



“WHAT DOES SAN ANTONIO NEED TO DO TO BECOME A GREAT CITY?”

The genesis for “Pathway to a Great City” was a speech given in 2005 by Chairman of The Greater San Antonio Chamber of Commerce John T. Montford, who stated that San Antonio needs to decide if it wants to be just another “big city” or a “great city.”

Capitalizing on those comments, 2007 Chamber Chairman Brenda Vickrey Johnson made “Pathway to a Great City” a top priority for 2007. She created a Blue Ribbon Task Force, which met throughout the year and heard from various community leaders.

This brochure presents the Task Force’s recommendations for a variety of projects and initiatives that San Antonio plans to carry forward between 2007 and 2018, when San Antonio celebrates the 300th anniversary of its founding.

The Task Force urges that these steps be the basis for a 21st century version of the City’s former “Target 90” initiative. This new “Pathway” initiative will have broad based input, be well staffed and funded, and will include a sunset provision.

With the business community as an essential partner in the undertaking of this initiative, San Antonio is on a pathway to become not just another “big city” but a “great city.”

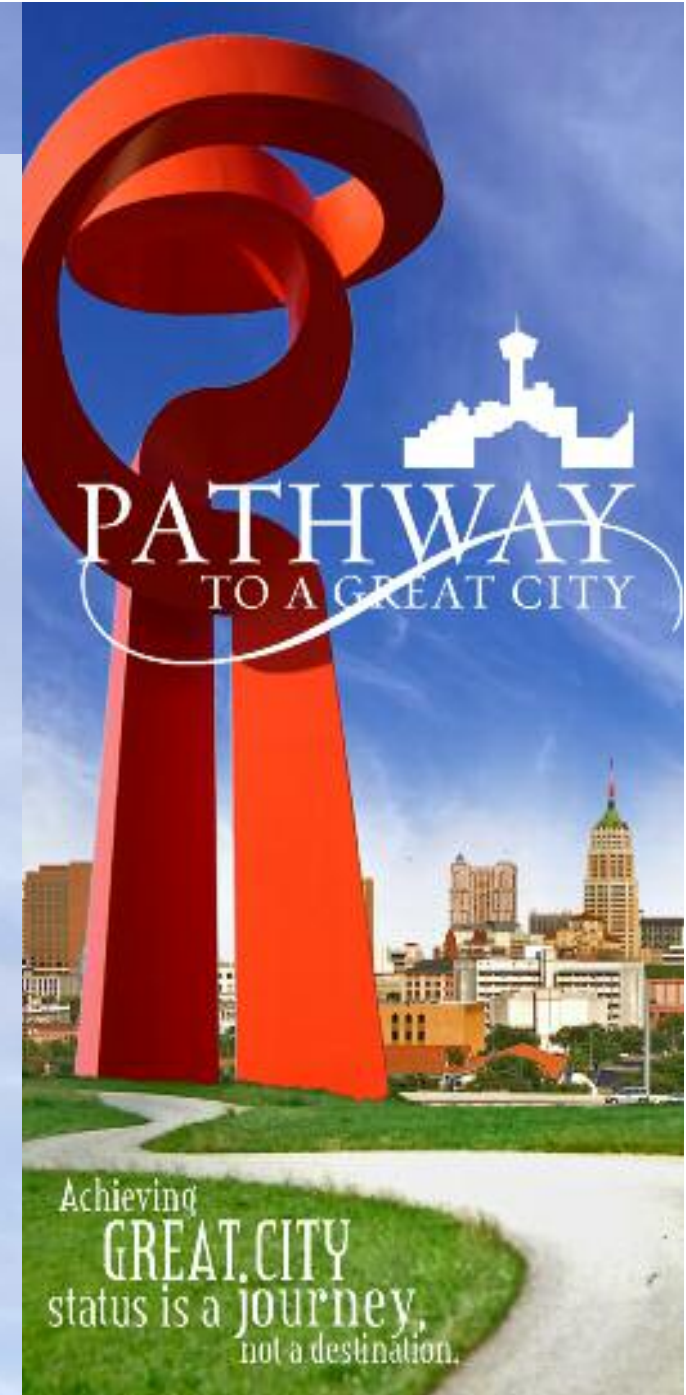
BLUE RIBBON TASK FORCE MEMBERS

CHAIR: **JIM GOUDGE** | BROADWAY NATIONAL BANK

- Hope Andrade** | MATT.org
- Ernest Bromley** | Bromley Communications
- Arthur Coulombe** | Marriott Rivercenter/Riverwalk Hotels
- Sam Dawson** | Pape-Dawson Engineers, Inc.
- Trish DeBerry-Mejia** | Guerra DeBerry Coody
- Steve Dufilho** | BBVA Compass Bank
- Richard Flores** | Air-Stream Services
- Don Frost** | Frost National Bank
- Rand Goldstein** | Wright Flyers Aviation Inc.
- Liza González** | The Greater San Antonio Chamber of Commerce
- Reagan Greer** | Bradfield Properties Realtors
- Barbara Hawkins** | George Gervin Youth Center
- Brenda Vickrey Johnson** | Vickrey & Associates, Inc.
- Joe Krier** | The Greater San Antonio Chamber of Commerce
- Kelli Larsen** | Guerra DeBerry Coody
- Bill Mock** | The Greater San Antonio Chamber of Commerce
- John T. Montford** | AT&T, Inc.
- Joe Perez** | Fairway Landscape & Nursery, Inc.
- Jim Reed** | San Antonio Medical Foundation
- Larry Roberts** | Martin Marietta Materials Southwest Division
- Stephen D. Seidel** | KCI, Inc.
- Steve Souter** | Marmon Mok L.L.P.
- Jack Spector** | Hixon Properties
- Morris Stribling** | Foot Care of Central S.A.
- John Strieby** | Nix Health Care System
- Jeff Webster** | TCB/AECOM
- Marty Wender** | Wender & Hall L.L.P.



The Greater San Antonio Chamber of Commerce
602 E. Commerce | P.O. Box 1628
San Antonio, TX 78296
210.229.2100 | www.sachamber.org



INNOVATIVE FUNDING SOURCES

GREAT CITIES *think big and know that making their city unique involves a variety of innovative and creative funding strategies.*

Public-private initiatives, grants, corporate and private donations, private equity funds, venture capital, emerging technology funds, and the use of tax incentives are just a few examples of potential future funding strategies. Funding strategies, such as the extended Visitor Tax, will leverage significant dollars and provide:

- Expansion and improvement of the San Antonio River
- Improvements to the AT&T Center complex and the redevelopment of the Freeman Coliseum complex
- A new cultural and performing arts center
- More venues for amateur sports

QUALITY OF LIFE

GREAT CITIES *provide enjoyable and safe environments for their citizens.*

Increasing our quality of life requires:

- Attracting capable young professionals, specifically young Hispanics
- Aggressively promoting health and fitness
- Incentivizing crime prevention
- Promoting our status as an international city and a center of the American West
- Recruiting another professional sports franchise

CAPITAL IMPROVEMENTS

GREAT CITIES *are known for their parks and vibrant cultural and entertainment centers.*

Expansions and improvements to parks and historic centers should include:

- Fully developing Voelcker Park
- Redevelopment of Hemisfair Park
- Main Plaza West and San Pedro Creek
- World-class cultural entertainment centers
- Other improvements which would highlight our many cultures and western heritage and provide more access to historical sites and monuments

GOVERNANCE

GREAT CITIES *develop, support and foster productive and effective leaders.*

Improvements in governance have the potential to produce a significant positive impact for our community, provided we:

- Recruit and support highly qualified and experienced candidates for city, county and state elections
- Place strong emphasis on Charter reform
- Provide guidance and encouragement for our elected officials or volunteers named to serve in key state leadership roles

GOVERNANCE CONT.

- Explore ways to appropriately consolidate city and county services to eliminate duplication and reduce costs
- Develop a more aggressive annexation policy
- Strengthen our “management bench”
- Cultivate the next generation of business leaders

EDUCATION

GREAT CITIES *produce and depend on an educated workforce.*

Improving our educational status requires that we:

- Move UTSA to Tier 1 status and improve the national medical rankings of U.T. Health Science Center at San Antonio
- Support comprehensive Division 1-A athletics
- Involve more businesses and parents to reduce the high school dropout rate
- Encourage support for magnet schools, academies, trade schools and career training facilities
- Support Texas A&M San Antonio, as well as our broad range of private universities
- Expand the Educational Partnership program so that every high school graduate in need is provided assistance with college tuition
- Increase support for the Alamo Community College District’s workforce development efforts

ECONOMIC DEVELOPMENT

GREAT CITIES *proactively attract and retain valuable businesses and employees.*

To expand and retain our city’s business and employee base, we must:

- Place special emphasis on the development of the manufacturing sector
- Actively urge post-BRAC implementation
- Support growth of the Health Care and Bioscience industry
- Invest in the development of a capable and properly educated workforce
- Retain local higher education graduates

INFRASTRUCTURE

GREAT CITIES *thoughtfully plan ahead for infrastructure needs.*

Planning for future water, mobility and energy needs requires that we:

- Implement our long-term water plans
- Develop a long-term comprehensive transportation system
- Consider non-traditional means of financing transportation projects
- Consider a process for a new or secondary airport by 2010 and achieve more direct flights to major hubs
- Maintain our highly competitive utility rates
- Actively pursue additional capacity to meet future energy demands

