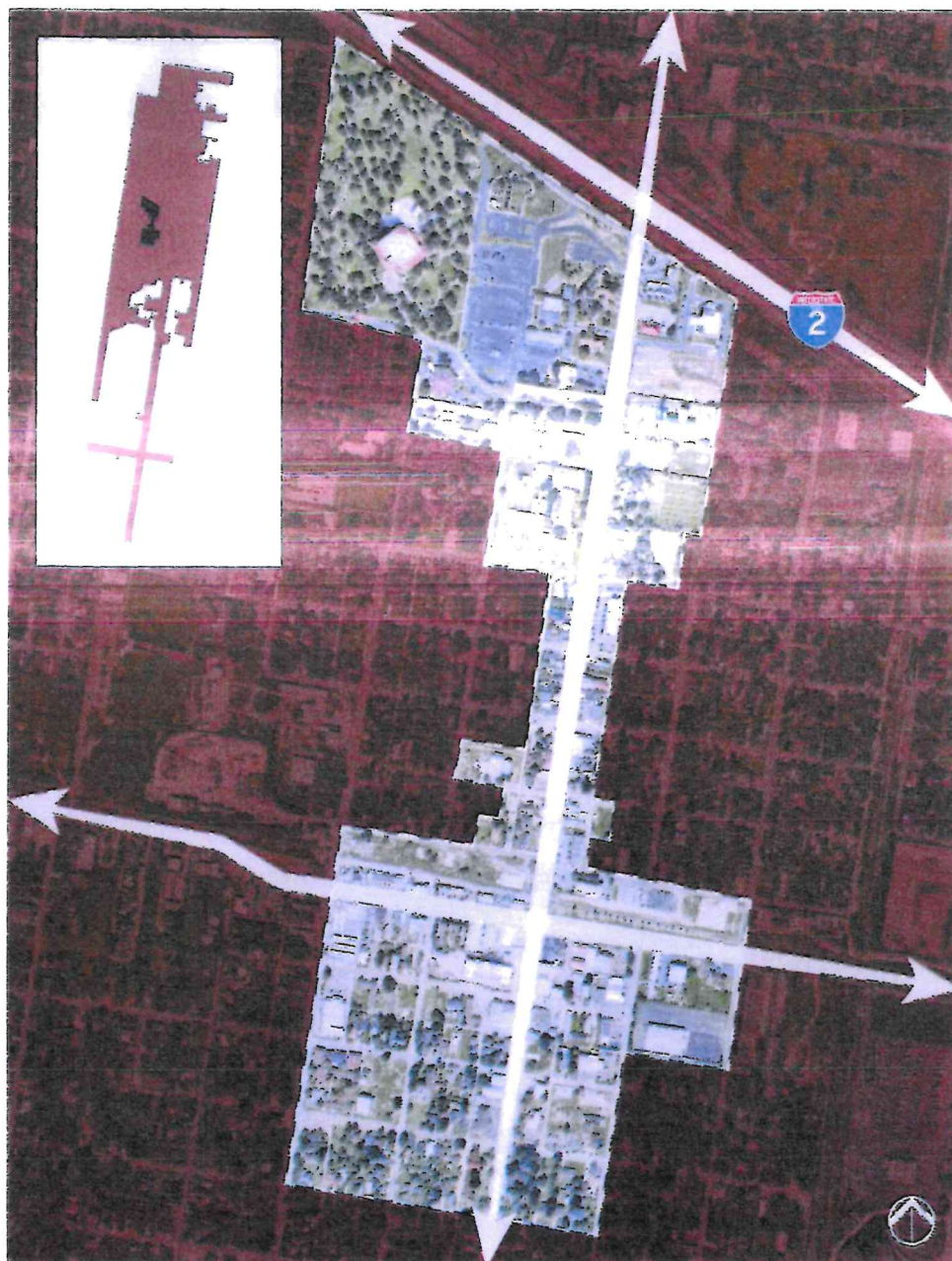


Figure 1.2

The Commercial Development Plan comes on the heels of extended efforts by the City and EDC to invest in and strengthen the image of downtown San Juan. These efforts include the construction of a new City Hall, a new fire station, and planned revitalization of the public Right-of-Way at Nebraska Avenue from Interstate 2 to 9th Street. The CDP builds upon these efforts in several ways, including the continuation of design elements in the Nebraska Avenue Revitalization Plan to the surrounding blocks. These elements include street lighting, landscaping, signage, and infrastructure improvements. This plan represents the next step in investing in San Juan to create a vibrant downtown and robust economic landscape for the benefit of San Juan residents and businesses. Core plan chapters are summarized below.

DOWNTOWN OPPORTUNITIES

Opportunities for the downtown area were summarized by land use type and infrastructure categories. The include the following:

- New retail/restaurants
- Shared and designated parking
- Open space/park designation
- Mixed-use/multifamily housing
- Wayfinding/signage
- Landscaping improvements
- Sidewalk improvements
- Alley designations and improvements
- Adding sufficient and dark-sky compliant lighting
- Designated bike lanes

CATALYST SITES

As an example, several key sites were identified to develop possible development scenarios that could capture the desires of the community for available amenities in downtown San Juan.

Mixed-Use Development

This catalyst site scenario at the corner of Business 83 and Nebraska Avenue could provide residential, commercial and cultural spaces, fostering a dynamic downtown environment. There is also an opportunity here for flexible district parking that could be restricted or shared depending on the time of the day or day of the week.

San Juan Plazita

This catalyst site scenario could transform the block across from City Hall into a cultural hub with parks, arts areas, and commercial spaces to serve the community, increase property values, and attract new businesses.

Lincoln Street Activation

A portion of Lincoln Street between Business 83 and W 6th Street could be dedicated for scheduled pedestrian-only activity, with patio-like seating or stalls for a weekend market. This type of area could help the community feel safer being pedestrians in a space that has heretofore been mostly characterized by vehicular traffic. An important aspect of this catalyst scenario is that it would only use the southern half of the block, leaving access to the existing mechanic shop open to vehicular traffic. None of the scenarios or programs discussed in this plan want to create any type of hardship for existing businesses, rather they aim to bolster existing businesses and help them serve the community the best they can.

Sustainable and Smart Infrastructure

Implementing sustainable practices and smart infrastructure can attract eco-conscious businesses and residents. This could include things like green building standards, smart technologies, and public transit and mobility measures.

PARKING AND TRANSPORTATION

Parking was one of the most discussed topics in the public engagement portion of this plan. The available parking downtown in San Juan, currently available, with the exception of the Nebraska Avenue improvements could accommodate over 111,000 square feet of retail or 168,000 square feet of office space. Improvements to shared parking and the possible construction of a structured parking garage can increase the availability of parking within the core downtown area.

As the number of businesses and visitors to downtown San Juan increase, it is important that traffic and parking conditions can meet this increased demand. At the public and business meetings, parking and traffic were repeated concerns by the participants. Planned improvements can help ensure that downtown has capacity to meet the growth. Strategies include procuring a dedicated parking study for the downtown area, improving on-street parking on side streets, district parking, improved parking lot standards, and the generation of a standard cross-parking agreement.

DESIGN AND REGULATION TOOLS

The 2019 Comprehensive Plan for the City of San Juan determined that a mixed-use environment would be preferable for the downtown commercial area from the Interstate to 9th Street along the Nebraska Corridor. The plan stated that the intent of mixed-use was to allow and promote the development of land or buildings with two or more different uses, including residential, office, retail, public or entertainment in a more urban form.

The principles governing the best practices of modern urban planning have evolved a great deal over the past several decades. This is best represented by the explosive growth of the idea of New Urbanism. The base concept of New Urbanism is to move toward improving the pedestrian experience and establishing it as a priority above the vehicular access in the city planning process. Developing codes and ordinances that reflect this type of built environment can improve the experience of downtown San Juan while providing the access needed to vehicular traffic to enhance the economic vitality of the community.

A few of the available tools and strategies include:

- Overlay Zoning District
- Mixed-Use Commercial Buildings

- Building Facades
- Setbacks
- Screening and Fencing
- Signage

BUSINESS SUPPORT POLICIES & PROGRAMS

In order to assist the City and Economic Development Corporation in forming financial policies to enhance the downtown area, various organizations and business support groups may be utilized to finance redevelopment, attract new businesses and property owners, and develop social and commercial community events sponsored by companies to bring attention to the downtown area. There are plenty of tools to help support businesses in the downtown area, including:

- Municipal Management District
- Tax Increment Finance District
- Capital Public Improvement District
- Public Improvement District
- Small Business Administration Training
- Texas Main Street Program

PLACEMAKING ELEMENTS

For the downtown area to be successful, it must attract people through meaningful activities and an inviting ambiance. Downtown cannot be weakly offered; it must fully meet market expectations and establish a strong core activity that legitimizes it as a significant civic and cultural center. Currently, the downtown area suffers from a lack of differentiation and a coherent sense of place, competing with itself rather than creating a well-defined identity. By offering a diverse range of activities and land uses, downtown San Juan can support multiple layers of engagement, enhancing both its purpose and appeal. Increased programming and improved communication strategies will help activate the downtown, transforming it into a vibrant civic and community hub. This plan highlights specific placemaking elements that can help activate the downtown area.

EFFECTIVE IMPLEMENTATION

Implementing the downtown commercial development plan successfully involves doing the right things first to gain momentum. Prioritizing the necessary policies, programs, and strategies is crucial to focusing energy on the right initiatives at the right time. This plan includes detailed explanations of the strategies available to the City and EDC with the following timelines attached:

- Short-term: Within three years, by 2027
- Mid-term: Within the next six years, by 2030
- Long-term: Within the next ten years, by 2034

Strategies can be completed sooner than the timeframe indicated should funding, partnerships, or downtown context or opportunities arise.

DEVELOPER ENGAGEMENT

To foster a dynamic and sustainable transformation of San Juan's downtown, active and strategic engagement with developers across retail, hospitality, multifamily, and mixed-use sectors is paramount. Recognizing that each sector operates with distinct priorities and investment criteria, the City's approach must be tailored to align with their specific goals, while leveraging the broader economic vision embedded in the Commercial Development Plan. This section outlines a comprehensive engagement strategy designed to cultivate partnerships, drive investment, and realize the city's vision of a revitalized and vibrant downtown. By providing a clear framework for collaboration, incentives, and long-term planning, San Juan aims to position itself as an attractive destination for innovative and impactful development.

IMMEDIATE ACTION ITEMS

With a plan set out for how to achieve the goals set out in this document, where does it begin? What can happen today? There are a few things that are already underway, described previously, and others that can provide good steppingstones on the path to a vibrant and active downtown San Juan.

- Continue Nebraska Avenue Revitalization
- Initiate Policy Change
- Develop Downtown Business Grants
- Engage Partners & Investors
- Market Feasibility & Retail Analysis

In order to spur economic development in downtown San Juan and bring vitality to the area, the City and the Economic Development Corporation will need to work together to enact holistic changes that first serve existing residents and businesses and then attract outside dollars from investors, developers, and tourists. The ultimate goal is to create a place where residents feel they belong and that they can enjoy with other members of their community. The community's sense of ownership over a place is essential to prolonged and meaningful revitalization and the City and EDC can help spur this by collaborating with local, state, and national agencies to offer grants, business training, and adequate infrastructure. Demand and opportunity will draw outside investment from developers, businesses, and tourists. This Commercial Development Plan outlines goals and strategies within key categories to help get downtown San Juan moving in the direction of long-term economic revitalization.

INTRODUCTION

COMMUNITY CONTEXT

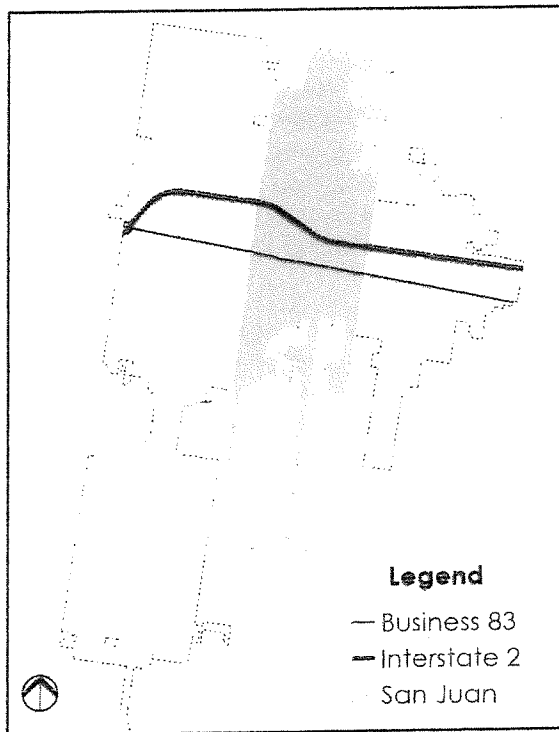


Figure 2.1

The City of San Juan is located in Hidalgo County and is one of the many communities that make up the Rio Grande Valley (RGV), along the Texas-Mexico border. Neighboring communities include the City of Pharr to the west and the City of Alamo to the east. The city has a total area of 11.5 square miles and is part of the McAllen-Edinburg-Mission metropolitan area. Two major highways run through the city, US Business 83 and Interstate 2.

Downtown San Juan is the oldest part of the city, with local character built on the connection to the Rockdale, Sandow & Southern Railroad. The downtown street grid centered on Nebraska Avenue, and residences set it apart from the rest of today's growing City, which is predominantly residential in character with areas of commercial concentration along major arterials and the interstate. While the heritage character of downtown is unique today, the district must address existing challenges in order to ensure that new public and private development reinforce and strengthen the character of the area, even as the district is reborn to serve as a thriving commercial and civic center of the City of San Juan. The intent of the Downtown Commercial

Development Plan is to identify and document critical issues facing downtown San Juan today, present strategies and initiatives that will address those issues, and to assemble a toolkit of implementation approaches. Downtown San Juan presents an opportunity to establish a district of civic identity that citizens of San Juan and visitors will reference to define the City and its culture.

HISTORY

The San Juan, TX townsite is on land that was part of two Spanish grants made in 1767 to Narciso Cabazos and José María Ballí. The grantees and their heirs occupied the land well into the 1850s, most likely working as subsistence farmers and cattle and sheep ranchers.

The City was organized in 1909 by John Closner, who purchased 406 acres of land and named the town after himself, using the Spanish name "Juan." At that time, the town had merely 175 people. The arrival of the San Antonio & Aransas Pass (SA&AP) Railway in 1903, which extended its rails south toward the Rio Grande Valley, was a significant factor in the town's development. Southern Pacific (SP), the owner of SA&AP, aimed to compete with the St. Louis, Brownsville & Mexico (SLB&M) Railway, which was building into the Valley from Houston. In the late 1920s, Missouri Pacific (MP) constructed branch lines from Edinburg, creating a north/south line from San Juan to Faysville. This line provided an alternate route for SLB&M's McAllen traffic to access the main line through Raymondville instead of Harlingen.

San Juan became an agricultural hub, with crops such as cotton, oranges, and various vegetables thriving due to the railroad's presence, which facilitated transportation. In 1922, the city invested in a new waterworks system, and by 1924, it had constructed a cotton compress, a cannery, and a cotton gin. The San Juan Hotel around this time as the city was growing and, served as a regional gathering place for local business leaders and land speculators during the Magic Valley era of the 1920s and 1930s. It was meant to draw business to the new downtown area and provide a centralized location for hosting land parties.

In 1945, San Juan was home to the largest plants in the South for manufacturing concrete pipes for irrigation drainage. It also had citrus fruit and vegetable packing houses, a shippers' equipment manufacturing plant, and an iron foundry. The community was known for the Bougainvillea Trail of Texas. By the 1960s, the hotel began to decline and eventually closed for general business. However, in the 1980s, the Sigle family bought and restored it, earning state landmark status. It served the community for a few more years before falling into disrepair again and being purchased by the City of San Juan.

San Juan is also notable for the historic Virgen de San Juan del Valle Shrine, which houses the statue of Our Lady of San Juan. The 1949 replica of the original statue dating to the 1600s, venerated at San Juan de Los Lagos, Mexico. The San Juan icon survived the destruction of the shrine in 1970 when a small plane crashed into the shrine's roof and exploded. The current shrine, reconstructed and elevated to Basilica status, is now a national shrine that conducts weekly mass and accommodates pilgrims visiting the shrine and its statue.



Figure 2.2

In recent years, San Juan has seen infrastructural developments such as the approval of the TxDOT application for Interstate 2 by the American Association of State Highway and Transportation Officials (AASHTO) on May 5, 2013. The route, part of the plan to join the two branches of IH 69 in the Rio Grande Valley. Interstate 2 comprises a well-traveled freeway across the Rio Grande Valley in South Texas, overlaying U.S. 83 for 46.8 miles and running east from Palmview through San Juan and other surrounding cities.

In April 2024, the National Parks Services shared that the Jackson Ranch Church and Martin Jackson Cemetery will be included in the National Underground Railroad Network to Freedom program as these locations once served as a gateway to Mexico for enslaved people seeking freedom.



Figure 2.3

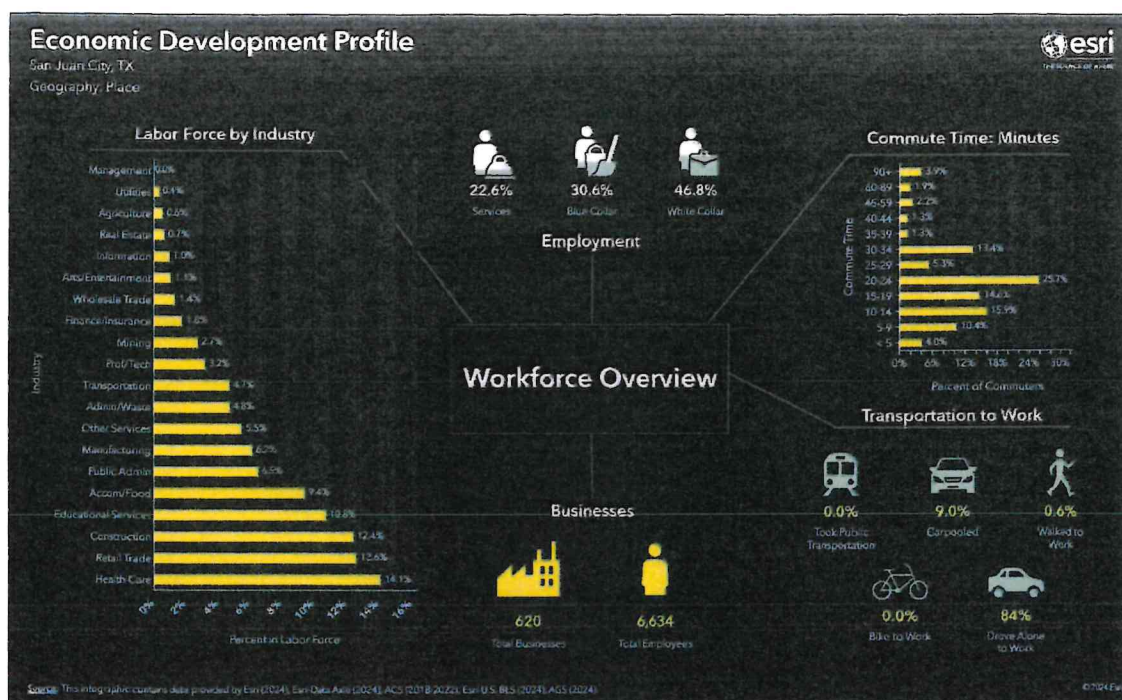
In 1998, legislation titled the National Underground Railroad Network to Freedom of 1998 was passed which created the Network to Freedom program. This program was created to honor, preserve, and promote the history of resistance to enslavement through escape and flight. Historians estimate that between 4,000 to 10,000 enslaved Black people may have migrated south though there is little documentation about the Underground Railroad to Mexico. Including these sites will aid in the quest to achieve historic site designation.

DEMOGRAPHICS

The city has seen a steady increase in population from 2021 to 2024. Gen Z (29.8%) and Millennials (23.1%) are the two largest generations present in San Juan followed by Generation X (19%). The top three labor categories are healthcare, retail trade, and construction. An overwhelming percentage of residents drove alone to work (84%) with 9% carpooling and 0.6% walking to work.

The city has a higher median household income and median property value compared to Hidalgo County's amounts. The city's median household income is \$51,039 and the median property value is \$133,696 while for the same period, the county's median household income was \$49,371 and median property value was \$112,700. San Juan received a 133 on the Housing Affordability Index, indicating that San Juan residents earning a median income are able to afford more than a median-priced home in the area.

Compared to the state of Texas (12.4%) there are significantly more people over the age of 25 residing in San Juan who do not hold a high school diploma or equivalent. The percentage of residents who hold a high school diploma or have attended some college or hold an associate's degree are similar in the city and the state. In the city, 23.6% of residents have a high school diploma and 21.5% have attended some college or received an associate's degree. In terms of education, where the city of San Juan falls behind the state of Texas is in the percentage of residents who hold a bachelor's degree or higher. 17.3% of the city has completed higher education compared to the 35.7% of the Texas population at the same education level.



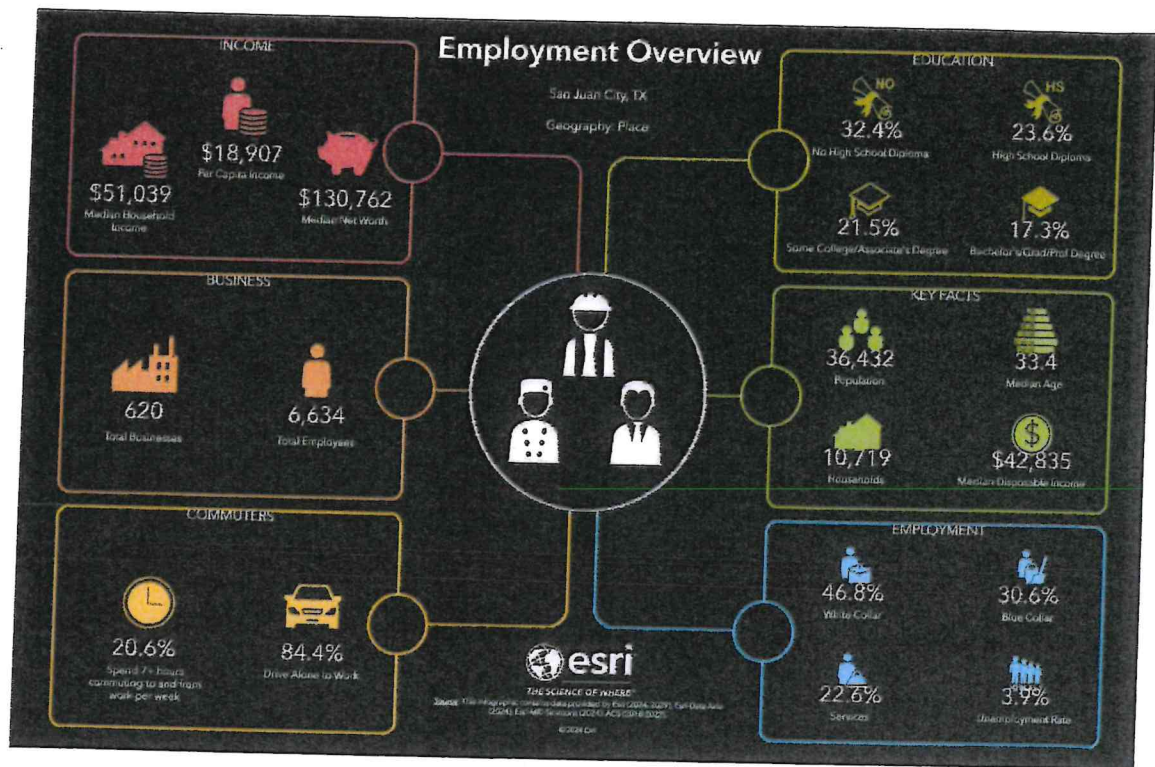


Chart 2.3

PREVIOUS PLANNING EFFORTS

- Nebraska Avenue Revitalization Plan: Infrastructure project focused on improving public Right-of-Way along Nebraska Avenue from Interstate 2 to 9th Street.
- City Hall: Investment from the EDC to construct a new city hall building at the center of the downtown to serve the community as a gathering place for events and act as home base for all city activities.
- Fire Station: Investment from the EDC to construct a new fire station in the downtown to provide fire safety services for the community and act as another visual anchor and precedent for future development in the downtown.



Figure 2.4

DOWNTOWN CONDITIONS

The downtown is at the beginning phase of redevelopment. Investment in public facilities has been made through the construction of a new City Hall and Fire Station and the planning and implementation of a revitalization plan for the Nebraska Avenue corridor from Interstate 2 to 9th Street. Current downtown conditions can be grouped into the following categories:

- Visual
- Infrastructure
- Experience
- Amenities

Visual: The visual condition of the downtown area consists of inconsistent façades, a lack of vegetation, and a lack of distinguishable characteristics that might let visitors know they are in a special part of town. These present an opportunity to apply design elements that help the downtown area stand out visually from the rest of the area/

Infrastructure: The infrastructure in the downtown area is aging and requires upgrades in order to best serve the community. Specifically, sidewalks and parking were heavily discussed throughout the public engagement effort. Parking is not consistently delineated along streets and in private lots, standards are variable, with some lots being dirt and others concrete or asphalt. Sidewalks experience sudden grade changes and inconsistent networks that make them dangerous for pedestrians to use. Lighting in the downtown area is also inconsistent but has been improved in select areas where new development has occurred, such as the new City Hall. Many of these infrastructure deficiencies are being addressed in the Nebraska Avenue revitalization project, but a continuation of consistent upgrades will be important in the blocks east and west of Nebraska Avenue that make up the rest of the downtown area.

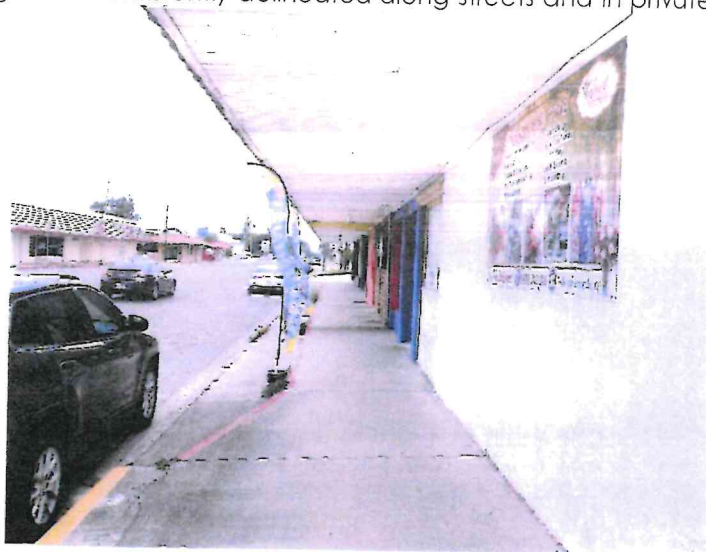


Figure 2.5

Amenities: Amenities include things like shops, restaurants, entertainment, nightlife, public parks, and event spaces. Currently there are only a select few spaces that fall within these categories and they are not easily linked together into a cohesive downtown fabric. From what was heard in the public outreach effort there is a desire for more of these types of development in the downtown and the market study shows the market has a need to be met here as well. This presents a great opportunity to increase activity downtown through expanding amenities.

Experience: The above categories can all be linked to the overall experience of a space but making sure all elements work together effectively can ensure they are creating a memorable experience in downtown San Juan. There are not many areas that are designated in the downtown area or that make it a destination for events so the experience has room to improve. The new city hall was designed with a space for community events to occur in its front courtyard and the new fire station was designed with a community park on it's lot. These initiatives are the first steps in creating a special experience for downtown San Juan patrons.

MARKET ANALYSIS

2017 Leakage/Surplus Factor by Industry Subsector

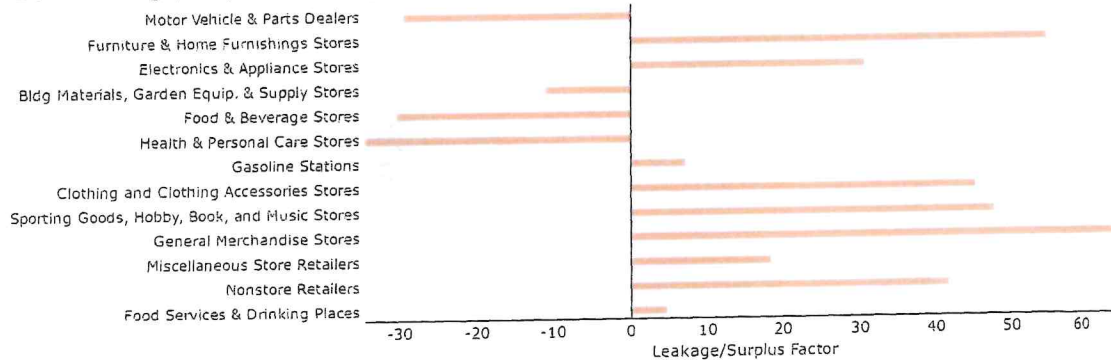


Chart 2.4

Prior to the start of the project, a third party conducted a market analysis to gain insights into the market gaps and surpluses. This study informed decisions on the viability of land use scenarios put forth in the commercial development plan.

The study shows there are significant opportunities for clothing stores, food and drink services, general merchandise stores, and more in San Juan. Many of these market gaps show that increases in commercial retail, restaurants, and nightlife establishments in the downtown area would address shortages in all of San Juan and draw consumers to the area.

The housing market has shown signs of significant growth since 2010 (Figure 3.6) with areas at the north and south ends of town reaching up to 38% growth rates as compared to the average US rate of 6.7% between 2010 and 2020.

Market gaps along with growing housing stock in San Juan create an atmosphere of growth and opportunity in the coming years. San Juan can leverage this position to create a downtown that will serve the local community and attract visitors as it grows.

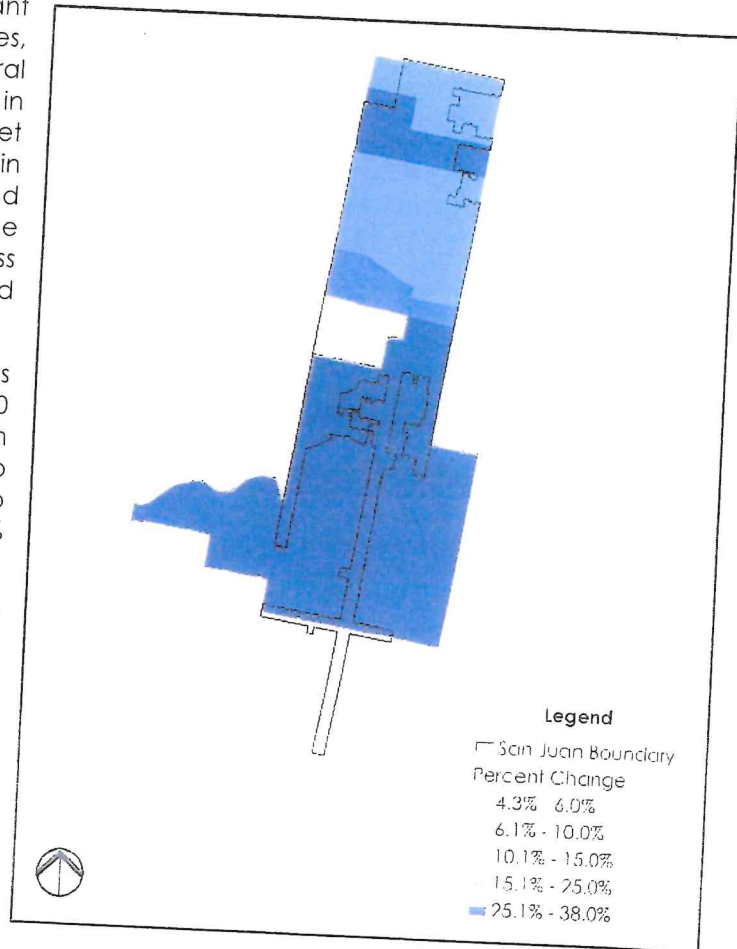


Figure 2.6

APPROACH

To inform the development of this plan, various stakeholder engagements occurred to develop a broad understanding of the site and current situation. Engagement opportunities were available to the public and to business owners on multiple occasions through online and physical surveys as well as a series of in-person engagements that included visioning and feedback meetings. Meetings and surveys were announced through flyers included with utility bills, newspaper ads, physical posters posted in popular public spaces, and social media posts by the city.

Based on community feedback, the following table of primary issues was developed. For each issue raised, what eventual outcome is desired? The following sections of this plan address these topics through several known avenues of public policy and development approaches.

Addressing the various challenges facing downtown San Juan will require formulating a comprehensive set of strategic strategies to organize and direct the plan. Multiple tools may be utilized and will be presented in the remaining sections.

Furthermore, continuing to engage with local stakeholders, including business owners, residents, and community leaders, will be crucial to ensure that the strategies developed are inclusive and reflective of the community's needs. Through collaborative efforts, the plan can be implemented to address emerging challenges and opportunities, leading to a vibrant and thriving downtown area.



Issue	Resolution	Outcome
Lack of redevelopment and deterioration of existing businesses.	Create business redevelopment financing and education programs and organization.	Increase the resources available to current business owners.
Lack of connectivity between the Basilica and downtown.	Pair increased transportation information with increased public transportation options, i.e. trolley and wayfinding signage.	Higher number of visitors to the Basilica travel to downtown for shopping and dining.
Lack of cohesiveness between surrounding neighborhoods and downtown.	Create a sidewalk implementation plan, identify appropriate improvements to connect neighborhoods to downtown.	Higher number of local residents using pedestrian connectivity to a resurgent downtown and Nebraska Corridor.
Lack of visible, available parking downtown.	Increase the number of shared parking opportunities and utilize wayfinding to connect visitors to parking and provide information to walk from parking to downtown. Initial efforts to be made by improving existing on-street parking; facilitating cross parking agreements with property owners; purchasing property and developing open parking spaces; developing structured parking.	Ease of use for available parking, resulting in easier flow through the corridor and within downtown. Public parking can initially be used as a free model and then move to a paid parking model.
Lack of available new housing downtown.	Along with the mixed-use zoning of downtown, partner with a mixed-use specialty developer for retail/office ground floor and apartments above development. Hold some apartments at affordable rates and premium apartments at market rate.	Increases positive demographics for downtown to influence additional retail/restaurant investment.
Lack of community open space and public gathering downtown.	Create an open space adjacent to City Hall. Utilize space for food truck/music / community awareness events. Provide reason and opportunity to come downtown. Use corporate sponsorships of existing companies or those wanting to move to San Juan.	Brings people who otherwise don't come downtown or are unaware of downtown's potential. Increases the visibility of downtown, while improving the image and community cohesiveness of San Juan.

GOALS

Goals for this plan were discovered and discussed throughout the planning process with the public, business owners, and city representatives. To achieve these goals the city and EDC will need to be willing to stay flexible and continue to engage the public and business owners along the way.

- **Invest in local businesses**
 - City of San Juan and EDC invest in local business through grants, training, and partnerships that help bolster long-term business health
- **Bring dollars to downtown**
 - Infrastructure and amenity improvements that serve local residents and businesses signal outside investors and tourists to spend their dollars in downtown San Juan
- **Link Basilica and downtown**
 - Encourage Basilica visitors to expand their visit to Downtown
- **Attract future residents**
 - Improve infrastructure and amenities to create a place where people want to live
- **Spur economic activity downtown**
 - Increase spending in the downtown area through shopping, entertainment, and hospitality
- **Improve pedestrian experience**
 - Wayfinding
 - Sidewalks
 - Street-facing retail
 - Crosswalks
- **Right-size parking infrastructure**
 - Create a parking network that mirrors the scale of activity in downtown San Juan

GOALS

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Invest in local businesses



Bring dollars to downtown



Improve pedestrian experience



Right-size parking infrastructure



Spur economic activity downtown



Link Basilica and downtown



Attract future residents

WHAT WE HAVE HEARD

In order to appropriately gauge the public's view on the redevelopment opportunities in the downtown, three primary sources of community engagement were employed. First, a survey of the community was distributed online and through hard copy versions available in city buildings. The survey, provided in both English and Spanish, asked for responses regarding a person's connection to downtown, what describes downtown, and the greatest aspects of the downtown, among other questions on how the downtown could improve. Over a hundred and fifty responses were received through the survey.

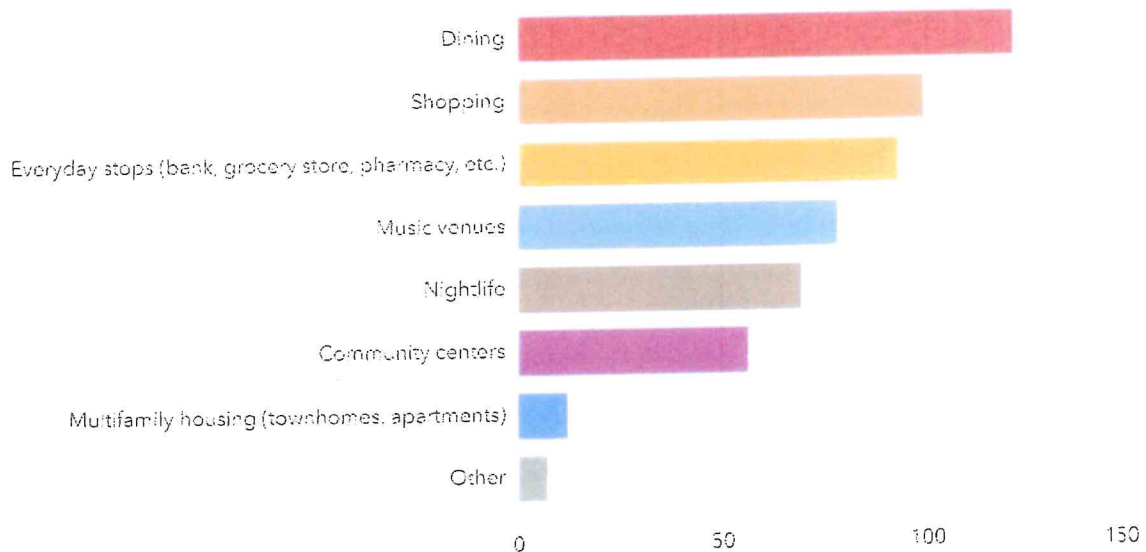


Chart 2.5

Many of the responses described downtown as "outdated", "unappealing", or "rundown", reflecting the need to reinvest energy and economic development potential in the area. However, there was much hope in the other higher-ranking words, such as "historic" and "potential."

Areas of pride in downtown include the Basilica, the New City Hall, Fire Station, and restaurants that have already made new investments on Nebraska Avenue.

The largest takeaway from the survey was the desire for more events, parks, sidewalks, businesses, and restaurants in the downtown area. These must also be provided with adequate parking.

In addition to the public survey, two series of public meetings were held in the City Council Chambers in the Memorial Public Library, located just south of the downtown Area. These meetings were held on May 2-3, 2024, and a second set of meetings on June 26-27, 2024. The first evening's meetings were open to the public at large. A short presentation was given, and then the floor was opened for public comment and questions.

Some of the takeaway thoughts from the public meetings included:

- The full cultural history of the San Juan Hotel needs to be memorialized in some way.
- Sidewalks need to be addressed on adjacent streets to Nebraska including 6th Street, Standard, and Lincoln. There needs to be connectivity to the library and schools as well.
- Wayfinding signage from the Basilica to the downtown. Not only the overhead signage, but what attractions exist to the south to encourage walking/riding a trolley to Downtown.
- The neighborhoods adjacent to the Nebraska corridor are important to the health of the corridor. There are few sidewalks, and the roads have been neglected. There needs to be regular maintenance on the side roads and a capital improvement project for the sidewalks. This could be completed with competing CDBG funding as improvements to the ADA accessibility can be used city-wide and not only within Low/Mod areas.
- Arts and Cultural resources of the community need to be reflected in the downtown redevelopment.

On the second evening of both sets of public meetings, business owners within the downtown District were invited to roundtable discussions about pressing issues in the area. Topics included:

- Local businesses should take priority. Grants could be given to keeping and improving local businesses.
- The City should not "take" properties from local businesses for redevelopment. Partnerships should be made for ground-up redevelopment.
- Trolley circulation from the Basilica should be provided connecting downtown to IH 2, as well as city/area wide bus service.
- Increasing the availability of on-demand transportation services.
- Parking – parking is a primary issue. Past redevelopment of the roads reduced parking and now the parking count isn't shared. Shared parking needs to be within ¼ mile of the downtown center and be owned by the city.
- Parking garage as part of the Convention Center development.
- Parking located on the northeast corner of Nebraska and BUS 83
- Weslaco on-street parking design within the ROW widths.
- Difficulty with people loitering around bus stops. The bus timing needs to be looked at between stops.

- Paving issues of existing parking areas to the rear. Is there grant/redevelopment funding for parking improvements. Can multiple uses share parking by sharing the cost of the parking. Fencing off of parking shouldn't occur between sites, but parking agreements need to be made. A standard shared parking agreement should be provided to property owners so that they can work out these issues privately.
- Conversion of the auto sales at southeast corner of Nebraska and 83 to community parking or a redevelopment opportunity for a substantial mixed-use commercial building.
- Utilization of the parking for festivals down 6th street to the east.
- Lincoln Drive can't be shut down all the way north from 6th street as the renovated auto business has bay doors on that frontage.
- Alleys should be improved for deliveries, screened trash receptacles, and potential walkways from parking areas to front of building access.
- Bike paths should be installed as long as they do not interfere with the availability of on-street parking.

DOWNTOWN OPPORTUNITIES

Downtown San Juan is rich with possibilities for the future. From infrastructure to entertainment districts and everything in between, there is room for local businesses to thrive, upgrade, and expand and for new development to help grow the downtown customer base. While this plan does not define development projects for the city, opportunities for wholistic improvements are identified. Opportunities can be separated into two different categories, land use and circulation.

Land use opportunities represent areas that can be improved through specific uses to bring services and activities to the downtown area. This includes things like creating a commercial mixed-use district or planning a mix of open space, commercial, and civic uses near each other to create a plaza. Some of the areas identified are already being used as indicated. In these areas improvements to façades, parking, and offering business support can help rejuvenate what already exists. Taking advantage of the opportunity to improve and intensify uses, downtown will give current and future residents more opportunities and reasons to bring their dollars to the area. A few potential land use opportunities include:

- New retail/restaurants
- Shared and designated parking
- Open space/park designation
- Mixed-use/multifamily housing

Land use related improvements will require easy access and connections to and from each other in order to create a cohesive downtown experience. Circulation improvements ensure that connectivity is integrated throughout the downtown and that the downtown is easily navigable through multiple modes of transit. Circulation improvements apply to areas of existing or possible future right-of-way. This includes improvements to the sidewalks (physical condition and network connectivity), streetscape, street lighting, alleyways, bike lanes, pedestrian crossings, and street paving materials. Potential circulation improvement opportunities include:

- Wayfinding/signage
- Landscaping improvements
- Sidewalk improvements
- Alley designations and improvements
- Adding sufficient and dark-sky compliant lighting
- Designated bike lanes

Figures 3.1 and 3.2 highlight where these types of opportunities exist in downtown San Juan.

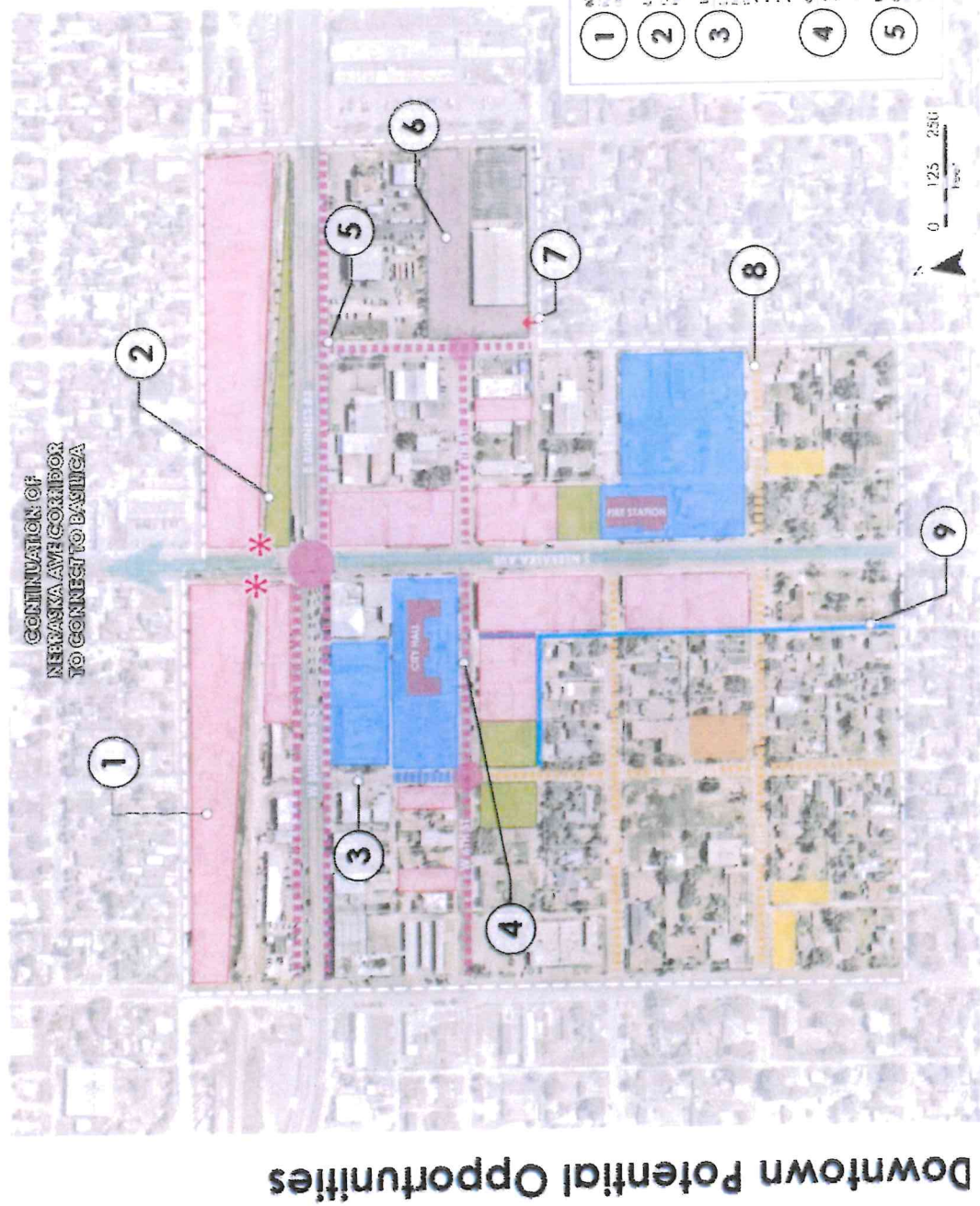


Figure 3.1

Nebraska Ave Corridor Potential Opportunities

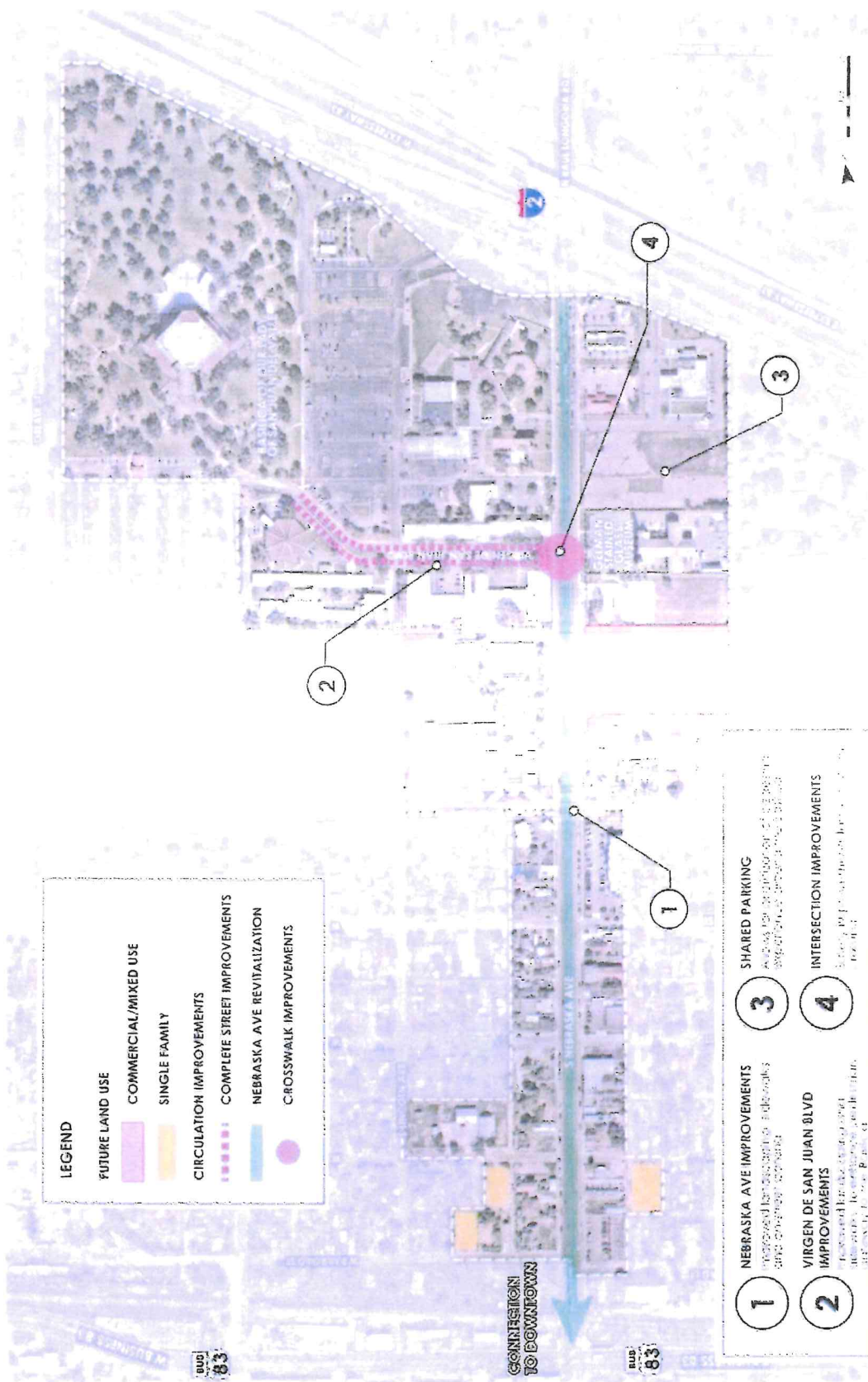


Figure 3.2

CATALYST SITES

Catalyst development refers to targeted, strategic investments or projects designed to spur broader economic growth and revitalization in a specific area. These catalyst projects often serve as a spark or focal point, driving further investment, development, and positive change. Catalyst sites often attract both public and private investment by demonstrating the potential for economic growth and return on investment in the area. They increase investor confidence by seeing high-profile projects that can showcase the area's potential, encouraging investors to commit funds. The City of San Juan has put forward significant public investment in the downtown area through the redevelopment of a new City Hall and Fire Station. Further investment on the City's part can be more collaborative in these catalyst projects, leveraging resources and expertise.

Catalyst sites contribute to increasing employment opportunities, both during the construction phase and once the project is operational. They can also transform underused areas into vibrant, economically productive zones.

New developments are not intended to drive existing businesses away or replace them. The new developments show increased activity in an area which boosts local business' customer base. The influx of people and businesses creates opportunities for new enterprises, such as restaurants, shops, and service providers.

Successful catalyst development can foster a sense of community identity and pride. San Juan, as shown in the survey results, has some work to do to accomplish a new sense of pride in the downtown area.

MIXED-USE DEVELOPMENT

Opportunity: Encouraging mixed-use development can combine residential, commercial and cultural spaces, fostering a dynamic downtown environment.

Strategies

- Retail/Parking Reinvestment in Railroad Corridor/BUS 83. Redevelopment of the northwest corner mixed-use development addressing Nebraska.
- Promotion of live-work spaces to attract entrepreneurs and small businesses.
- Development of modern retail and office spaces to enhance the attractiveness of the area and provide additional investment in the downtown area.
- Redevelopment of the south of the railroad on the northwest corner. Purchase properties, take parking off of "head in" parking from BUS 83 to reduce interactions with east/west arterial.
- Investigate the attraction of public private partnerships with developer return of investment opportunities. Consider tax incentives for this project.
- In the northeast corner, preserve Palm Trees and regrade areas to public parking/drop-off area with trolley stop. Connect with improvements to sidewalks and pedestrian crossings on the railroad and across 83.



Figure 4.1



Figure 4.2 - South view of Nebraska Avenue toward BUS 83 and the railroad

SAN JUAN PLAZITA

Opportunity: Investing in public open spaces can provide a central gathering place for the community, increase property values, and attract new businesses.

Strategies

Parks and Plaza: Develop parks with recreational facilities, hardscapes, and electrical availability for festival vendors.

Generation of activated open space for festivals, gatherings, food trucks, farmers markets. Primary activation in connection with improvements to sidewalks along 6th Street and wayfinding to public parking areas.



Figure 4.3



Figure 4.4 - 6th Street looking southwest from the front of City Hall

LINCOLN STREET ACTIVATION

Opportunity: Creating a pedestrian-friendly zone by partially closing Lincoln Street can encourage foot traffic, which is beneficial for local businesses.

Strategies

- Continuation of streetscape improvements from Nebraska Avenue along 6th Street. Including benches, street lighting, landscaping and sidewalks. Public art should be considered to make the area attractive.
- Sidewalk cafés and outdoor dining experiences. Encourage the development of local restaurants to offer outdoor seating. Appropriately delineating the private and public realms of the street.
- Pedestrian Marketplaces: Host monthly farmer's markets; craft fairs; arts and cultural events to attract visitors.
- Investigate the ability to provide structured parking at 6th and Lincoln with reservation area for City Vehicles.
- Provide Structured Parking at 6th and Lincoln with reservation area for City Vehicles
- Scheduled closure of portion Lincoln Street to 6th Street, south of auto repair shop at corner with 83
- Redevelopment of northwest corner of 6th and Lincoln with restaurants and outdoor patios.

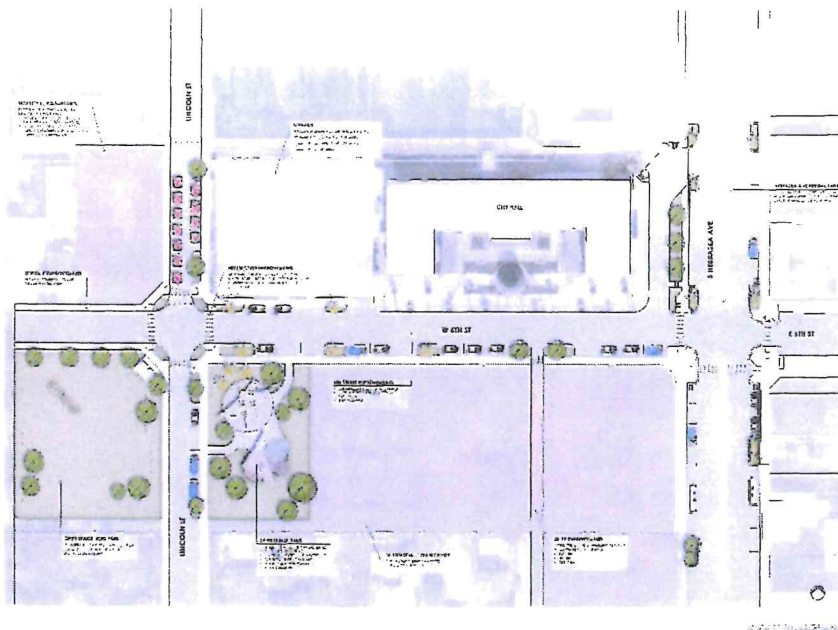


Figure 4.5

SUSTAINABLE AND SMART INFRASTRUCTURE

Opportunity: Implementing sustainable practices and smart infrastructure can attract eco-conscious businesses and residents.

Strategies

- Green Building Standards: Encourage or mandate green building standards for new development and renovations. Include additional grant money toward this action.
- Smart Technology: Install smart technology such as free public WI-FI, the continuation of digital kiosks from the Nebraska Avenue Corridor and real-time transit information.
- Public Transit and Mobility: Improve the public transit options by increasing the number of routes and more east-west connections to other communities.



Figure 4.6

PARKING & TRANSPORTATION

PARKING

Other than the buildings themselves, the most visible improvement to the downtown area of San Juan would be the availability of parking. Parking in the area has typically been developed on a lot-by-lot basis, sometimes without a paved surface and in many ways in conflict with traffic patterns (backing into oncoming traffic) or without the appropriate space dimensions for safe travel from parking to the intended destination.

The largest current investment in parking being conducted by the City of San Juan is the redesign of Nebraska Avenue. Dedicated ROW will be managed through the corridor to include unified sidewalk connections and dedicated width for on-street parking for both northbound and southbound traffic. While there will be easier access to on-street parking, the number of spaces created in both the Texas Department of Transportation (TxDOT) portion of Nebraska Avenue (From IH 2 to BUS 83) and the city-maintained portion (BUS 83 to 9th Street), these spaces will not solve the parking deficit observed in San Juan.

Looking at a specific area of the downtown, a core area between BUS 83 and 6th Street, the following operational, and future planned parking has been estimated.

Division of the 559 parking spaces for the core downtown commercial area (BUS 83 to 6th Street)

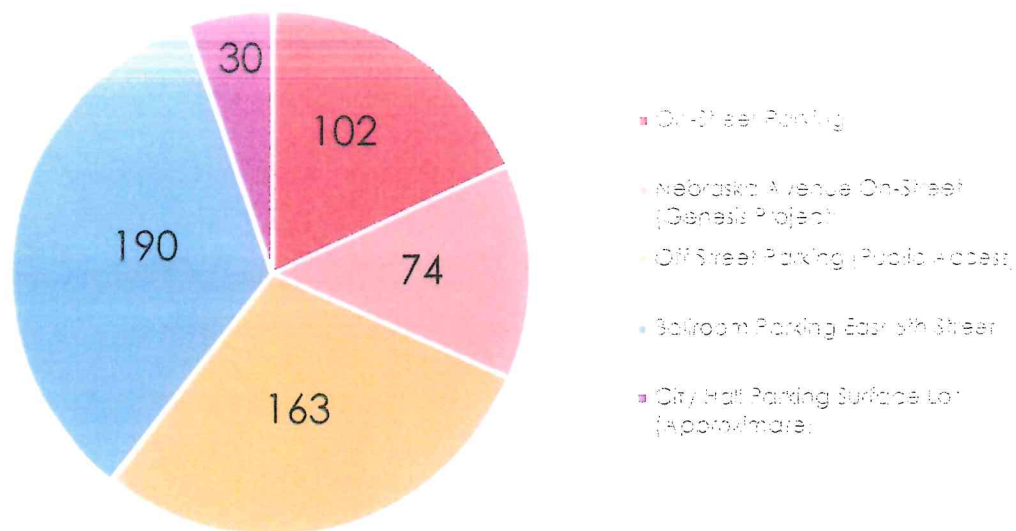


Chart 5.1

The available parking downtown in San Juan, currently available, with the exception of the Nebraska Avenue improvements could accommodate over 111,000 square feet of retail or 168,000 square feet of office space. Improvements to shared parking and the possible construction of a structured parking garage can increase the availability of parking within the core downtown area.

As the number of businesses and visitors to downtown San Juan increase, it is important that traffic and parking conditions can meet this increased demand. At the public and business meetings, parking and traffic were repeated concerns by the participants. Planned improvements can help ensure that downtown has capacity to meet the growth.

Strategies

- Create a specific parking demand study based on the number of total spaces in the area. Determining who is parking and for how long they are parking can greatly help the ability to specify the amount of parking which is needed to satisfy the parking demand.
- Improve On-Street Parking on Side Streets: Continue the design of improvements on Nebraska Avenue to include appropriate spacing, width and access to adjacent sidewalks.
- District Parking (Railroad): Investigate the possibility of developing area parking at the northeast corner of BUS 83 and Nebraska Avenue with appropriate crosswalks.
- District Parking (6th Street and Kansas Street): Investigate the co-use of the parking area at the Ballroom site and provide a sidewalk walking path along 6th Street.
- District Parking (San Juan Plazita): Investigate the possibility of developing an adaptable parking garage at the site of the existing parking lot adjacent to City Hall.
- Improvement of Parking Standards for Existing Lots (creation of assistance program): Increasing parking standards for the types of surface lots to include re-paving and restriping for specific parking areas. Encourage areas with appropriate handicapped parking accessibility.
- Generation of a standard cross parking agreement between uses. Many parcels within the Nebraska Avenue Corridor do not have cross parking between uses. Generation of agreements between property owners can foster collaboration to provide enough parking for all businesses. Those businesses with different peak hour periods of parking demand would benefit the most.

TRAFFIC

Another concern of the residents and business owners was the amount of traffic on Nebraska Avenue and BUS 83. Below is a chart of the most recent traffic count data from TxDOT observations within the downtown area.

Average Daily Traffic Estimates Texas Department of Transportation

Nebraska Ave at the Basilica	19,897 (2022)
Nebraska Ave at 1 st Street	17,781 (2019)
Nebraska Ave North of BUS 83	14,386 (2019)
Business 83 East of Nebraska Ave	16,354 (2022)
Business 83 West of Nebraska Ave	18,386 (2022)
Nebraska Ave South of BUS 83	8,761 (2019)
Nebraska Ave North of 11 th Street	7,916 (2019)

The greatest amount of traffic in the area is immediately south of IH 2 on Nebraska with much higher volumes adjacent to the Basilica. Additionally, significant volumes of traffic are found on BUS 83 as it serves as a primary arterial parallel for much of its distance to the railroad corridor. BUS 83 provides surface and neighborhood-level connectivity between multiple communities in the Rio Grande Valley, while the purpose of IH 2 is to provide more regional transportation at higher volumes. Increased traffic can be an impediment to creating a safe, walkable environment. Through the redesign of the Nebraska Corridor, the amount of traffic capacity is positively impacted.

Strategies

- Investigation of Controlled Traffic Light at 11th Street and provide better flow of school traffic at S. Nebraska and W. Ridge Road for School Pickup and Drop off.
- Find opportunities to reduce the number of drive approaches to businesses through collaborative access points. A reduced number of drive approaches reduces the conflict points with traffic flowing within a corridor.
- Investigation of improved transit routes with more east-west connectivity to adjacent communities and neighborhood level transit stops.
- Create a Trolley Circular between the Basilica and the restaurants/shopping in downtown.
- Bicycle Connectivity increases multi-modal accessibility of the downtown area by creating a specific connection to Rio Grande Valley Bike Trail.

DESIGN & REGULATION TOOLS

The 2019 Comprehensive Plan for the City of San Juan determined that a mixed-use environment would be preferable for the downtown commercial area from the Interstate to 9th Street along the Nebraska Corridor. The plan stated that the intent of mixed-use was to allow and promote the development of land or buildings with two or more different uses, including residential, office, retail, public or entertainment in a more urban form.

The principles governing the best practices of modern urban planning have evolved a great deal over the past several decades. This is best represented by the explosive growth of the idea of New Urbanism. The base concept of New Urbanism is to move toward improving the pedestrian experience and establishing it as a priority above the vehicular access in the city planning process. Developing codes and ordinances that reflect this type of built environment can improve the experience of downtown San Juan while providing the access needed to vehicular traffic to enhance the economic vitality of the community.

Integrating Mobility with a Diverse Population

One of the effects of improving pedestrian and transit access to goods and services within the downtown area, is the improved mobility for the population near the end of the lifespan spectrum. Children and elders who do not have access to a vehicle are less isolated which improves the freedom they can experience in their community. By making public spaces within the necessary public right-of-way, diverse populations mix, mingle, and meet where they would otherwise be separated.

OVERLAY ZONING DISTRICT

In order to create spaces that bring community together the overlay district should regulate design that achieves the following where buildings, landscaping and streets act in unison to define the space.

- Buildings and landscaping contribute to the physical definition of streets as civic places.
- The development adequately accommodates automobiles while respecting the pedestrian and the spatial form of public areas.

The design of streets and buildings reinforce safe environments, but not at the expense of accessibility. The architecture and landscape design grow from local climate, topography, history and building practice that civic buildings and public gathering places be provided as locations that reinforce community identity and support self-government.

Strategies

- Create an overlay zoning district based on form-based codes which will enhance the design of new development within the downtown while providing opportunities for improving existing structures. The form-based code should additionally incorporate the following elements:
 - The downtown commercial district should permit uses without any single family lots except where currently existing. Ground floors of buildings should be built as though it will be occupied by retail or office tenants. That is, the streetscape is a downtown streetscape with shop windows, awnings, sidewalks and street trees. On-street parking allows convenient access to each store. Above the ground floor may house lofts or offices, adding to the density and vitality of the development.
 - Blocks should generally be less than 500 feet in length and utilize alleys where appropriate. Existing alleys should be redeveloped for both vehicular and/or pedestrian access to the building or as a pass through to adjacent uses. The frontage of each block should face similar uses across the street where possible. Where the lots are different in use or character (such as existing single family homes facing commercial occupancy), the street should contain additional landscaping or a landscaped median.
 - Municipal utilities for storm water, potable water, and sanitary sewers should utilize a minimum of eight (8') foot easements. Franchise utilities should be buried and have a minimum of seven and a half (7.5') foot easement. On streets supporting commercial occupancy, the utility easement should be located under the on-street parking lanes, or in the alleys and parking lots to the rear of buildings. On residential blocks, utility easements may be placed on the street side of the curb, in the parkway along the sidewalk, or to the rear of the lot if the lots are served by alleys.

MIXED-USE COMMERCIAL BUILDINGS

New commercial buildings within the downtown should meet a building line congruous with the majority of existing development along Nebraska from the Interstate. Sidewalk improvements with the Nebraska Avenue Revitalization Plan will be wide and straight and provide guidance for those walking along the street.

Strategies

- Ensure new commercial buildings align with the existing building line along Nebraska Avenue from the Interstate to maintain a cohesive streetscape
- Implement wide, straight sidewalks as part of the Nebraska Avenue Revitalization Plan, incorporating street trees and providing clear guidance for pedestrians.
- Position new commercial buildings along the railroad and within the downtown area to the right-of-way (ROW) line, including wide sidewalks and on-street parking.
- Design corner buildings with prominent corner entrances visible from both street frontages.
- Construct ground floors of new buildings to commercial standards, including a minimum 14-foot plate height to accommodate retail and office uses.
- Ensure parking and delivery areas are located at the rear of buildings.
- Encourage retail buildings to have double frontage entrances to facilitate pedestrian access and ease of movement between vehicles and storefronts.
- Focus on developing mixed-use parcels north of the railroad to create additional retail and restaurant space in a pedestrian-friendly environment.
- Enhance pedestrian connections across BUS 83 to integrate new mixed-use developments with existing downtown areas, fostering a seamless pedestrian experience.

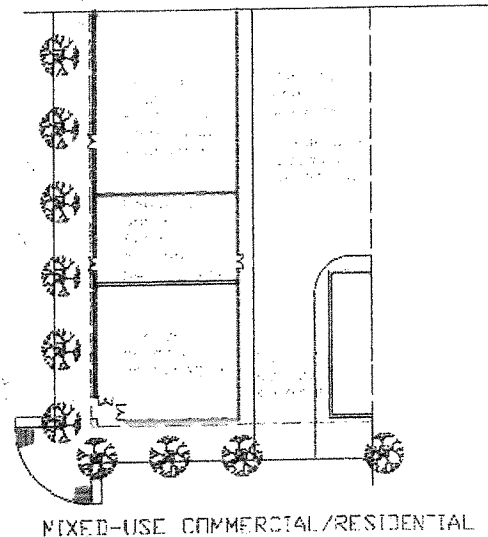


Figure 6.1

BUILDING FAÇADES

Architectural standards for the downtown commercial district may also be increased through the overlay district. The purpose of the architectural standards is to promote a high quality of design and character throughout the corridor. These standards should be set to not detract from a particular style of architecture, but incorporate design features which allow individual business branding, creativity, and look. The common features below provide a human-level scale of design that presents a warm welcome atmosphere for structures for pedestrians and drive-up patrons.

Building articulation using offsets, change in material, pilasters, and similar architectural features are to be used to express a rhythm or pattern along the façade.

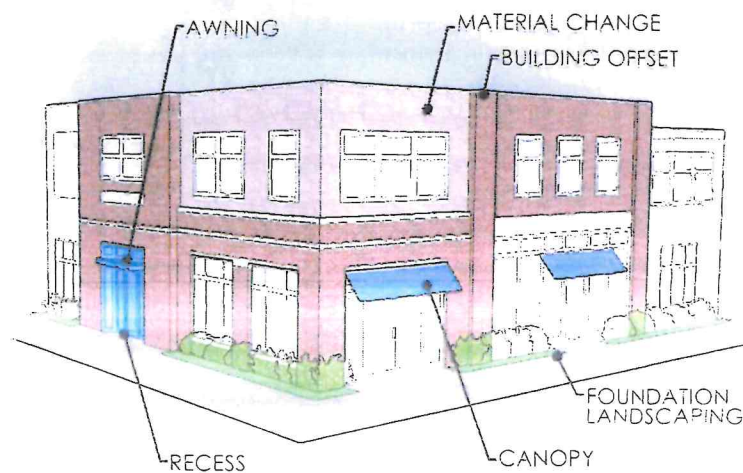


Figure 6.2

Building Articulation

The use of canopies, awnings, and arcades are to be used for providing shade and pedestrian interest.

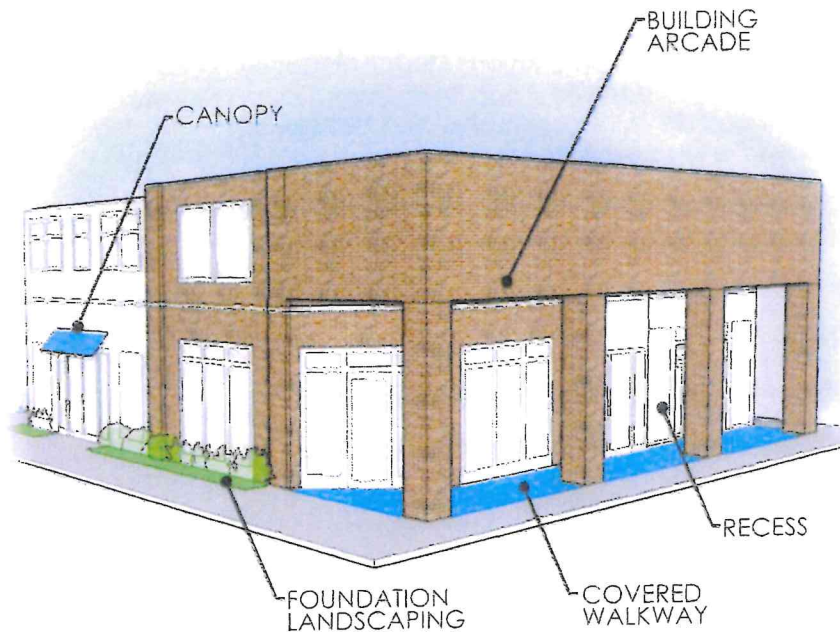


Figure 6.3

Pedestrian Interest

A combination of a variety of building materials, offsets, and recesses are to be used to break up long façades.

If a building cannot have its primary entrance facing the public right-of-way, then the elevation facing the public right-of-way shall include the same materials and colors as the building façade with the primary entrance for the development or the business, with the exception for any window glazing.

Building Color

One of the predominant features of restaurants and retail businesses located within semi-tropical areas has been a tradition of bright and vibrant colors used on exterior wall treatments. Tints of primary colors which fade into pleasant pastels which can evoke long sunsets over the valley. The use of color is also a significant branding element for particular businesses allowing their customers to see the building from a distance, even before noticing the business sign. Allowing and encouraging local businesses to paint their buildings in vibrant colors and murals provide opportunity for identification, artistic freedom and cultural identity. Secondary buildings and service enclosure structures must utilize similar materials and architectural treatments as the primary building front façade.

SETBACKS

Setbacks are the distances between buildings and the public ROW, rear and side property lines. Over the course of development history within the San Juan downtown area various buildings have been setback inconsistently with some immediately against a sidewalk to the ROW and others setback by twenty to thirty feet to accommodate mostly parking areas. In general, the overlay district should decide on a common setback distance in order to unify the corridor along with the improvements to sidewalks and street trees. Departure from the common setback distance should encourage a mix of public and private space of sidewalks and patios for gathering, or fenced, restaurant outdoor seating.

Features that can be incorporated into the setback area are as follows if they do not impede the sight visibility triangles of any intersection or drive approach:

- Signage
- Entry Drives
- Sidewalks, Pedestrian Plazas, and Multi-Use Paths
- Benches and other pedestrian amenities and street furniture.
- Planters, retaining walls, and decorative walls
- Below-ground structures (utilities)
- Landscape plantings

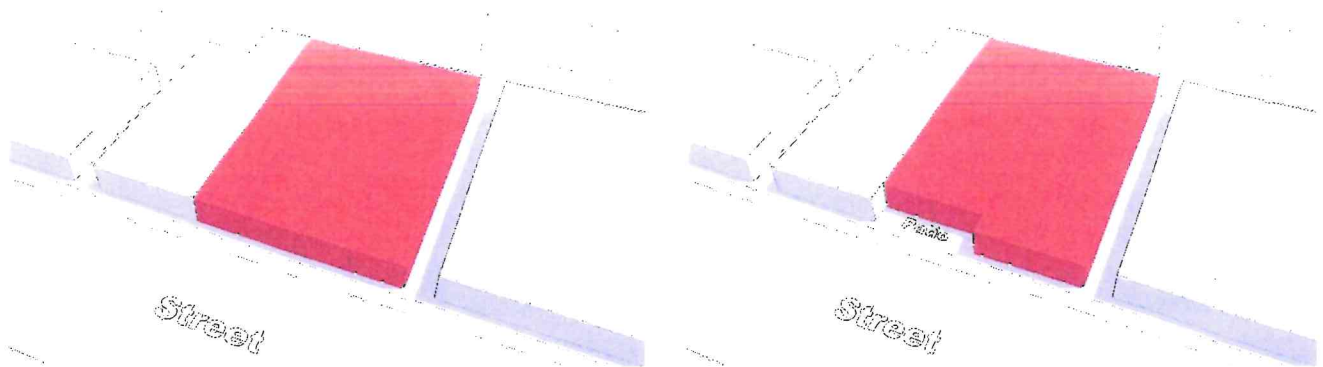


Figure 6.4

Strategies

- Create design guidelines and or archetypal standards for the Overlay District to increase architectural diversity and visual interest through building articulation while maintaining high design quality.
- Create a cohesive visual identity for the downtown commercial district while encouraging individual business creativity and cultural expression through vibrant colors and murals.
- Offer incentives, such as reduced permit fees or grants, to businesses that incorporate vibrant colors or murals into their building designs.

- Establish a common setback distance to encourage the integration of public and private spaces and create a cohesive and aesthetically pleasing streetscape in the Overlay District. General Setback Standards may include:
 - Setbacks shall be calculated from the public right-of-way.
 - Where two public rights-of-way (ROW) intersect, the setback requirements for each shall be incorporated along the corresponding ROW frontage.
 - All setback areas should attempt to provide irrigated landscaping and maintained in good condition.
 - All underlying zoning setback distances for side and rear setbacks shall apply.

SCREENING AND FENCING

Areas of downtown San Juan have a variety of piecemeal fencing and very little screening of items such as HVAC systems, storage or solid waste containers. The overlay district can provide regulations that bring these items to the background of the experience to Downtown, but still provide necessary space for them to occur.

Strategies

- Establish Screening Requirements that include the following:
 - Permanent Enclosures: Mandate that all service areas, trash containers, HVAC units, above-ground propane tanks, and utilities are permanently screened from view.
 - Masonry Construction: Require enclosures to be constructed of masonry that matches the materials and colors of the adjacent buildings, prohibiting flat-faced concrete masonry units to maintain aesthetic quality.
 - Design Consistency: Ensure that the design of enclosures, including gates, complements the architectural style of the surrounding structures.

- Establish Design Standards for Solid Waste Enclosures that incorporate the following:
 - Metal/Steel Gates: Specify that solid waste container enclosures include durable metal or steel gates to prevent the spread of trash and discourage the inappropriate use of commercial containers for household refuse.
 - Gate Swing Radius: Restrict the swing radius of gates to prevent obstruction of designated fire lanes, ensuring safety and compliance with fire regulations.

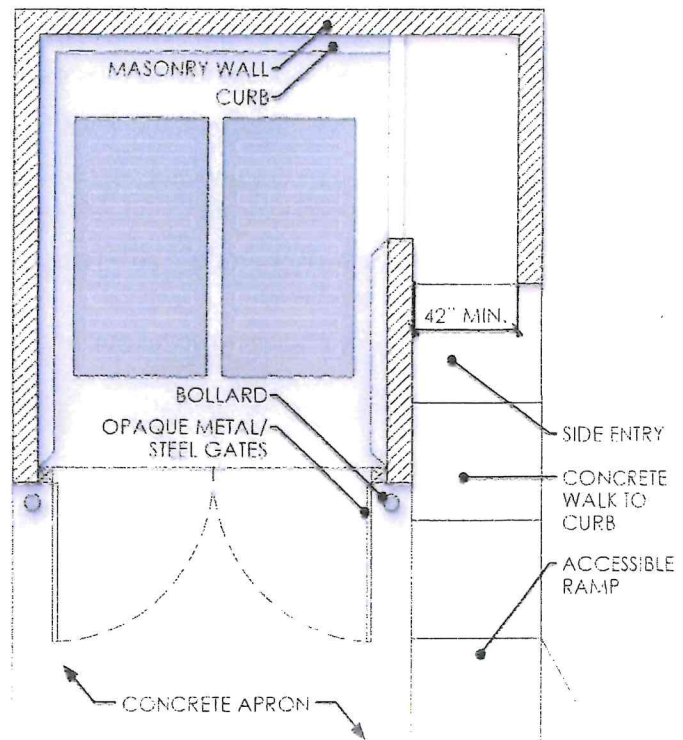


Figure 6.5

- Establish Placement and Additional Landscaping Standards:
 - Setback Compliance: Locate all solid waste container enclosures behind the front building setback of the lot to minimize visual impact from the street.
 - Landscaping Enhancements: Encourage additional landscaping around enclosures to soften the visual impact and enhance the overall aesthetic of the area.
- Create Requirements for Screening for Loading Docks and Areas:
 - Screening Measures: Require loading docks and areas to be screened from public view using walls, berms, and/or landscaping.
 - Door Orientation: Prohibit loading dock doors from facing public rights-of-way to maintain visual appeal and reduce traffic interference.
 - Shared Access: Promote shared loading access areas among multiple sites to minimize traffic disruptions on major arterials like Nebraska and BUS 83.

SIGNAGE

Signage is a primary source of economic viability for any business and limitations to signage for private businesses should be carefully considered. Pole signage height should be kept to a minimum and where possible consolidated with multiple businesses to reduce the number of signs cluttering the visual corridor. Wall signs should not overwhelm a façade of a building, but as with color, should be able to be unique and even provide color and internal lighting through LED tubing which mimics neon signage as long as the signage doesn't adversely affect the enjoyment of surrounding neighborhoods by being too bright. Lit signs should not flash, trail or pulse with color. LED message board signs should be limited to their brightness, as these may interfere with sight visibility of oncoming traffic. Again, these should be limited to the number of images per minute and should not scroll, flash or otherwise cause interference with drivers.

Pedestrian-oriented businesses should be allowed to have A-Frame message boards adjacent to their front approach as long as they do not interfere with the flow of pedestrian traffic or ADA accessibility. Blade signs mounted perpendicular to the building façade are encouraged in a dense downtown environment. These need to have a minimum clearance above pedestrian walkways and do not enter the street curb-to-curb area to potentially interfere with truck traffic.

Strategies

- Create balanced signage guidelines that support the economic viability of businesses while maintaining a visually appealing and safe environment in the downtown area.

LEGALLY NON-COMPLIANT STRUCTURES

In deference to the existing businesses within the downtown commercial district, any overlay district should include a clause which would automatically allow any use already allowed, and structure currently within the district to be considered non-conforming legally occurring. The city should always be encouraging compliance with new standards through façade and site improvement permitting.

Strategies

- Respect existing businesses and structures within the downtown commercial district while promoting gradual compliance with new overlay district standards through incentives for façade and site improvements
- Implement a grandfathering clause to officially recognize and protect existing uses and structures from new regulations.

BUSINESS SUPPORT POLICIES & PROGRAMS

In order to assist the City and Economic Development Corporation in forming financial policies to enhance the downtown area, various organizations and business support groups may be utilized to finance redevelopment, attract new businesses and property owners, and develop social and commercial community events sponsored by companies to bring attention to the downtown area.

MUNICIPAL MANAGEMENT DISTRICT

Municipal Management Districts (MMDs) have been utilized in the Houston area since the 1950s as a means to allow commercial property owners to work together to supplement City and County services and improvements. Property owners identify common problems and issues in their area and use their Management District to implement solutions to those problems. The district is designed to enhance a defined business area.

Management Districts are:

- Self-governed, but must be approved by the host municipality.
- They have the ability to construct infrastructure and provide services within the District under an approved service plan.
- MMDs may issue tax exempt bonds, but bond debt is not city debt and does not impact city bonding capacity.
- Additional financing availability.
- Self-imposed property taxes.
- Special assessments.
- Impact fees.
- Other charges to property owners.

TAX INCREMENT FINANCE DISTRICT

Tools authorized by Chapter 311 of the Texas Tax Code by which local governments can publicly finance needed structural improvements and enhanced infrastructure within a defined area called a reinvestment zoning.

- Reinvestment zone which redirects additional property valuation ad valorem taxes back to the improvement of the district.
- The governing body/board of directors may use funds for project costs that benefit the reinvestment zone, including those relating to:
 - Railroad or transit facilities.
 - Affordable housing.

- Remediation of conditions that contaminate public or private land or buildings.
- Preservation of the façade of a private or public building.
- Demolition of public or private buildings.
- Provide affordable housing or areas of public assembly in or out of the zone.
- Pay a neighborhood enterprise association for providing services or carrying out authorized projects in the zone.
- Activities that benefit the zone and stimulate business and commercial activity in the zone.

CAPITAL PUBLIC IMPROVEMENT DISTRICT (CPID)

CIPDs are development financing tools authorized by Chapter 372 of the Texas Local Government Code which allow for the costs of certain public improvements in a designated area to be allocated to and paid for by the owners of the parcels that benefit from such improvements. A CPID can provide a means to fund improvements that meet community needs and that might not otherwise be constructed as quickly or at all by assessing charges to owners of the property that directly benefit from the improvements.

- Program needs to be supported by 100% of the property owners.
- Typically the district must demonstrate an extraordinary benefit and public purpose.
- CPID districts are usually created to fund major infrastructure that benefits the district, creation or construction of a major arterial, wastewater main that are eighteen (18") in diameter or water mains at least sixteen (16") in diameter.
- Prioritize new public infrastructure facilities.
- Estimate the cost of improvements or repairs.
- Analyze the fiscal capacity of the city to finance and construct improvements.
- Establish financial policies to provide for the funding of improvements.
- Schedule the funding, prioritization, and construction of improvements.

PUBLIC IMPROVEMENT DISTRICT

Creation of a PID which would create a special assessment of properties within the district. Project funding could assist in:

- Landscaping.
- Erection of fountains, distinctive lighting, and signs.
- Acquiring, constructing, improving, widening, narrowing, closing, or rerouting of sidewalks or of streets, any other roadways, or their rights-of-way.
- Construction or improvement of pedestrian malls.

- Acquisition and installation of pieces of art.
- Acquisition, construction, or improvement of libraries.
- Acquisition, construction, or improvement of street parking facilities.
- Acquisition, construction, improvement, or rerouting of mass transportation facilities.
- Acquisition, construction, or improvement of water, wastewater, or drainage facilities or improvements.
- Establishment or improvement of parks.
- Acquisition, by purchase or otherwise, of real property in connection with an authorized improvement.
- Special supplemental services for improvement and promotion of the district, including services relating to advertising, promotion, health and sanitation, water and wastewater, public safety, security, business recruitment, development, recreation, and cultural enhancement.
- Payment of expenses incurred in the establishment, administration, and operation of the district.

SMALL BUSINESS ADMINISTRATION TRAINING

Connect entrepreneurs to business support-organizations to assist with finding workforce, offer resources, training, support and technical assistance to employers and employees. Connections made to the Small Business Administration with the federal government. Creation of a series of seminars in the community to solve problems with business retention and improvement. Currently there is potential to strength the connection between entrepreneurs in downtown San Juan and the Small Business Administration (SBA) District Office in Harlingen, TX.

San Juan falls under the jurisdiction of the Lower Rio Grande Valley District Office, which serves 14 counties in southern Texas. Currently, the closest office for San Juan business owners is located over 30 miles away in Harlingen, TX. Therefore, it would be important to establish stronger connections between existing business organizations, such as the Chamber of Commerce. This could provide more local opportunities and access to SBA resources, including training, support, and technical assistance for employers and employees. The City and EDC should also work on connecting with the Small Business Administration (SBA) and organizing a series of community seminars to address business retention and improvement. SBA offers the following services:

- Develop training modules
- Business planning and development
- Financial management and funding options
- Marketing and customer engagement
- Workforce development and management
- Technology and digital tools for business
- Organizes Seminars and Workshops both online and in-person at accessible community locations

TEXAS MAIN STREET PROGRAM

Operation through the Texas Historical Commission. The Main Street Program provide technical expertise, resources, and support to Main Street communities in Texas within the Main Street America's Four Point Approach of organization, economic vitality, design, and promotion.

Economic growth, creation of new jobs, historic preservation, and development of community pride are among the goals of the program. The Main Street Four-Point Approach could help guide downtown San Juan; it is a comprehensive revitalization strategy in which staff and volunteers work to implement projects in four key areas:

- Design: Enhancing the downtown's physical appearance through building rehabilitation, storefront improvements, signs, landscaping, murals, merchandising, and displays, partnering with public and private sector groups in beautification and public improvement projects, and educating people about the importance of quality design, historic preservation, and good visual presentations.
- Economic Restructuring: Strengthening and diversifying the downtown's economic base by helping existing businesses to grow and expand, property owners to convert unused or underutilized buildings into productive commercial space, and downtown businesspeople to sharpen their competitiveness and merchandising skills.
- Promotion: Marketing the commercial district through events, advertising, printed materials, and public relations to attract customers, potential investors, new businesses, residents, and visitors.
- Organization: Building consensus and cooperation among public and private groups and individuals through partnerships and effective, ongoing management and advocacy for the downtown.

Regional Chapter Example: Harlingen, TX

ADDITIONAL GRANTS & PROGRAMS

The following grants and programs are also available to help the City and EDC achieve the goals set forth in this Commercial Development Plan.

- TxDOT State Infrastructure Bank – Transportation Loan Program
- TxDOT State Participation 2125 Program
- Texas Water Development Fund
- EDA Public Works & Economic Adjustment Assistance Grant
- Rebuilding American Infrastructure with Sustainability & Equity (RAISE) Grant
- Safe Streets and Roads for All (SSR4A) Grant
- T-Mobile Hometown Grant

PLACEMAKING ELEMENTS

For the downtown area to be successful, it must attract people through meaningful activities and an inviting ambiance. Downtown cannot be weakly offered; it must fully meet market expectations and establish a strong core activity that legitimizes it as a significant civic and cultural center. Currently, the downtown area suffers from a lack of differentiation and a coherent sense of place, competing with itself rather than creating a well-defined identity. By offering a diverse range of activities and land uses, downtown San Juan can support multiple layers of engagement, enhancing both its purpose and appeal. Increased programming and improved communication strategies will help activate the downtown, transforming it into a vibrant civic and community hub.

EVENTS AND ENTERTAINMENT

There is a desire for downtown San Juan to be a place to live, work, and play. Downtown San Juan can offer unique entertainment options that provide activities for residents and enhance the city's destination appeal. Essential elements for creating a more vibrant downtown district include online resources like event calendars, parking maps, and restaurant and shopping locations, along with parks and gathering spaces for the community, which can be activated through programming.

A high-quality, seasonal, or regularly recurring event calendar can significantly boost the destination appeal of both Downtown and the city. The calendar should feature active, fun, and exciting events and activities. Entertainment can include event series with live music, networking or mingling events like "sip and stroll", and activities hosted by specific downtown businesses and groups. City or EDC staff should proactively create this excitement, build a Downtown Event Calendar, regularly update it on the city's website, and promote it via social media.

As the heart of the city, downtown San Juan can host community festivals and similar events in designated spaces designed for such purposes. The "Plazita" or plaza across from City Hall could serve as a venue for cultural and arts events, farmers markets, and other festivals and activities.

Strategies

- Establish a procedure to discuss an annual Downtown Event Calendar to set a minimum number of downtown events to take place in the upcoming year on an annual basis.
- Introduce small events to feature and support local food and entertainment, such as a BBQ cookoff, taco taste-off, or other festivals.
- Host recurring Downtown Farmers Markets within the potential Plazita to encourage local spending and highlight local businesses' goods and services, while also providing family-friendly entertainment.
- Coordinate with local/regional vendors to activate Downtown with food, crafts, art, and similar market-related goods with a reliable schedule, to be included on the recommended Downtown Event Calendar.
- Partner with organization, such as Downtown San Juan Arts District to host recurring and cost-effective arts and music events, overlapping with the future Downtown Farmers Market and influenced by each season. These events would provide local musicians informal playing time and create a "soundtrack" to the Downtown experience.

- Introduce a branded holiday to San Juan, such as an annual fall festival or a winter celebration like a tree lighting at City Hall. These events would bring both residents and visitors to downtown San Juan, promoting a sense of community and increasing foot traffic in the area.
- Provide an online submission form on the San Juan City website for local businesses, residents, and other inquiries to communicate their destinations and upcoming events to City and EDC for potential promotion.
- Select two areas from those identified within this plan to develop as public parks or plazas to activate placemaking components such as:
 - Pocket parks
 - Food truck areas
 - Farmers Market
 - Gathering space/ Outdoor seating
 - Dog Parks
- Explore the feasibility of implementing activated alleys with elements such as lighting, seating, and art murals for creative Downtown enhancements.

HISTORY AND STORY TELLING

Restoring the past and building a new future that honors it will ensure that new development meets the community's vision for Downtown. Beautiful and activated community spaces downtown will provide areas for people to relax, socialize, and enjoy what Downtown has to offer. Storytelling is a key component to building lasting memories that link the past, present, and future. It can come in many forms: physical exhibits, museum installations, books, magazines, articles, landmarks, oral history, digital assets, and beyond.

There is plenty of history collected by community members and local institutions that can be utilized in future placemaking features in Downtown. Educational exhibits along trails, plaques on buildings and landmarks, and more can be included in Downtown to tell its story.

This is San Juan's chance to tell the story of Downtown and the city. For example, the San Juan Hotel has been a significant landmark in the Valley, even though it has not been in use for the last 20 years. It remains significant to the community as a familiar part of the city's fabric. The City and EDC intend to add dedicated space to the potential Downtown Conference Center with a museum display featuring exhibits on both floors of the building.

Strategies

- Create a dedicated space within the potential Downtown Conference Center to serve as a museum with displays or exhibits. One exhibit should honor and tell the history of San Juan, while the other focuses on the history of the hotel and the land it sits on.
- Work with the community and local institutions to identify possible locations for educational exhibits along current and future trails.
- Install plaques on buildings and landmarks to help tell the story of downtown San Juan.

COMMUNICATION AND BRANDING

There are four primary major entrances to San Juan's downtown from other communities. North and South Nebraska and east and west from BUS 83. With the addition of the transit stops in Downtown and along Nebraska, these entrances are the first opportunity that the city has to capture the imagination and interest of pass-through traffic made up of consumers, and people looking for a new community in which to work and to live.



Figure 8.1

These gateway entrances must incorporate a unique identifier and appropriately designed signage program that directs people to the amenities of San Juan, but also informs them of the relevance of the community to the region as a whole. The City should build on the design of the gateways and kiosk signage incorporated into the Nebraska Avenue Revitalization Plan to continue into wayfinding to Downtown, open spaces, schools, and to City facilities. The branding can also be incorporated into the public lighting instrumentation, median design, signage and landscaping then repeated in other focused areas within the community.

The term "wayfinding" was first used in 1960 by architect Kevin Lynch in *The Image of the City*, in reference to maps, street numbers, directional signs and other elements as "wayfinding" devices. Effective wayfinding clues, provided by signs, clearly delineated roads, distinct transit corridors, and lighting, furnish cognitive maps that allow people to quickly grasp an environment. In addition, it can be used to highlight and inform observers of significant historical/cultural sites within a particular district. Pointing out major institutions, for example, makes them easier to find and engenders pride in the residents, business owners, and customers that inhabit the community.

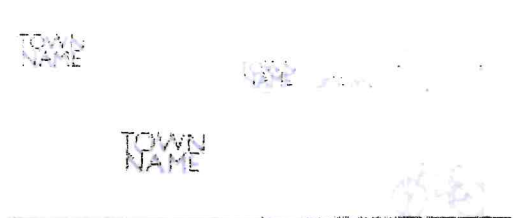


Figure 8.2

Highway signs and markers issued by TxDOT at IH 2 and along BUS 83 point to San Juan as a community, but do not direct customers to the downtown area or that there is available retail along the Nebraska corridor. Therefore, customers unfamiliar with the areas have difficulty finding the retailers there. Modification of wayfinding by providing monument markers defining San Juan and then directional signage directing highway traffic from IH 2 and BUS 83 to Downtown may

provide additional recognition of Downtown as a place to recreate and do business.

Part of evolving Downtown is enhancing communications about Downtown to residents, visitors, and employees, both current and future. To assist in these communications and contribute to a cohesive Downtown identity, the City should develop elements such as a Downtown logo, themed benches, signage, and a cohesive landscape palette while also focusing on communicating the housing options, events, activities, and amenities available downtown to support economic development.

Strategies

- Create a brief Downtown Branding Strategy.
- Create a Downtown Logo.
- Explore the possibility of branded street furniture and landscape palette in new Downtown zoning.
- Communicate with the Downtown brand regularly online through social media and hashtags such as #DTSanJuan hashtags.

PUBLIC ART AND INTERACTION

Public art installed downtown presents an opportunity to tell the story of San Juan, highlighting its history and character. From the local Hispanic culture to elements from San Juan's past, public art should align with the proposed Downtown Branding Strategy once it is created. Gateways, key corners, and major intersections are ideal locations for public art displays. Plazas, gathering areas, and downtown parks also offer opportunities for public art consistent with San Juan's brand.

Murals and interactive water features can showcase San Juan's history and character while adding visual interest and fun to the Downtown design. The use of both neutral and vibrant colors can enhance the richness of the architecture and contribute to a dynamic and engaging environment.

Strategies

- After the Downtown Branding Strategy is completed, prepare a brief Downtown Public Art Strategy to include the process and goals for public art downtown for new development, beautification, public amenities, and other revitalization initiatives.
- Consider creating a public art program to invite artists to propose public art and landmark projects for Downtown that would connect spaces and add character, including commissioning and donation procedures.

FAÇADE IMPROVEMENT PROGRAM

A grant funded by the City or EDC which would have specific matching funds from the business or property owner requesting support. There would be a certain amount of funds available per year and additional funds roll over to future years. Grant is contingent on specific criteria for the business and must have thorough investigation and documentation (including receipts for - pre-design work or overall cost estimates of proposed work). Funding decisions are made through an independent official rather than through an elected board.

Strategies

- Explore the feasibility of adopting a city or EDC-funded grant program, or similar Corridor Beautification Partnership (CBP), with matching funds required from the requesting business or property owner.
- Target improvements for retail and commercial properties along the Nebraska Avenue corridor, including portions of IH 2 and BUS 83.

- Once the grant or CBP is adopted allocate a specific amount of funds per year, with any unused funds rolling over to future years to help focus funds to revitalize downtown San Juan.
- Ensure the grant is contingent on specific criteria for the business, requiring thorough investigation and documentation (including receipts for pre-design work or overall cost estimates of proposed work).

Sample Program Adoption

The Corridor Beautification Partnership (CBP) is a matching grant program that could potentially be adopted by the City of San Juan to help fund the revitalization of Downtown. The grant would focus on improvements to retail and commercial properties located along the Nebraska Avenue corridor, including portions of IH 2 and BUS 83. Properties in need of outer improvements to landscaping, façade, or signage can apply for these funds. Matching grants are awarded for up to 50% of the total estimated construction cost.

Overview

- A grant funded by the City or Economic Development Corporation (EDC).
- Requires matching funds from the business or property owner requesting the grant.
- Limited funds available per year; unused funds roll over to future years.
- Grant contingent on specific criteria for the business.
- Thorough investigation and documentation required (including receipts for pre-design work and overall cost estimates of proposed work).
- Funding decisions made by an independent official rather than an elected board.

Potential Program Elements

Eligible Area

- Commercial properties adjacent to the Nebraska Avenue right-of-way and the establish Downtown boundary.

Eligible Improvements

- Permanent site enhancements for commercial properties visible from the Nebraska right-of-way, including:

Policy and Conditions

- Matching grants awarded for any approved improvements visible from the public right-of-way of Nebraska Avenue.
- Project proposals must be reviewed and approved before work begins.

Guidelines

- Matching grant amounts are awarded for 50% of the total estimated cost of the improvements, on a reimbursable basis.
- Grants awarded based on allocation criteria.
- Total funds available in the matching grant program may restrict the City's ability to fully fund a grant request.
- City Council has final authority on all dollar amounts awarded.
- Reimbursement checks issued only to the grant recipient or their designated financial institution.
- Agents of the grant recipient are not eligible to receive reimbursement.
- Grant recipients required to match the awarded grant funds dollar for dollar.
- The total funds available in the Corridor Beautification Program Fund account may restrict the City's ability to meet a grant request.

Links

- Sample Ordinance: [Bryan Texas Beautification Facade Grant Program](#)
- Sample Application: [New Submission](#)

Submittal Requirements

- Eligible applicants must submit one (1) electronic and one (1) paper copy to the City of San Juan Planning Department.
- Required documents:
 - Completed application form.
 - Comprehensive photos of existing site conditions.
 - Project narrative (max. 750 words).
 - Drawings/plans of proposed improvements (PDF).
 - Two itemized cost estimates from independent sources.
 - Current tax certificate (no delinquent taxes).
 - Owner's certification and proof of ownership.

Project Duration

- Include an estimation of the time required to complete enhancements.
- Determined at the time of grant approval by the City Council.
- Must not exceed 365 days unless uncontrollable circumstances arise.

Review Process

- City staff determines the appropriate review processes.
- Minimum requirements:
 - Grant amount vs. project impact.
 - Increase to ad valorem and sales tax.
 - Visibility to intersections and Nebraska Avenue.
 - Occupancy of vacant buildings.
 - Job creation.
 - Improvement to dilapidated buildings.
 - Property consolidation/parcel size.
 - Compliance with City of San Juan Code of Ordinances.

Financial Approval

- Development Services reviews cost estimates, title proof, and tax status.
- Review Panel places grant request on City Council agenda.
- City Council reviews and decides on the application.

EFFECTIVE IMPLEMENTATION

Implementing the Downtown Commercial Development Plan successfully involves doing the right things first to gain momentum. Prioritizing the necessary policies, programs, and strategies is crucial to focusing energy on the right initiatives at the right time. Below are detailed explanations of the strategies available to the City and Economic Development Corporation with the following timelines attached:

- Short-term: Within three years, by 2027
- Mid-term: Within the next six years, by 2030
- Long-term: Within the next ten years, by 2034

Strategies can be completed sooner than the timeframe indicated should funding, partnerships, or Downtown context or opportunities arise.

Parking and Transportation Improvement

#	Strategy	Time Frame
1	Improvement of Parking Standards for Existing Lots (creation of assistance program) – Increasing parking standards for the types of surface lots to include re-paving and restriping for specific parking areas. Encourage areas with appropriate handicapped parking accessibility.	Short-term
2	Generation of a standard cross parking agreement between uses. Many parcels within the Nebraska Avenue Corridor do not have cross parking between uses. Generation of agreements between property owners can foster collaboration to provide enough parking for all businesses. Those businesses with different peak hour periods of parking demand would benefit the most.	Short-term
3	District Parking (Railroad): Investigate the possibility of developing area parking at the northeast corner of BUS 83 and Nebraska Avenue with appropriate crosswalks.	Mid-term
4	District Parking (6 th Street and Kansas Street): Investigate the co-use of the parking area at the Ballroom site and provide a sidewalk walking path along 6 th Street.	Mid-term
5	Create a specific parking demand study based on the number of total spaces in the area. By determining who is parking and for how long they are parking can greatly help the ability to specify the amount of parking which is needed to satisfy the parking demand.	Mid-term
6	Improve On Street Parking on Side Streets: Continue the design of improvements on Nebraska Avenue to include appropriate spacing, width and access to adjacent sidewalks.	Long-term

Traffic	7	Investigation of Controlled Traffic Light at 11th Street and provide better flow of school traffic at S. Nebraska and W Ridge Road for School Pickup and Drop off.	Short-term
	8	Investigation of improved transit routes with more east-west connectivity to adjacent communities and neighborhood level transit stops.	Short-term
	9	Bicycle Connectivity increases multi-modal accessibility of the downtown area by creating specific connection to Rio Grande Valley Bike Trail.	Mid-term
	10	Create a Trolley Circular Between the Basilica and Restaurants/Shopping downtown.	Long-term
	11	Find opportunities to reduce the number of drive approaches to businesses through collaborative access points. A reduced number of drive approaches reduces the conflict points with traffic flowing within a corridor.	Long-term
Lincoln Street Partial Closure			
Catalyst Sites and Programs	12	Pedestrian Marketplaces: Host monthly farmer's markets; craft fairs; arts and cultural events to attract visitors.	Short-term
	13	Sidewalk cafés and outdoor dining experiences. Encourage the development of local restaurants to offer outdoor seating. Appropriately delineating the private and public realms of the street.	Mid-term
	14	Continuation of streetscape improvements from Nebraska Avenue along 6th Street. Including benches, street lighting, landscaping and sidewalks. Public art should be considered to make the area attractive.	Long-term
	15	Investigate the ability to provide structured parking at 6th and Lincoln with reservation area for City Vehicles.	Long-term

San Juan Plazita			
Catalyst Sites and Programs	16	Parks and Plaza: Develop parks with recreational facilities, hardscapes, and electrical availability for festival vendors.	Long-term
	17	Generation of activated open space for festivals, gatherings, food trucks, farmers markets. Primary activation in connection with improvements to sidewalks along 6 th Street and wayfinding to public parking areas.	Long-term
Mixed-Use Development			
Catalyst Sites and Programs	18	Investigate the attraction of public private partnerships with developer return of investment opportunities. Consider tax incentives for this project.	Short-term
	19	Promotion of live-work spaces to attract entrepreneurs and small businesses.	Mid-term
	20	Development of modern retail and office spaces to enhance the attractiveness of the area and provide additional investment in the downtown area.	Mid-term
	21	Redevelopment of the south of the railroad on the northwest corner. Purchase properties, take parking off of "head in" parking from BUS 83 to reduce interactions with east/west arterial.	Long-term
	22	Retail/Parking Reinvestment in Railroad Corridor/BUS 83. Redevelopment of the northwest corner mixed-use development addressing Nebraska.	Long-term
	23	Northeast corner, preserve Palm Trees and regrade areas to public parking/drop off area with trolley stop. Connection with improvements to sidewalks and pedestrian crossing on railroad and across 83.	Long-term
Sustainable and Smart Infrastructure			

Catalyst Sites and Programs	24	Public Transit and Mobility: Improve the public transit options by increasing the number of routes and more east-west connections to other communities.	Short-term
	25	Smart Technology: Install smart technology such as free public WI-FI, the continuation of digital kiosks from the Nebraska Avenue Corridor and real-time transit information.	Mid-term
	26	Green Building Standards: Encourage or mandate green building standards for new development and renovations. Include additional grant money toward this action.	Mid-term
Events and Entertainment			
Programs and Activation	27	Establish a procedure to discuss an annual Downtown Event Calendar to set a minimum number of Downtown events to take place in the upcoming year on an annual basis.	Short-term
	28	Introduce small events to feature and support local food and entertainment, such as a BBQ cookoff, taco taste-off, or other festivals.	Short-term
	29	Provide an online submission form on the San Juan City website for local businesses, residents, and other inquiries to communicate their destinations and upcoming events to City and EDC for potential promotion.	Short-term
	30	Coordinate with local/regional vendors to activate Downtown with food, crafts, art, and similar market-related goods with a reliable schedule, to be included on the recommended Downtown Event Calendar.	Short-term

Programs and Activation	31	Partner with organization, such as Downtown San Juan Arts District to host recurring and cost-effective arts and music events, overlapping with the future Downtown Farmers Market and influenced by each season. These events would provide local musicians informal playing time and create a "soundtrack" to the Downtown experience.	Short-term
	32	Introduce a branded holiday to San Juan, such as an annual fall festival or a winter celebration like a tree lighting at City Hall. These events would bring both residents and visitors to downtown San Juan, promoting a sense of community and increasing foot traffic in the area.	Short-term
	33	Host reoccurring Downtown Farmers Markets within the potential "Plazita" or plaza to encourage local spending and highlight local businesses' goods and services, while also providing family-friendly entertainment.	Mid-term
	34	Select two areas from those identified within this plan to develop as public parks or plazas to activate placemaking components such as: • Pocket parks • Food truck areas • Farmers Market • Gathering space/ Outdoor seating • Dog Parks	Mid-term
	35	Explore the feasibility of implementing activated alleys with elements such as lighting, seating, and art murals for creative Downtown enhancements.	Long-term
History and Story Telling			
Programs and Activation	36	Install plaques on buildings and landmarks to help tell the story of downtown San Juan.	Mid-term
	37	Work with the community and local institutions to identify possible locations for educational exhibits along current and future trails.	Mid-term

	38	Create a dedicated space within the potential Downtown Conference Center to serve as a museum with displays or exhibits. One exhibit should honor and tell the history of San Juan, while the other focuses on the history of the hotel and the land it sits on.	Long-term
Communication and Branding			
Programs and Activation	39	Create a brief Downtown Branding Strategy.	Short-term
	40	Create a Downtown Logo.	Short-term
	41	Communicate with the Downtown brand regularly online through social media and hashtags such as #DTSanJuan hashtags.	Short-term
	42	Explore the possibility of branded street furniture and landscape palette in new Downtown zoning.	Mid-term
Public Art and Interaction			
Programs and Activation	43	Consider creating a public art program to invite artists to propose public art and landmark projects for Downtown that would connect spaces and add character, including commissioning and donation procedures.	Short-term
	44	After the Downtown Branding Strategy is completed, prepare a brief Downtown Public Art Strategy to include the process and goals for public art downtown for new development, beautification, public amenities, and other revitalization initiatives.	Mid-term
Façade Improvement Program			
Programs and Activation	45	Explore the feasibility of adopting a City or EDC-funded grant program, or similar Corridor Beautification Partnership (CBP), with matching funds required from the requesting business or property owner.	Short-term

	46	Target improvements for retail and commercial properties along the Nebraska Avenue corridor, including portions of IH 2 and BUS 83.	Mid-term
	47	Once the grant or CBP is adopted allocate a specific amount of funds per year, with any unused funds rolling over to future years to help focus funds to revitalize downtown San Juan.	Mid-term
	48	Ensure the grant is contingent on specific criteria for the business, requiring thorough investigation and documentation (including receipts for pre-design work or overall cost estimates of proposed work).	Mid-term
Overlay Zoning District			
Downtown Design and Regulation Tools	49	Create an overlay zoning district based on form-based codes which will enhance the design of new development within the downtown while providing opportunities for improving existing structures. See pg. 30 for additional details.	Mid-term
Mixed-Use Commercial Buildings			
Downtown Design and Regulation Tools	50	Ensure new commercial buildings align with the existing building line along Nebraska Avenue from the Interstate to maintain a cohesive streetscape.	Long-term
	51	Implement wide, straight sidewalks as part of the Nebraska Avenue Revitalization Plan, incorporating street trees and providing clear guidance for pedestrians.	Long-term
	52	Position new commercial buildings along the railroad and within the downtown area to the right-of-way (ROW) line, including wide sidewalks and on-street parking.	Long-term
	53	Design corner buildings with prominent corner entrances visible from both street frontages.	Long-term

Downtown Design and Regulation Tools	54	Construct ground floors of new buildings to commercial standards, including a minimum 14-foot plate height to accommodate retail and office uses.	Long-term
	55	Ensure parking and delivery areas are located at the rear of buildings.	Long-term
	56	Encourage retail buildings to have double frontage entrances to facilitate pedestrian access and ease of movement between vehicles and storefronts.	Long-term
	57	Focus on developing mixed-use parcels north of the railroad to create additional retail and restaurant space in a pedestrian-friendly environment.	Long-term
	58	Enhance pedestrian connections across BUS 83 to integrate new mixed-use developments with existing downtown areas, fostering a seamless pedestrian experience.	Long-term
Building Façades			
Downtown Design and Regulation Tools	59	Create design guidelines and or archetypal standards for the Overlay District to increase architectural diversity and visual interest through building articulation while maintaining high design quality.	Mid-term
	60	Create a cohesive visual identity for the Downtown Commercial District while encouraging individual business creativity and cultural expression through vibrant colors and murals.	Mid-term
	61	Offer incentives, such as reduced permit fees or grants, to businesses that incorporate vibrant colors or murals into their building designs.	Mid-term

	62	Establishing a common setback distance to encourage the integration of public and private spaces and create a cohesive and aesthetically pleasing streetscape in the Overlay District. See Pg. 35 for General Setback Standards.	Mid-term
Screening and Fencing			
Downtown Design and Regulation Tools	63	Establish Screening Requirements. See Pg. 36 for details.	Mid-term
	64	Establish Design Standards for Solid Waste Enclosures. See Pg. 37 for details.	Mid-term
	65	Establish Placement and Additional Landscaping Standards. See Pg. 37 for details.	Mid-term
	66	Create Requirements for Screening for Loading Docks and Area. See Pg. 36-37 for details.	Mid-term
Signage			
Downtown Design and Regulation Tools	67	Create balanced signage guidelines that support the economic viability of businesses while maintaining a visually appealing and safe environment in the downtown area.	Mid-term
Legally Non-Compliant Structures			
Downtown Design and Regulation Tools	68	Respect existing businesses and structures within the Downtown Commercial District while promoting gradual compliance with new overlay district standards through incentives for façade and site improvements.	Mid-term
	69	Implement a grandfathering clause to officially recognize and protect existing uses and structures from new regulations.	Mid-term

DEVELOPER ENGAGEMENT

To foster a dynamic and sustainable transformation of San Juan's downtown, active and strategic engagement with developers across retail, hospitality, multifamily, and mixed-use sectors is paramount. Recognizing that each sector operates with distinct priorities and investment criteria, the City's approach must be tailored to align with their specific goals, while leveraging the broader economic vision embedded in the Commercial Development Plan. This section outlines a comprehensive engagement strategy designed to cultivate partnerships, drive investment, and realize the city's vision of a revitalized and vibrant downtown. By providing a clear framework for collaboration, incentives, and long-term planning, San Juan aims to position itself as an attractive destination for innovative and impactful development.

KEY DEVELOPER PRIORITIES

Retail Developers:

- **Location and Foot Traffic:** Developers will prioritize areas with high visibility and pedestrian traffic. The Nebraska Avenue revitalization project (as mentioned in the San Juan CDP) offers an opportunity to highlight street-facing retail with improved sidewalks and lighting.
- **Parking:** Retail developers will want convenient, accessible parking. The city's planned district parking solutions and cross-parking agreements (noted in the plan) should be emphasized.
- **Amenities and Attractions:** The development of open spaces like parks, plazas, and the potential for food truck and farmer's market areas in downtown will be key attractions for retail businesses.

Hospitality Developers:

- **Proximity to Attractions:** The Basilica and downtown revitalization projects offer a unique opportunity to attract hospitality investment. Promoting connectivity and wayfinding from the Basilica to downtown will be vital.
- **Infrastructure Readiness:** Highlight infrastructure improvements, such as the Nebraska Avenue project, which will enhance accessibility and improve the streetscape.
- **Events and Activation:** Hosting community events, festivals, and farmer's markets will boost tourism, making the area more attractive to hospitality developers.

Multifamily Developers:

- **Mixed-Use Zoning:** The city's mixed-use zoning strategy, which allows for residential units above retail or office spaces, should be showcased. This offers the potential for developers to create multifamily housing in the downtown zone while attracting commercial investment on the ground floor.
- **Walkability and Connectivity:** Emphasizing the walkability and improvements to pedestrian infrastructure, as well as proximity to transit and key community facilities, will attract multifamily developers.

- **Affordable and Premium Housing:** The plan to hold some apartments at affordable rates while others remain at market rates will appeal to developers targeting different segments of the housing market.

Mixed-Use Developers:

- **Synergy of Spaces:** Mixed-use developers will prioritize the integration of residential, retail, and office spaces. Highlighting the city's vision for cohesive urban spaces, such as plazas, parks, and a well-connected downtown, will be critical.
- **Catalyst Sites:** Promoting the catalyst projects identified in the plan, including the Nebraska Avenue corridor and the downtown redevelopment, will show developers the potential for strategic, high-impact investments.
- **Public-Private Partnerships:** Tax incentives and public-private partnership opportunities mentioned in the document will also be attractive to developers.

DESIRED PATH TO ACHIEVE DEVELOPER PRIORITIES

Leverage the Available Master Plan and Commercial Development Plan:

- **Present Downtown San Juan as a Hub for Growth:** Use the Commercial Development Plan to show a well-thought-out approach to revitalization, including public investments like the new City Hall, fire station, and improved Nebraska Avenue corridor.
- **Public Infrastructure Investments:** Emphasize ongoing and planned public infrastructure investments, such as sidewalks, streetscapes, and parking facilities, to demonstrate the city's commitment to creating an attractive environment for investment.
- **Mixed-Use and Zoning Flexibility:** Promote the city's mixed-use zoning as a tool for flexible development that allows for the combination of commercial, residential, and recreational spaces in one project.

Use of Catalyst Sites:

- **Encourage Development Around Catalyst Projects:** Developers should be made aware of key catalyst sites that can spark broader revitalization, such as the areas targeted for mixed-use and retail/parking reinvestment along the Railroad Corridor/BUS 83.
- **Highlight Public-Private Partnerships:** Leverage tax incentives and partnership opportunities as part of the engagement process to demonstrate how the city is willing to collaborate on high-impact projects.

ENGAGEMENT STRATEGY

Personalized Developer Meetings:

- **Sector-Specific Presentations:** Create tailored presentations for each type of developer (retail, hospitality, multifamily, mixed-use) that outline San Juan's unique offerings and specific benefits related to their sector.

- **Tour of Catalyst Sites:** Offer site tours of key catalyst areas and redevelopment zones to showcase the city's progress and investment potential.

Workshops and Public-Private Partnership Meetings:

- **Workshops for Retail and Hospitality Developers:** Organize workshops that focus on the growing demand for retail and hospitality in San Juan, supported by data from the market analysis in the plan (e.g., gaps in retail and food services).
- **Roundtables for Multifamily and Mixed-Use Developers:** Host roundtable discussions that highlight the city's plans for mixed-use zoning and multifamily housing projects, with opportunities for collaboration on public-private projects.

Ongoing Communication and Incentives:

- **Regular Updates and Feedback Loops:** Keep developers informed about ongoing improvements in infrastructure and public spaces, and gather feedback regularly to adjust strategies as needed.
- **Incentives and Support:** Clearly communicate the tax incentives, financing options, and grants available to developers to make the process of investing in San Juan more attractive and feasible.
- **Existing Connections:** Leverage South Texas Facility Partnership (STFP) and Broaddus Companies as strategic conduits to facilitate engagement with development partners on a project-specific basis, ensuring a streamlined and focused approach for future collaborations.

In summary, the City of San Juan's approach to developer engagement is both strategic and adaptive, designed to meet the diverse needs of retail, hospitality, multifamily, and mixed-use sectors. By fostering collaboration through targeted incentives, public-private partnerships, and clear communication of the city's long-term vision, San Juan is poised to attract significant private investment. The alignment of the city's development goals with developer priorities will catalyze economic growth, ensuring the successful revitalization of downtown as a vibrant commercial and residential hub. This engagement framework not only reflects a commitment to sustainable growth but also positions San Juan as a competitive, forward-looking destination for transformative development projects.

IMMEDIATE ACTION ITEMS

With a plan set out for how to achieve the goals set out in this document, where does it begin? What can happen today? There are a few things that are already underway, described previously, and others that can provide good stepping stones on the path to a vibrant and active downtown San Juan.

CONTINUE NEBRASKA AVENUE REVITALIZATION

Providing adequate and up-to-date infrastructure is paramount in creating a vibrant downtown. Once the Nebraska Avenue Revitalization project is completed, it will set the stage for the surrounding blocks to follow suit. Though this project is ongoing, other steps can be taken in tandem.

INITIATE POLICY CHANGE

Policy changes highlighted in this plan can be initiated now to make sure everything is in place once dollars become available. Initiating necessary policy changes may not have an immediate impact on the physical characteristics of the downtown area but they show a good faith effort by the city and signal the public that change is being taken seriously. The public should have continuing involvement in the planning process as these policies are being defined and implemented.

DEVELOP DOWNTOWN BUSINESS GRANTS

This plan has highlighted several different types of grants that may be utilized by the city to increase funding for necessary projects. The sooner potential grants are identified and developed by the City and EDC, the sooner projects can begin. The city has already identified consultants to assist with this process and can begin today.

ENGAGE PARTNERS & INVESTORS

Once this plan is completed the City and EDC will have materials to present to prospective developers and investors to draw their attention to downtown San Juan. Making and nurturing those connections can help ensure larger projects, such as the mixed-use development types discussed in this plan, can be achieved.

MARKET FEASIBILITY & RETAIL ANALYSIS

The attractiveness of the market in downtown San Juan specifically is still unclear. This will need to be explored in a separate, detailed market feasibility study constrained to the geography of Downtown. The retail analysis that informed this plan applies to all of San Juan, not just the downtown area. This study will need to be replicated and constrained to the downtown area as well. These two documents will give developers a clearer understanding of the market landscape in downtown San Juan and help inform the city on the best ways to gain buy-in from investors.

CONCLUSION

In order to spur economic development in downtown San Juan and bring vitality to the area, the City and the Economic Development Corporation will need to work together to enact holistic changes that first serve existing residents and businesses and then attract outside dollars from investors, developers, and tourists. The ultimate goal is to create a place where residents feel they belong and that they can enjoy with other members of their community. The community's sense of ownership over a place is essential to prolonged and meaningful revitalization and the City and EDC can help spur this by collaborating with local, state, and national agencies to offer grants, business training, and adequate infrastructure. Demand and opportunity will draw outside investment from developers, businesses, and tourists. This Commercial Development Plan has outlined goals and strategies within the following key categories to help get downtown San Juan moving in the direction of long-term economic revitalization:

- Design Guidelines
- Parking & Infrastructure
- Policies & Programs
- Arts & Culture
- Catalyst Sites
- Immediate Action Items

Each of these categories represents an element identified by the community as important to the creation of a vibrant downtown San Juan and can be followed to changes that can serve and be seen by San Juan residents, tourists, and prospective developers. Equipped with the strategies, tools, and guidelines set out in this plan, the City and EDC will be able to take action along with community members to create a vibrant and lasting Downtown that can be enjoyed for years to come.

APPENDICES

The following pages include reports and renderings that influence or are relevant to the Commercial Development Plan.

APPENDIX A – CITY OF SAN JUAN 2021 RETAIL ANALYSIS



www.sjtx.us

2021 Retail Analysis

Prepared By:
Alex Meade, EDFP, CPM
Jesse Ozuna, CPM





City Council

Mario Garza, Mayor

Leonardo "Lenny" Sanchez, Mayor Pro-Tem

Adina "Dina" Santillan, Commissioner

Ernesto "Neto" Guajardo, Commissioner

Marco "Markie" Villegas, Commissioner

Benjamin Arjona, City Manager



Board of Directors

Arturo Guajardo, President

Leonardo "Lenny" Sanchez, Vice-President

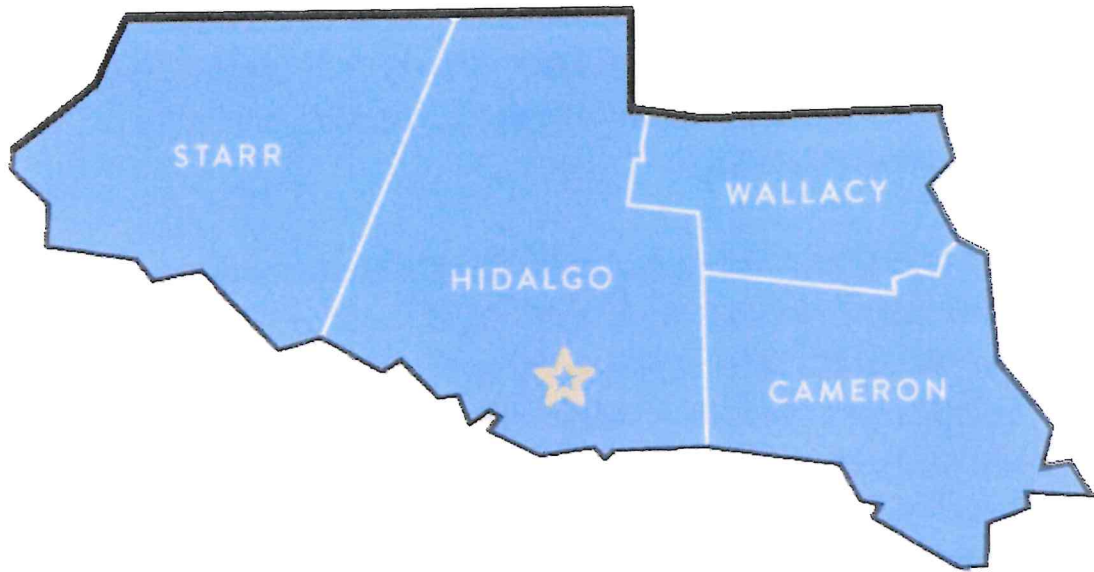
Pedro Contreras, Secretary

Ernesto "Neto" Guajardo, Member

Marco "Markie" Villegas, Member

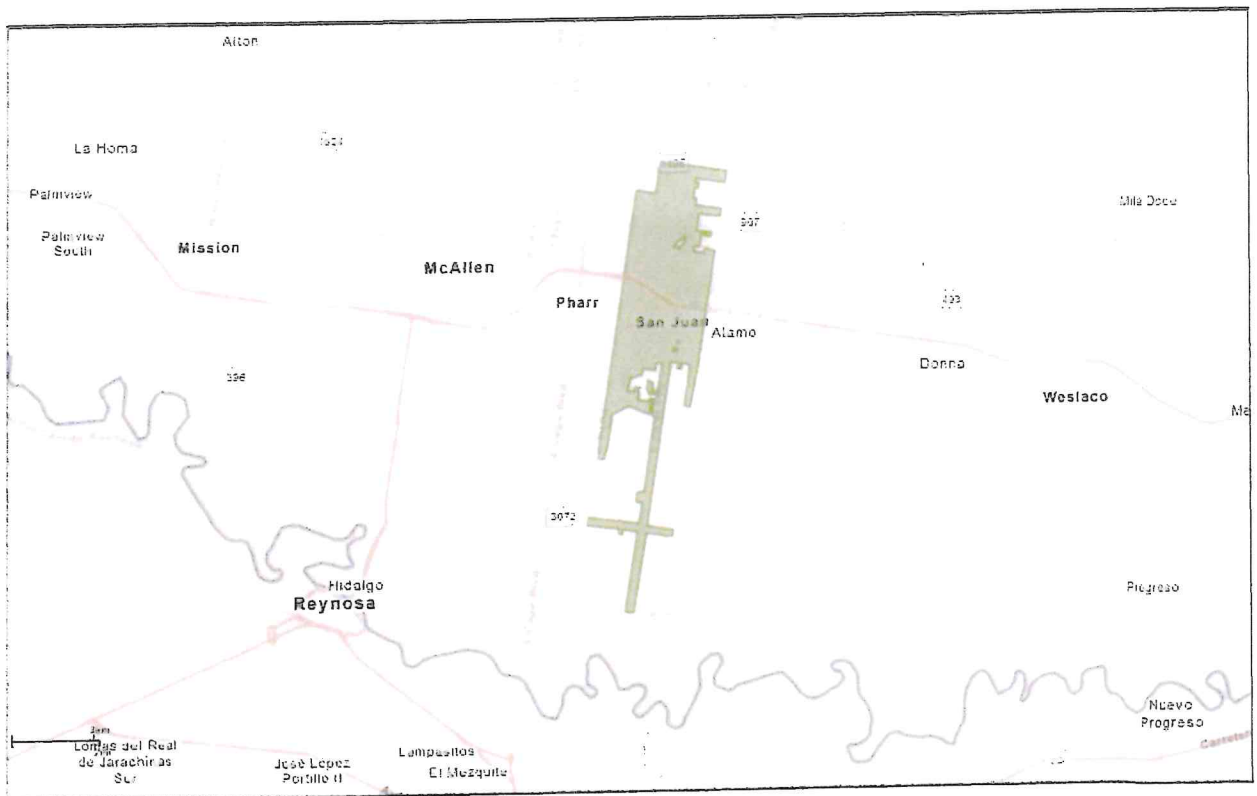
Benjamin Arjona, Executive Director

LOCATION



★
Texas Highway Map

San Juan, TX



PURPOSE

The objective of this study is to gain an understanding of the City of San Juan's retail strengths and weaknesses in order to be able to develop an effective retail development strategy.

A retail leakage formula allows us to determine how much retail sales should be generated based on an area's per capita income and its population in relation to the state per capita sales and state per capita income. The difference between the actual retail sales and the potential retail sales is known as retail surplus or retail leakage. A retail surplus indicates that sales are being pulled from beyond the area's borders, whereas, retail leakage indicates that area residents are shopping elsewhere.

Analyzing an area's retail activity can help city officials or developers gain a better understanding of an area's retail market in order to determine the retail services that are being under served; thus, allowing the investor (developer and community) to make a wiser investment.

The results of this analysis illustrate the amount of dollars that are available in the area by merchandise group.

SAN JUAN RETAIL ANALYSIS SUMMARY

As a result of the retail study, analysis was conducted on the retail activity in each merchandise group in the City of San Juan. It was concluded that in the year 2021, San Juan experienced a retail LEAKAGE of \$58.3 million and a retail SURPLUS of \$90.3 million; thus, resulting in an OVERALL retail surplus of \$32 million.

A retail surplus indicates that sales are being pulled from beyond San Juan's borders. For example, San Juan's largest surplus was in the Motor Vehicle & Parts Dealers, Food & Beverage Stores, and Health & Personal Care Stores, respectively; indicating that people from outside the City were shopping for these items in San Juan. On the other hand, San Juan's largest leakage was in the General Merchandise Stores, Clothing & Clothing Accessories Stores, and Furniture & Home Furnishings Stores, respectively; in other words, people from San Juan were buying these types of products in other communities.

However, it is important to note that a leakage does not necessarily imply a weakness. A leakage indicates that the certain merchandise groups are being underserved; hence, an opportunity for focus and growth. A surplus can suggest that the retailers are performing well, and therefore, there is not a need to expand or over serve the market.

*The data set used for this retail analysis derived from the latest available U.S. Census retail data for 2017.

Retail MarketPlace Profile

San Juan City, TX
San Juan City, TX (4865516)
Geography: Place

Prepared by Texas Regional B

Summary Demographics

2021 Population	38,144
2021 Households	10,126
2021 Median Disposable Income	\$35,538
2021 Per Capita Income	\$15,266

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$238,059,047	\$269,981,800	-\$31,922,753	-6.3	151
Total Retail Trade	44-45	\$215,057,006	\$249,146,690	-\$34,089,684	-7.3	94
Total Food & Drink	722	\$23,002,041	\$20,835,110	\$2,166,931	4.9	57
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$47,098,509	\$86,653,905	-\$39,555,396	-29.6	26
Automobile Dealers	4411	\$38,146,639	\$80,249,605	-\$42,102,966	-35.6	20
Other Motor Vehicle Dealers	4412	\$4,906,042	\$0	\$4,906,042	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$4,045,828	\$6,404,300	-\$2,358,472	-22.6	6
Furniture & Home Furnishings Stores	442	\$7,276,285	\$2,113,548	\$5,162,737	55.0	2
Furniture Stores	4421	\$4,314,349	\$2,113,548	\$2,200,801	34.2	2
Home Furnishings Stores	4422	\$2,961,936	\$0	\$2,961,936	100.0	0
Electronics & Appliance Stores	443	\$7,646,056	\$4,038,484	\$3,607,572	30.9	2
Bldg Materials, Garden Equip. & Supply Stores	444	\$13,411,596	\$16,737,312	-\$3,325,716	-11.0	6
Bldg Material & Supplies Dealers	4441	\$12,745,108	\$16,068,202	-\$3,323,094	-11.5	5
Lawn & Garden Equip & Supply Stores	4442	\$666,488	\$669,110	-\$2,622	-0.2	1
Food & Beverage Stores	445	\$39,524,008	\$74,129,665	-\$34,605,657	-30.4	22
Grocery Stores	4451	\$36,044,573	\$67,328,580	-\$31,284,007	-30.3	17
Specialty Food Stores	4452	\$1,697,226	\$4,337,970	-\$2,640,744	-43.8	1
Beer, Wine & Liquor Stores	4453	\$1,782,209	\$2,463,115	-\$680,906	-16.0	3
Health & Personal Care Stores	446,4461	\$12,089,213	\$24,864,619	-\$12,775,406	-34.6	9
Gasoline Stations	447,4471	\$22,805,262	\$19,710,827	\$3,094,435	7.3	6
Clothing & Clothing Accessories Stores	448	\$9,477,540	\$3,555,643	\$5,921,897	45.4	4
Clothing Stores	4481	\$6,378,726	\$3,286,228	\$3,092,498	32.0	2
Shoe Stores	4482	\$1,418,656	\$0	\$1,418,656	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,680,158	\$269,415	\$1,410,743	72.4	2
Sporting Goods, Hobby, Book & Music Stores	451	\$7,249,465	\$2,556,153	\$4,693,312	47.9	2
Sporting Goods/Hobby/Musical Instr Stores	4511	\$6,470,765	\$2,556,153	\$3,914,612	43.4	2
Book, Periodical & Music Stores	4512	\$778,700	\$0	\$778,700	100.0	0
General Merchandise Stores	452	\$37,375,077	\$7,985,655	\$29,389,422	64.8	7
Department Stores Excluding Leased Depts.	4521	\$25,768,325	\$0	\$25,768,325	100.0	0
Other General Merchandise Stores	4529	\$11,606,752	\$7,985,655	\$3,621,097	18.5	7
Miscellaneous Store Retailers	453	\$8,071,853	\$5,555,151	\$2,516,702	18.5	7
Florists	4531	\$287,783	\$318,085	-\$30,302	-5.0	3
Office Supplies, Stationery & Gift Stores	4532	\$1,777,199	\$242,089	\$1,535,110	76.0	1
Used Merchandise Stores	4533	\$1,369,228	\$222,108	\$1,147,120	72.1	1
Other Miscellaneous Store Retailers	4539	\$4,637,643	\$4,772,869	-\$135,226	-1.4	2
Nonstore Retailers	454	\$3,032,142	\$1,245,728	\$1,786,414	41.8	1
Electronic Shopping & Mail-Order Houses	4541	\$2,301,073	\$0	\$2,301,073	100.0	0
Vending Machine Operators	4542	\$198,509	\$0	\$198,509	100.0	0
Direct Selling Establishments	4543	\$532,560	\$1,245,728	-\$713,168	-40.1	1
Food Services & Drinking Places	722	\$23,002,041	\$20,835,110	\$2,166,931	4.9	57
Special Food Services	7223	\$261,542	\$0	\$261,542	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$754,503	\$621,418	\$133,085	9.7	3
Restaurants/Other Eating Places	7225	\$21,985,996	\$20,213,692	\$1,772,304	4.2	54

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace. ©2021 Esri. ©2017 Data Axle, Inc. All rights reserved.

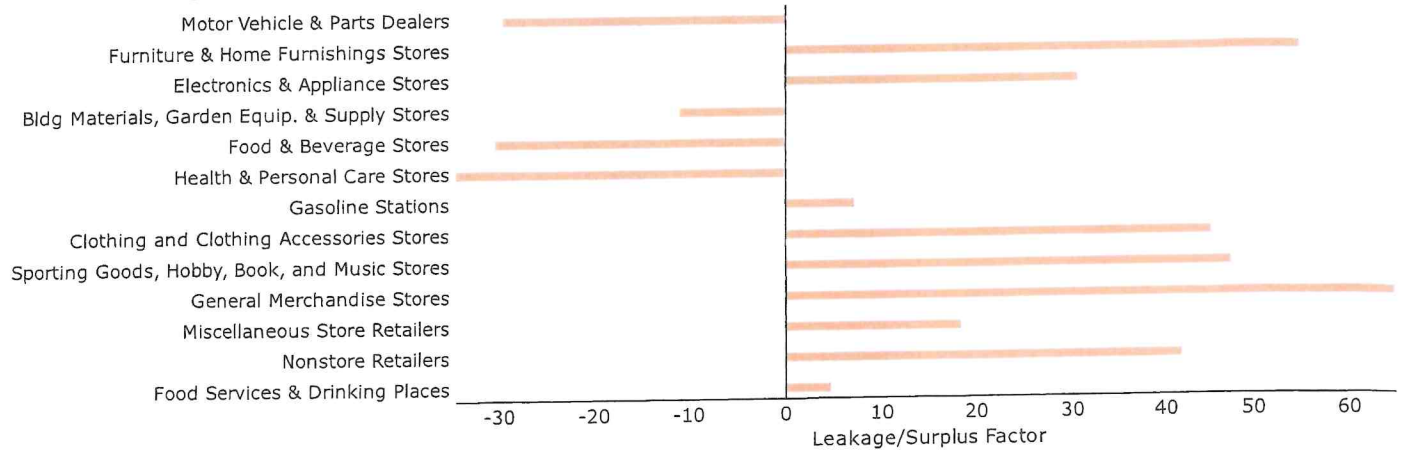
July 22, 2022

Retail MarketPlace Profile

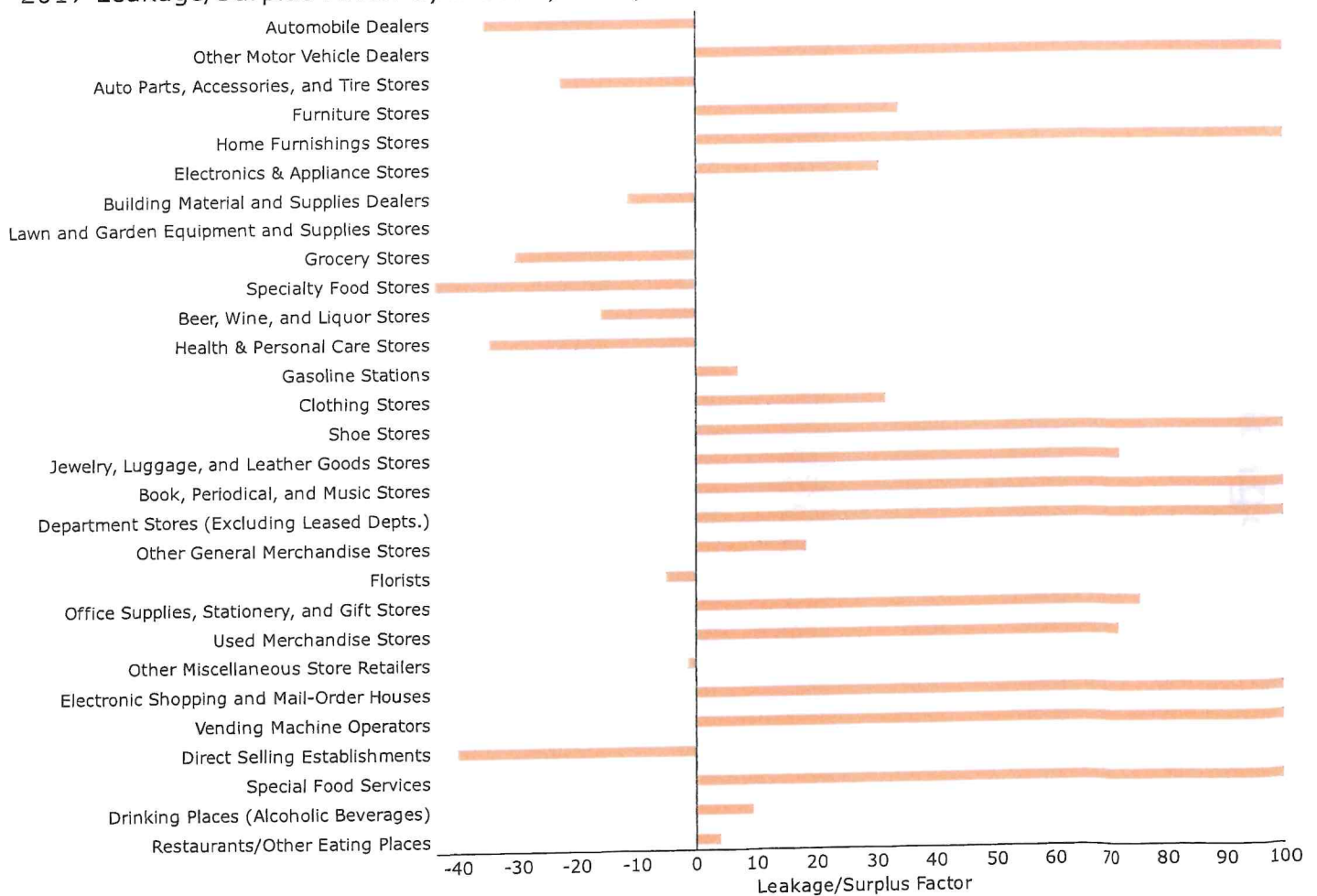
San Juan City, TX
San Juan City, TX (4865516)
Geography: Place

Prepared by Texas Regional Bank

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Data Axle, Esri 2021 Updated Demographics, Esri 2017 Retail MarketPlace, ©2021 Esri, ©2017 Data Axle, Inc. All rights reserved.

July 22, 2022

APPENDIX B – NEBRASKA AVENUE REVITALIZATION

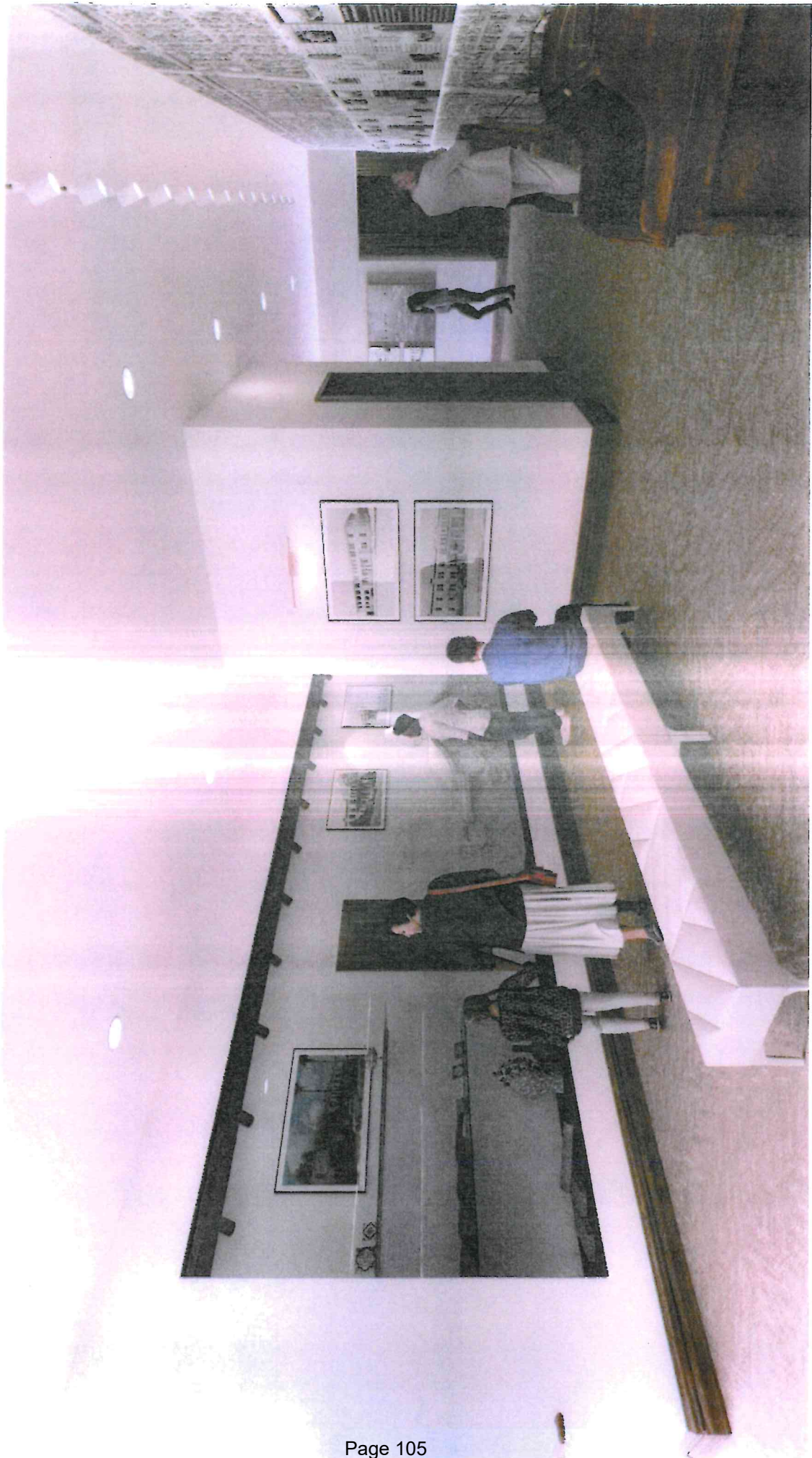






APPENDIX C – PROPOSED SAN JUAN CONFERENCE CENTER





AGENDA ITEM AND RECOMMENDATION SUMMARY
CITY COMMISSION REGULAR MEETING
NOVEMBER 5, 2024

Approval of the following minutes:

- September 3, 2024
 - September 17, 2024
-

STAFF COMMENTS AND RECOMMENDATIONS:

Approval of the following minutes:

- September 3, 2024
- September 17, 2024

RECOMMENDATION:

PREPARED BY:

Martha Patterson,
Administrative Asst.

APPROVED BY:

Benjamin Arjona, City
Manager

Minutes

September 3, 2024

San Juan Economic Development Corporation Meeting Minutes

Date: September 3, 2024

Time: 6:00 p.m.

Location: San Juan City Hall
512 S. Nebraska Ave.
E. O. C. Room (2nd Floor)
San Juan, TX 78589

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL

Present: Marcos "Markie" Villegas, Mayor Pro Tem/Board President
Adina "Dina" Santillan, City Commissioner/Board Vice-President
Ernesto "Neto" Guajardo, City Commissioner/Board Member
Jesus "Jesse" Ramirez, City Commissioner/Board Member
Armando Garza Jr., Board Member
Pete Garcia, Board Member
Ellie Santillan, Board Member

Absent:

Staff: Ben Arjona, City Manager/EDC Executive Director
Alyssa Aleman, EDC Legal Counsel
Martha Patterson, EDC Administrative Assistant II
Juan Tijerina, IT Department

Other(s): Hollis Rutledge
Jose Enrique Flores

IV. PUBLIC COMMENTS

No public comments.

V. DIRECTOR'S REPORT

1. -Morgan LaMantia invitation for 16 De Septiembre, 6-9 PM, 1324 E Madison St., Brownsville, TX.
- Texas Citrus Fiesta search for the RDV Royal Coronation of Queen for the 89th Queen Pageant.
- Ribbon Cutting for Fortune Express Asian Kitchen 1801 n Raul Longoria Rd. San Juan, TX.

DISCUSSION: Ben Arjona, Executive Director, informed the board of the upcoming invites for the 16 de Septiembre in Brownsville and expressed that the event for Texas Citrus Fiesta RGV Royal Coronation of Queen information will be posted on our social media. He also shared with the board the ribbon cuttings coming up in September. Ribbon Cutting for Active Nutrition on Thursday, September 19, 2024, at 10:00 a.m. on 2003 North Veterans Rd., San Juan, TX. Ben Arjona informed the board that he had other items but would discuss them more in detail in the executive session.

VI. DISCUSSION AND POSSIBLE ACTION ON ALL OF THE FOLLOWING MATTERS:

1. Discussion and Possible Action, if any, on “Downtown Revitalization Plan.

DISCUSSION: Ben Arjona, Executive Director, someone will be here at the next meeting to update you on the frontage signage.

2. Discussion and Possible Action, if any, on the Organization of the EDC Board Officers.

DISCUSSION: Ben Arjona, Executive Director, informed the board that the EDC board Secretary and Treasurer positions are open due to Jesus Ramirez's departure.

Adina Santillan, Vice-President, motioned to appoint Jesus Ramirez, City Commissioner, to Secretary and Treasurer for the EDC Board. Seconded by Pete Garcia, Board Member. The motion passes unanimously. (6-0)

3. Discussion and Possible Action, if any, on the Renewal of Hollis Rutledge and Associates Inc. Professional Services Agreement for the fiscal year September 1, 2024, to September 1, 2025.

DISCUSSION: Ben Arjona, Executive Director, advised the board of John Pankratz, Grant Writer from Hollis Association Inc., who has been providing updates at the beginning of every month with a newsletter for all possible grants that EDC qualifies for and originating the EDA application. He will help with another potential one, which will be discussed in more detail in the executive session.

Marco Villegas, Board President, stated, for the record, Armando Garza, Board Member, joined the EDC meeting at 6:07 p.m.

Marco Villegas, Board President, motioned to approve the Professional Services Agreement for one year. Seconded by Armando Garza, Board Member. The motion passes unanimously. (7-0)

VII. CONSENT AGENDA

1. Approval of the following Minutes:
 - June 26, 2024
 - July 2, 2024
 - July 26, 2024

DISCUSSION: Ben Arjona, Executive Director, presented the minutes. He advised the Board whether they wanted to pull any or had any questions. Adina Santillan, Vice President, asked a question on the football scoreboard package. EDC was pending an answer on the alternation of the package. Was there a reply? Martha Patterson, Administrative Assistant, replied. Their board denied your request. Adina Santillan, how much was the commercial fee, and how many times would it be played during the game? Martha informed the board that Ms. Barrera, PSJA Communications, Events & Community Outreach Specialist, replied that it would cost \$500.00, and the commercial would only be played once per game. The EDC board is still interested in the advertisement for the PSJA Football scoreboard games, maybe for the playoffs.

Armando Garza, Board Member, motioned to approve the minutes presented. Seconded by Jesus Ramirez, Board Member. The motion passes unanimously. (7-0)

VII. EXECUTIVE SESSION 6:12 p.m.

- 1. The San Juan Economic Development Corporation will Convene in Executive Session, in Accordance with Texas Open Meeting Act, Vernon States and Codes Annotated, Government Code Chapter §551.071 (Consultation with Attorney) and Texas Government Code §551-087 (Deliberation Regarding Economic Development Negotiations).**

Adina Santillan, Vice President, motioned to convene into executive session at 6:22 p.m. Seconded by Jesus Ramirez, Board Member. The motion passes unanimously. (7-0)

- A. Pursuant to Section §551.087, ECONOMIC DEVELOPMENT NEGOTIATIONS; Deliberation Regarding Financial Incentive to a Business Prospect.
 - A. Project Energize
 - B. Project Break
 - C. Project Four
- B. Pursuant to Session §551.071 Consultation with Attorney and Section §551.087, ECONOMIC NEGOTIATIONS; Deliberation Regarding EDC Real Estate Properties.

VIII. RECONVENE 6:35 p.m.

Adina Santillan, Vice President, motioned to reconvene into open session at 6:35 p.m. Seconded by Jesus Ramirez, Board Member. The motion passes unanimously. (7-0)

- 1. The San Juan Economic Development Corporation will Reconvene into Open Session to Take Necessary Action. If any, in Accordance with Chapter 551, Open Meeting Subchapter E, Procedures Relating to Closed Meeting 551, Requirements to Vote or Take Final Action in Open Meeting.**
- A. Pursuant to Section §551.087, ECONOMIC DEVELOPMENT NEGOTIATIONS; Deliberation Regarding Financial Incentive to a Business Prospect.
 - A. Project Energize
 - B. Project Break
 - C. Project Four

DISCUSSION: Ben Arjona, Executive Director, recommended no action on item A.

- B. Pursuant to Session §551.071 Consultation with Attorney and Section §551.087, ECONOMIC NEGOTIATIONS; Deliberation Regarding EDC Real Estate Properties.

DISCUSSION: Ben Arjona, Executive Director, recommended no action on item B.

X. ADJOURNMENT 6:36 p.m.

Adina Santillan, Vice President, motioned to adjourn the San Juan EDC meeting at 6:36 p.m. Seconded by Armando Garza, Board Member. The motion passes unanimously. (7-0)

Submitted

Certified

Marco Villegas, EDC Board President

Jesus Ramiez, EDC Board Secretary

Board Approval

Seal

Minutes

September 17, 2024

San Juan Economic Development Corporation Meeting Minutes

Date: September 17, 2024

Time: 6:03 p.m.

Location: San Juan City Hall

512 S. Nebraska Ave.

E. O. C. Room (2nd Floor)

San Juan, TX 78589

I. CALL TO ORDER Adina Santillan, Board Vice President, called the meeting to order to 6:03 pm.

II. PLEDGE OF ALLEGIANCE Adina Santillan, Board Vice President, led the Pledge of Allegiance.

III. ROLL CALL

Present: Adina "Dina" Santillan, City Commissioner/Board Vice-President
Ernesto "Neto" Guajardo, City Commissioner/Board Member
Jesus "Jesse" Ramirez, City Commissioner/Board Member
Armando Garza Jr., Board Member
Pete Garcia, Board Member
Ellie Santillan, Board Member

Absent: Marcos "Markie" Villegas, Mayor Pro Tem/Board President

Staff: Ben Arjona, City Manager/EDC Executive Director
Andrea Vela, EDC Legal Counsel
Martha Patterson, EDC Administrative Assistant II
Roy Vega, IT Department

Other:

IV. PUBLIC COMMENTS

No public comments.

V. DIRECTOR'S REPORT

1. -TML 112TH Annual Conference and Exhibition-October 9-11, 2024, Houston, TX
-Asian Fortune Express Ribbon Cutting.

DISCUSSION: Ben Arjona, Executive Director, informed the board that everyone was ready for the TML conference and updated them on the upcoming ribbon cuttings. Mr. Arjona invited the board to the Active Nutrition ribbon cutting on September 19, 2024, at 2003 N. Veterans Blvd., Ste 5, at 10:00 a.m. Ben Arjona advised the board he had information on businesses but would discuss it in the executive session.

Ben Arjona, Executive Director, introduced Pat Karr, Chief Technology Officer, to inform the Board about the changes made to the EDC Web page.

Presentation by Pat Karr, Chief Technology Officer

Mr. Karr presented the board with a PowerPoint presentation of the upgrade done to the EDC Website. He also showed them how to surf the website. He informed them that the IT department combined the City and EDC websites and linked them. The IT department posted the most recent events, with pictures and videos. Mr. Karr stated that Juan Tejerina "JT" is his resident Web Master and is an agent professor at STC. The IT department started rebuilding the EDC website on September 16, 2024, to make the modifications he just mentioned. Mr. Karr stated the IT department also added the available properties for investors and realtors to view at their convenience and for future residents who want to purchase property in San Juan, TX. Mr. Karr informed the board that working with Lauren Ramirez, the realtor is a great asset. She helps them to identify whether the properties are commercial or residential. The EDC Board had recommendations. One, Adina Santilla, Vice President, could the San Juan EDC website insert an email for businesses in our city so people surfing our website can book their room, order their meals, see where our schools are located, etc.? Pat Karr, IT can be done. Secondly, The EDC board Ernesto Guajardo recommended making a tri-fold flyer with all the business, schools, and eateries information for EDC to place around the city in businesses so that people without a computer or phone can access them. Pat Karr replied to the recommendations it could be done and apologized to the board; he took full responsibility for the neglected EDC webpage and assured the board they would work on the recommendations. Lastly, Armando Garza, Board Member,

praised Mr. Karr on his upgrades of the EDC website, but his concern was that when people Google San Juan EDC, it directs them to the old address and old phone number. Mr. Karr advised the board that JT has been working with Google to correct that issue. Ben Arjona, Executive Director, informed the board of the upcoming ribbon cutting for Panda Express. It's 90% completed.

VI. DISCUSSION AND POSSIBLE ACTION ON ALL OF THE FOLLOWING MATTERS:

1. Discussion and Possible Action, if any, on "Downtown Revitalization Plan.

DISCUSSION: Ben Arjona, Executive Director, there are no updates for this meeting. At the next meeting, Brian Godinez will bring information on the signage on the frontage. Adina Santillan, Vice President, John Pankratz, from the Hollis Association, wants to do a workshop on grants for our businesses. Meet with them to schedule a workshop before the time lapses and businesses lose out on grants they might qualify for.

2. Discussion and Possible Action, if any, on Sponsoring St. John the Baptist Catholic Church's annual Jamaica event. October 13, 2024.

DISCUSSION: Ben Arjona, Executive Director, informed the board this sponsorship is done yearly for the Jamaica Event. Jesus Ramirez, Board Secretary/Treasurer, what kind of advertisement will be done for EDC? Pete Garcia, a board member, said that the EDC logo would be placed on the back of the t-shirt and in church announcements before the masses, the sponsors would be mentioned during the event, and a poster would be made with all the sponsorship and displayed for two to three weeks. Plus, on the radio. Jesus Ramirez, Board Secretary/Treasurer, advised Ben Arjona that he strongly encouraged us to use the EDC logo, not the City of San Juan logo. Pete Garcia, Board Member, directed Martha Patterson, Administrative Assistant, to submit the EDC logo to him.

Armando Garza, Board Member, motioned to sponsor \$1,000.00. Seconded by Ernesto Guajardo, Board Member. Motion passes (5-1). Pete Garcia, Board Member, abstains.

3. Discussion and Possible Action, if any, on Sponsoring Redemption Boxing in partnership with San Juan PAL. Combat Sports League Fight Night on September 28th.

DISCUSSION: Ben Arjona, Executive Director, advised the board that this organization is nonprofit. This is the first time Redemption Boxing has asked for a sponsorship from EDC. PAL is not receiving any money from this event. All funds are going to the Redemption Boxing organization. Adina Santillan, Board Vice President, is requesting a financial report on how much EDC has sponsored the PAL organization. Ellie Santillan, Board Member, there should also be sponsorship packages on what each level provides. This organization has not been presented in the city side.

No action

4. Discussion and Possible Action, if any, on Sponsoring the 12th Annual PSJA Education Foundation Gala. Thursday, October 3, 2024, at the Bert Odgen Arena.

DISCUSSION: Ben Arjona, Executive Director of EDC, has been a sponsor for \$2,000 for six years. Adina Santillan, Board Vice President, says that all individuals requesting sponsorship from EDC should attend EDC meetings in the future. EDC wants to be fair across the board. How many will attend this event if we sponsor it? Several of the board members said they would be there. EDC has had empty tables in the past.

Jesus Ramirez, Board Secretary/Treasurer, motioned to sponsor \$2,000.00. Seconded by Pete Gracia, Board Member. The motion passes unanimously. (6-0)

VII. EXECUTIVE SESSION 6:41 p.m.

- 1. The San Juan Economic Development Corporation will Convene in Executive Session, in Accordance with Texas Open Meeting Act, Vernon States and Codes Annotated, Government Code Chapter §551.071 (Consultation with Attorney) and Texas Government Code §551-087 (Deliberation Regarding Economic Development Negotiations).**

Ernesto Guajardo motioned to convene into Executive Session at 6:41 p.m., Seconded by Jesus Ramirez, Board Secretary/Treasurer. The motion passes unanimously. (6-0)

- A. Pursuant to Section §551.087, ECONOMIC DEVELOPMENT NEGOTIATIONS; Deliberation Regarding Financial Incentive to a Business Prospect.
 - A. Project Cop
 - B. Project Bear
 - C. Project Pine
- B. Pursuant to Session §551.071 Consultation with Attorney and Section §551.087, ECONOMIC NEGOTIATIONS; Deliberation Regarding EDC Real Estate Properties.

VIII. RECONVENE 7:03 p.m.

- 1. The San Juan Economic Development Corporation will Reconvene into Open Session to Take Necessary Action. If any, in Accordance with Chapter 551, Open Meeting Subchapter E, Procedures Relating to Closed Meeting 551, Requirements to Vote or Take Final Action in Open Meeting.**

Ernesto Guajardo, Board Member, motioned to reconvene into Open Session at 7:03 p.m., Seconded by Pete Gracia, Board Member. The motion passes unanimously. 96-0)

- A. Pursuant to Section §551.087, ECONOMIC DEVELOPMENT NEGOTIATIONS; Deliberation Regarding Financial Incentive to a Business Prospect.
 - A. Project Cop
 - B. Project Bear
 - C. Project Pine

DISCUSSION: Adina Santillan, Board Vice President, no action on items a, b, and c.

- B. Pursuant to Session §551.071 Consultation with Attorney and Section §551.087, ECONOMIC NEGOTIATIONS; Deliberation Regarding EDC Real Estate Properties.

DISCUSSION: Adina Santillan, Board Vice President, no action.

X. ADJOURNMENT 7:04 p.m.

Armando Garza, Board Member, motioned to adjourn the San Juan regular call meeting at 7:04 p.m., Seconded by Pete Garcia, Board Member. The motion passes unanimously. (6-0)

Submitted

Certified

Marco Villegas, EDC Board President

Jesus Ramiez, EDC Board Secretary

Board Approval

Seal