WESTSIDE COMMUNITY INITIATIVE

a collaboration between
ARC 3433 Architecture and Thought
ARC 5193 Current Issues
ARC 6953 Independent Study
Final Proposal
December 10, 2021

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AMERICAN HOUSING

ECONOMICS &

DEMOGRAPHICS

Though most relevant to each of us on a personal, local level, housing is more greatly impacted by the global scale. This research begins with a survey of American economics and demographics as it relates to housing. The data examined in detail over the following pages indicates population increase through immigration; metropolitan growth with related increases in cost of living, property taxes, rental cost, and mortgages; increased rental shares for all demographics; increase in household debt and cost burdening related to housing loss.

US POPULATION AND DENSITY GROWTH,
1940-2020
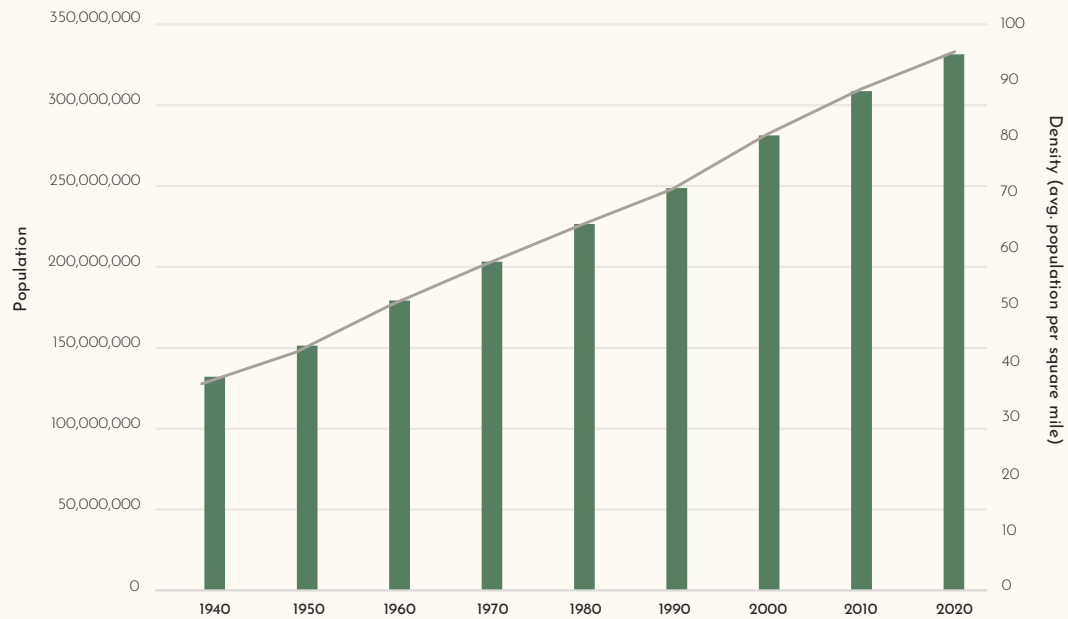
While population growth has decreased in percentage over recent decades, density of population per square mile has grown consistently following overall population growth.

SOURCE: US Census Bureau

FOREIGN-BORN PEOPLE LIVING IN THE US,
1850 to 2010, Projected 2020 to 2060

Historic high

Percent foreign-born

Historic low

Projection

Number of foreign-born (in millions)
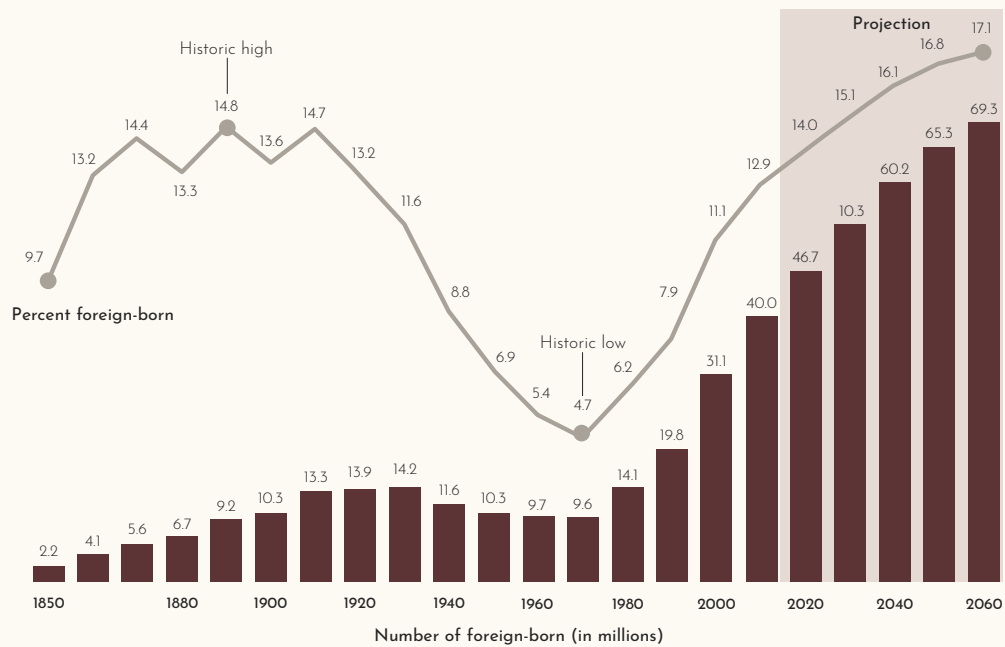
Historically, immigration has been a leading factor in population growth. In the early years of America, between 1850 and 1910, the percent of foreign-born people living in the US steadily increased. with a historic high of 14.8% in 1890. Following 1910, this percentage trended downward and the post-war era saw a significant decrease in foreign-borh population, reaching a historic low of 4.7% in 1970. However, since that time, this number has been increasing and expected to surpass the previous historic high in 2030.

US POPULATION AND NATURAL CHANGE,
1935 to 2020

Natural Change (per 100) ■   **Population** ■
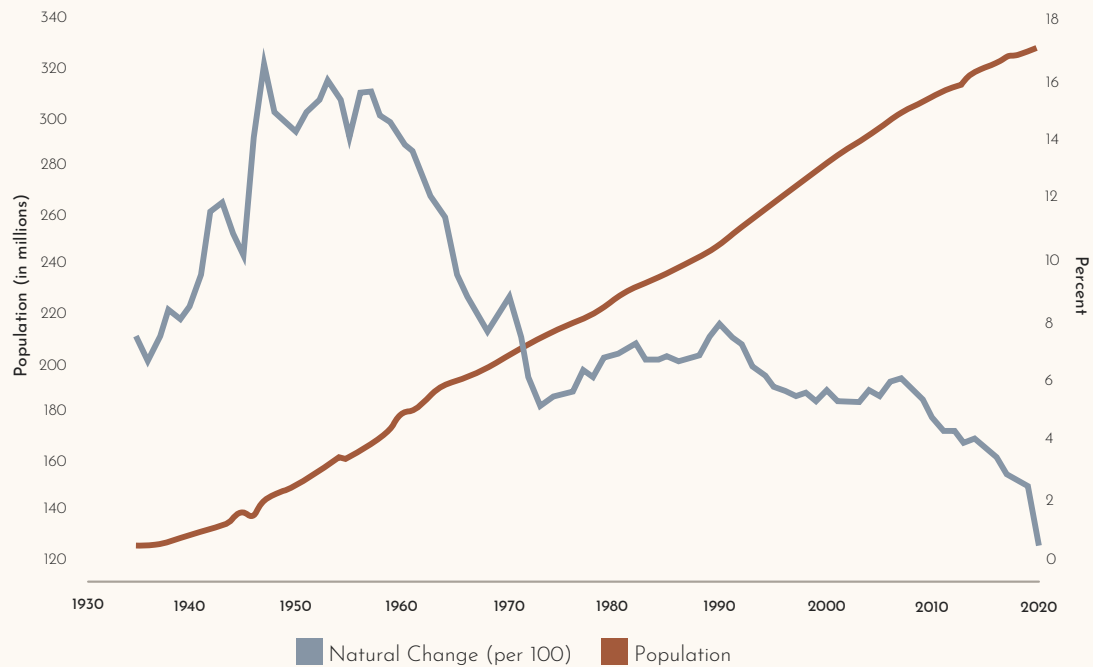
Although population growth has been steadily increasing, the natural change has been decreasing since the baby boom. The majority of population growth at this point is external through immigration.

SOURCE: US Census Bureau

CITY POPULATIONS BY SIZE CATEGORY,
Annual growth, 2010 to 2019
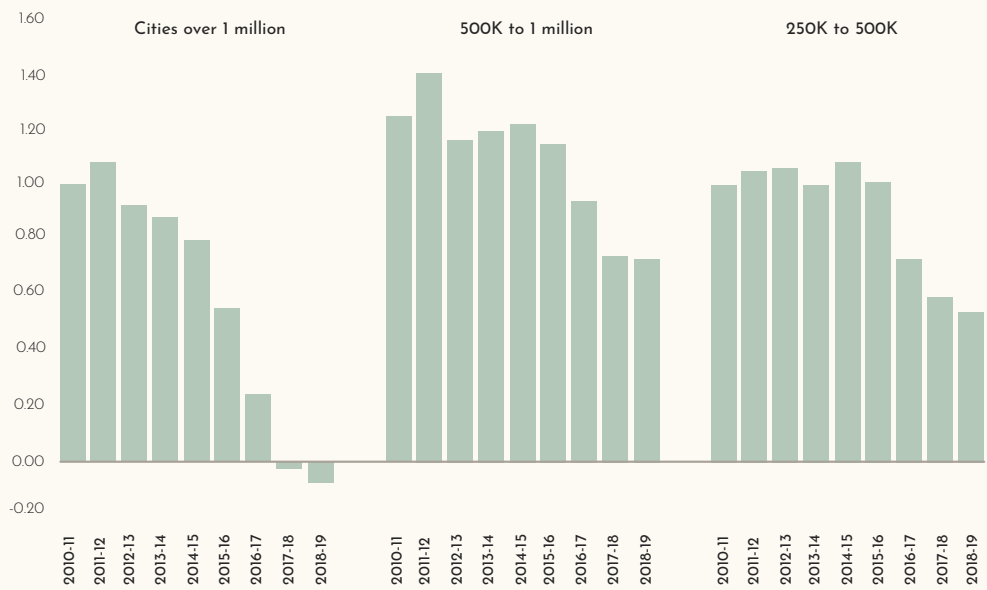
City population data shows a decrease in density in cities with populations 250,000, particularly from 2016 to current day. This is most noticable in cities with populations over 1,000,000, which experienced negative growth in years 2017-2018 and 2018-2019.

SOURCE: William H Frey analysis of Annual Census Bureau Estimates

## PRIMARY CITIES AND SUBURBS WITHIN MAJOR METROPOLITAN AREAS, Annual growth, 2010 to 2019
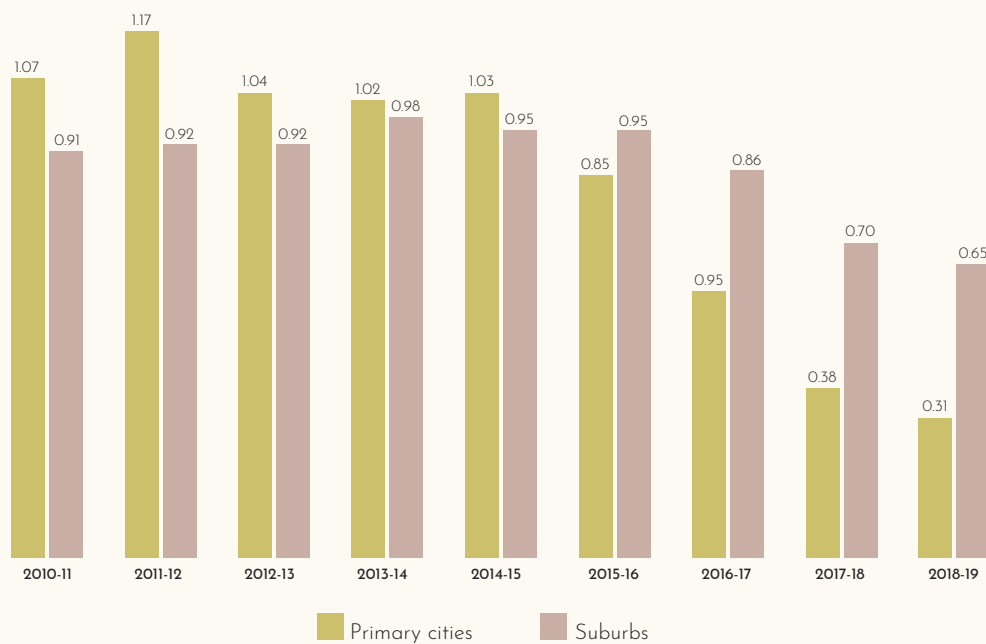
Primary cities, as considered by this study, are those within metropolitan area's largest city and two additional cities whose population exceeds 100,000, as well as major metropolitan areas with populations exceeding one million. Consistent with the downward population trend of cities over 250,000 people, suburban population levels continue to exceed city growth following 2015.

RELATIVE COST OF LIVING: REGIONAL PRICE PARITY, 2015

Numeric change

- 79.7-85
- 85-90
- 90-95
- 95-100
- 100-105
- 105-110
- 110-115
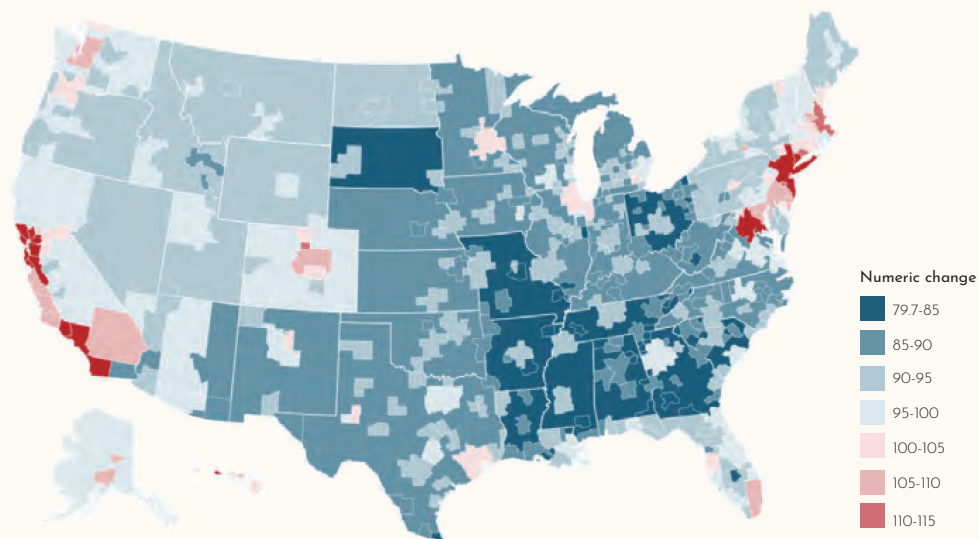
Regional price parity (RPP) is calculated based on setting the national average cost of goods and services at 100. Then, a particular region's RPP shows how the cost of living in that region compares with the national average. A numeric change of 100 shows that the region is on par with the national average, while a change of 115 would be 15% more expensive than the national average, and a change of 85 would mean that the region is 15% less expensive than the national average.

The map shows similar trends to the population density map, with more highly populated areas along the west and east coasts having a higher cost of living.
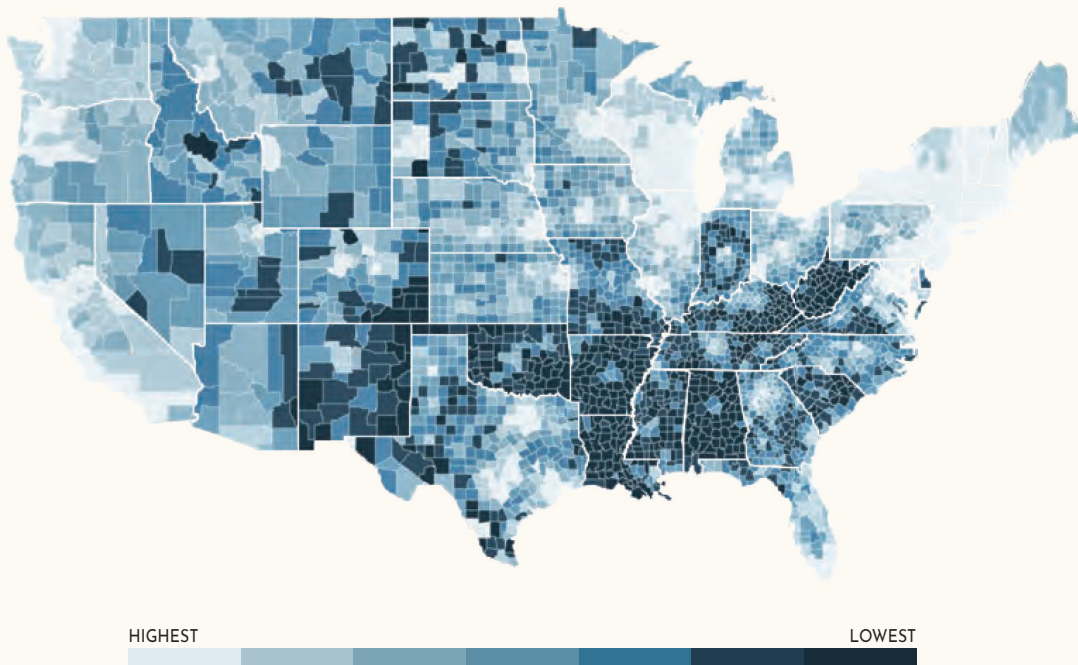
PROPERTY TAX BY COUNTY,
2015

HIGHEST   LOWEST

Median home prices have risen above the previous housing bubble which led to the Great Recession. The cost adjusted for inflation shows that the largest spike in housing costs began in the late 1990s and early 2000s. Before then, housing costs were lowering from the 1950s through the 1970s.

PROPERTY TAX BY COUNTY,
2021

HIGHEST   LOWEST

SOURCE: US Census Bureau, Internal Revenue Service

PERCENT CHANGE IN POPULATION BY COUNTY,
2010-2020

Percent change

- 20.0 or more
- 10.0 to 19.9
- 5.0 to 9.9
- 0.0 to 4.9
- -4.9 to -0.1
- -5.0 or less
- N/A
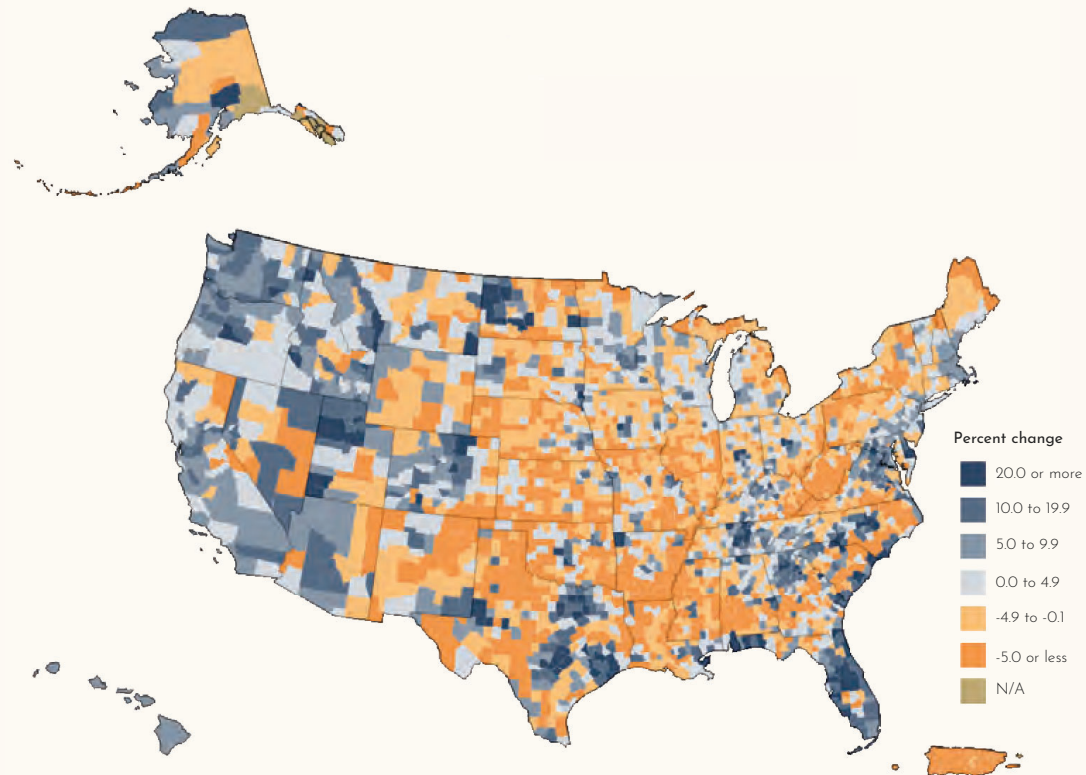
Major metropolitan areas have experienced the highest population growth, both in percent and numeric change (graph to the right), especially areas along the east and west coasts and the south.

SOURCE: US Census Bureau

NUMERIC CHANGE IN POPULATION BY COUNTY,
2010-2020

Numeric change

- 100,000 or more
- 25,000 to 99,999
- 5,000 to 24,999
- 0 to 4,900
- -4,999 to -1
- -5,000 or less
- N/A
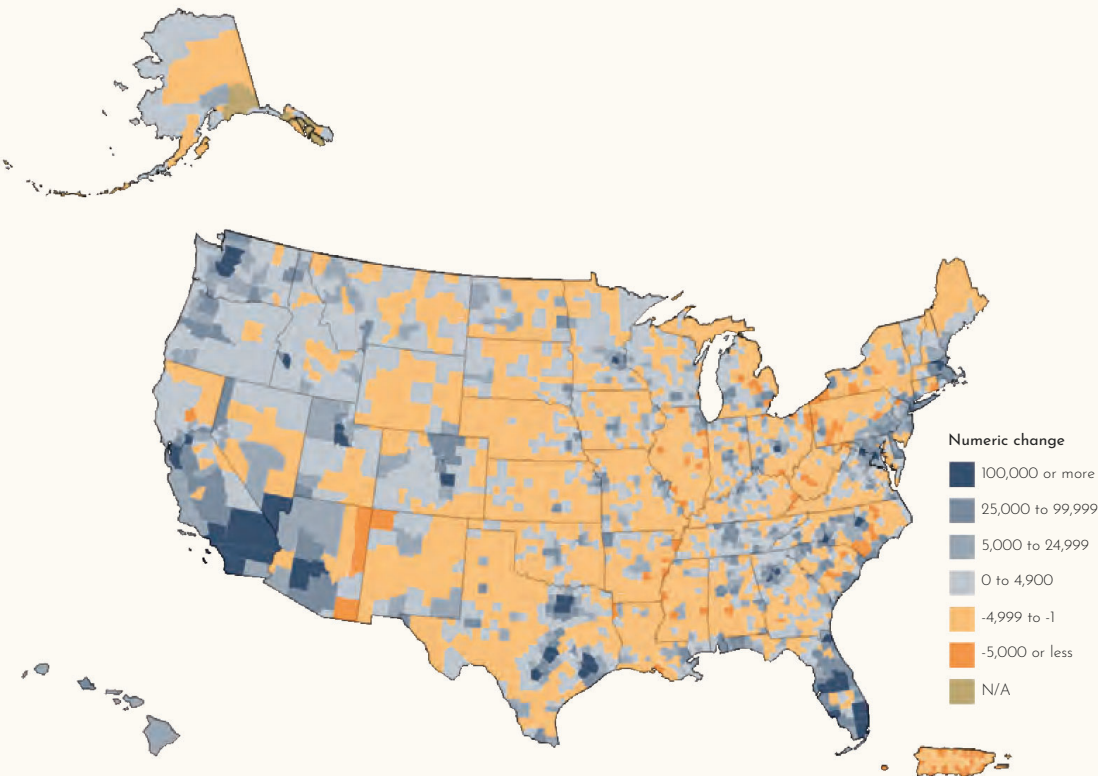
SOURCE: US Census Bureau

SHARE OF RENTING HOUSEHOLDS OF RACIAL AND ETHNIC DEMOGRAPHICS, 2004 and 2019

Black | Latino or Hispanic | Asian or Native Hawaiian/Pacific Islander | American Indian Alaska Native | White
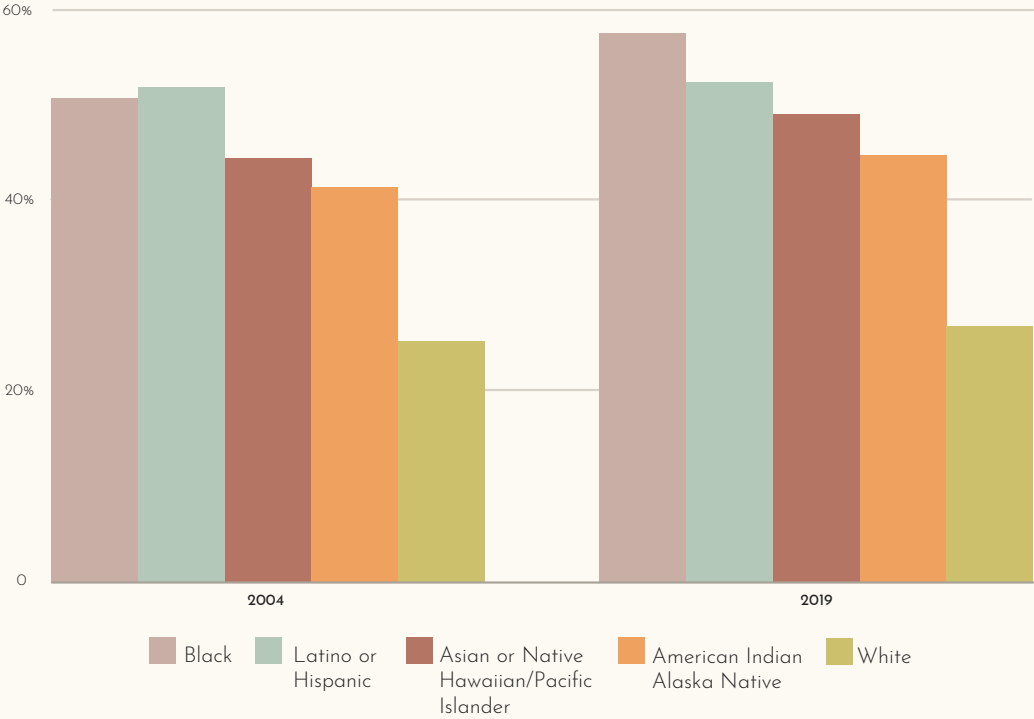
All demographics have a higher rental share in 2019 than in 2004, potentially showing that home ownership is becoming less accessible, with the largest increase in renting households in the Black population.

CHANGE IN HOMEOWNERSHIP RATE BY RACIAL AND ETHNIC DEMOGRAPHICS, 1988 to 2018

Legend: All Owners | White | Black | Latino or Hispanic | Asian/Other
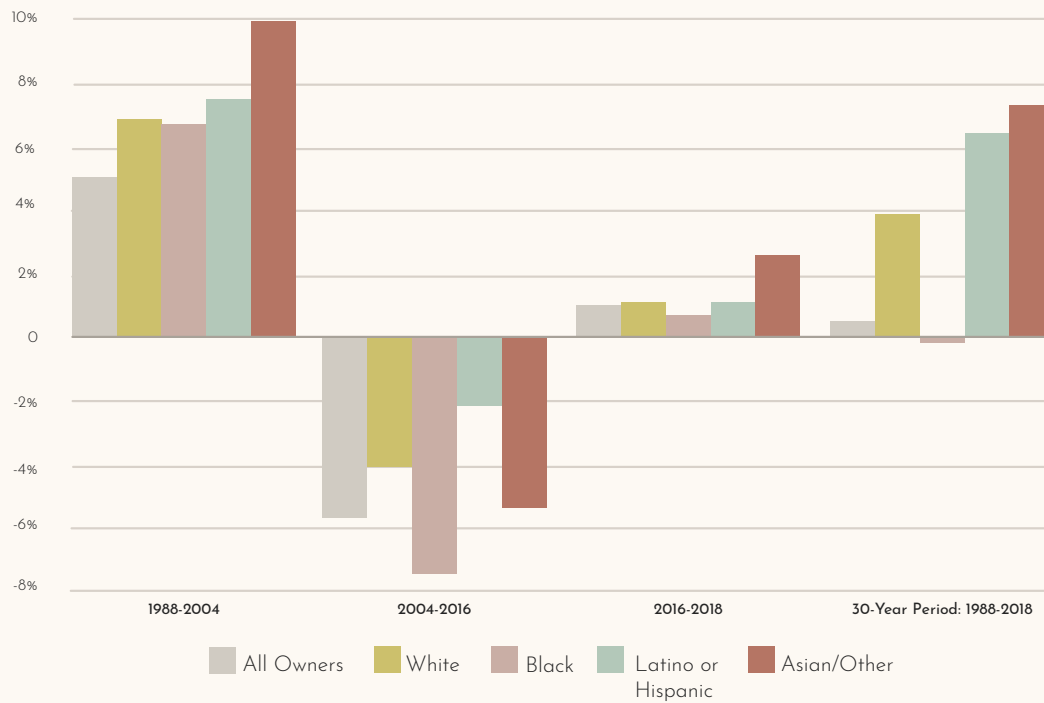
Homeownership rate also saw decreased rates for all demographics following the Great Recession, but continued to rise from 2016 and beyond for all demographics. Looking at the 30 year period, the increase post-2016 has not broken even for the Black population, which shows negative homeownership for this study period. All other ownerships have continued to grow despite the setback of the Great recession, particularly Latino and Hispanic and Asian populations (the Asian populations may be inflated by the grouping with "other", though).

SOURCE: Joint Center for Housing Studies of Harvard University

MEDIAN HOME PRICE (NOMINAL vs REAL),
1951 to May 2021
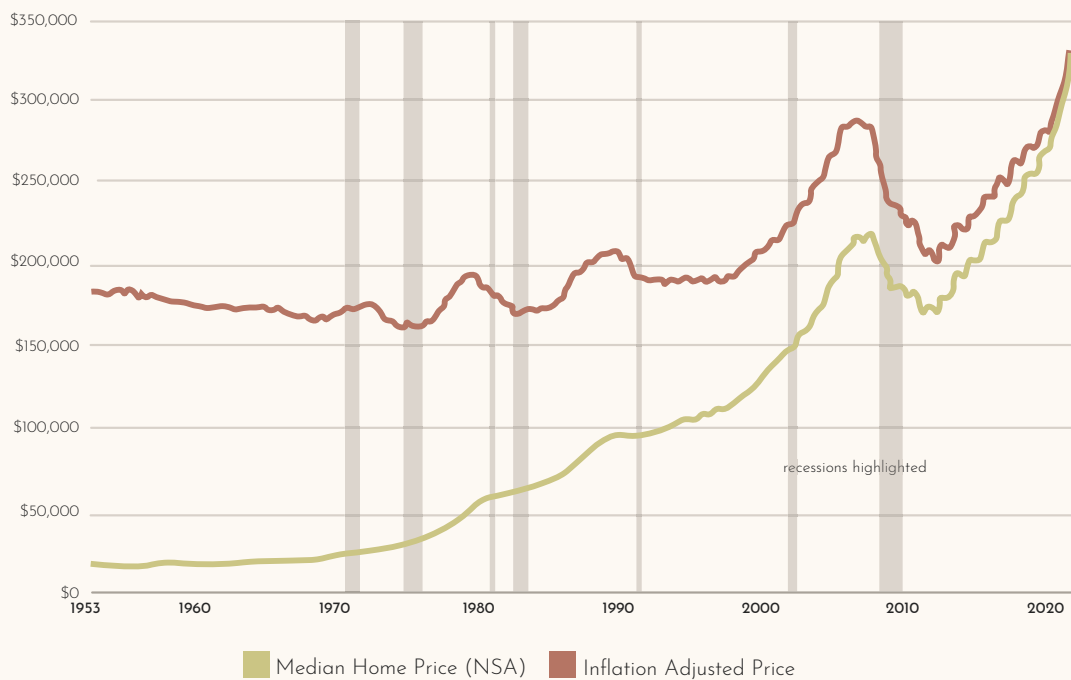
recessions highlighted

Median Home Price (NSA)   Inflation Adjusted Price

Median home prices have risen above the previous housing bubble which led to the Great Recession. The cost adjusted for inflation shows that the largest spike in housing costs began in the late 1990s and early 2000s. Before then, housing costs were lowering from the 1950s through the 1970s.

SOURCE: Robert Shiller analysis of Federal Housing Finance Agency Price Index

NATIONAL GROWTH RATES IN HOUSING COST
AND HOUSEHOLD INCOME, 1960 to 2017

■ Median Home Price   ■ Median Gross Monthly Rent   ■ Median Household Income
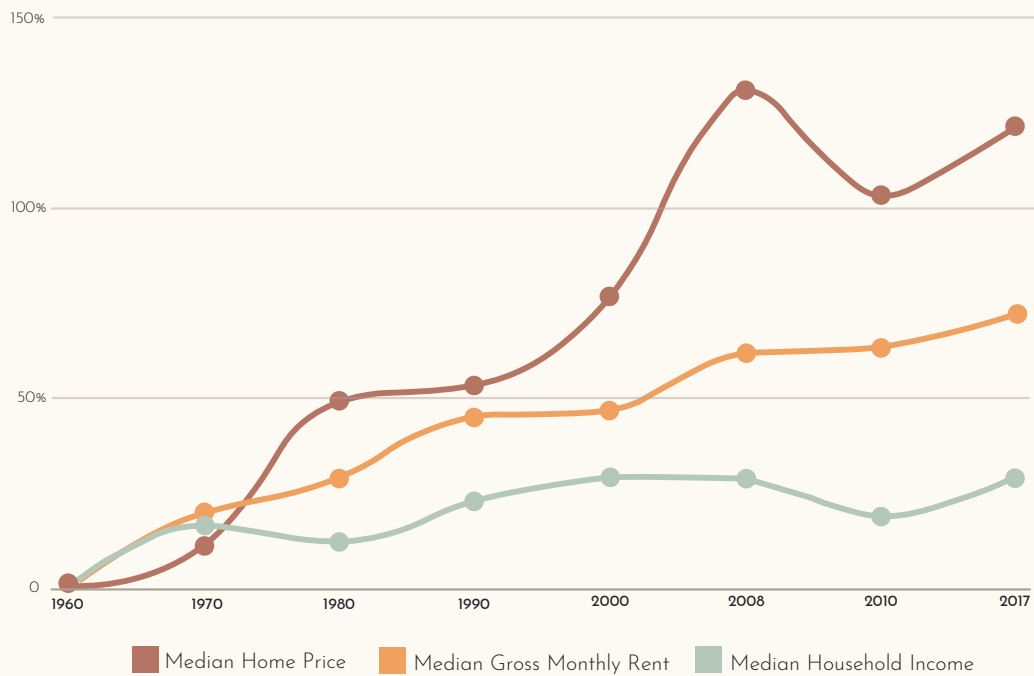
Housing costs for both rentals and ownership continue to rise at double (rentals) and triple (owner-ship) the average household income.

THE STATE OF HOUSEHOLD DEBT IN AMERICA,
2004 to 2020

U.S. Debt 2020
$14.56T

HE Revolving
$0.35T

Credit Card
$0.82T

Student Loans
$1.56T

Mortgages
$10.04T

Auto Loans
$1.37T

Other
$0.42T

$15T	
$12T	
$9T	
$6T	

2004 2006 2008 2010 2012 2014 2016 2018 2020 2020
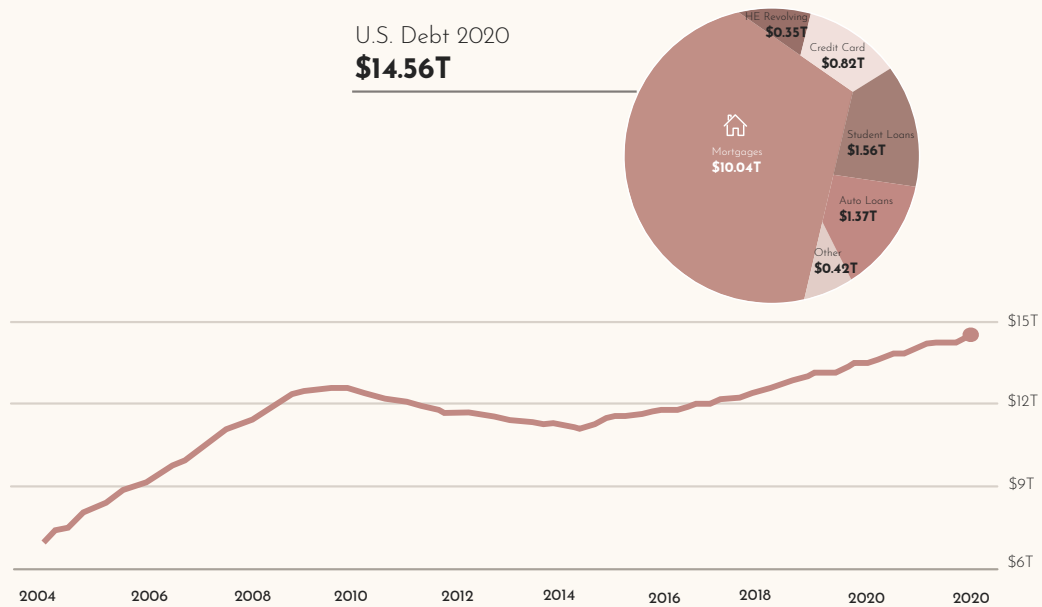
US household debt continues to rise. Debt from mortgages reached over $10 trillion in debt by Q4 2020, which accounts for nearly 70% of the total, national household debt. Total household debt has also doubled since 2003.

SOURCE: New York Fed Consumer Credit Panel, Equifax

SEVERE HOUSING COST BURDENED HOUSEHOLDS,
2007 to 2019

recession highlighted
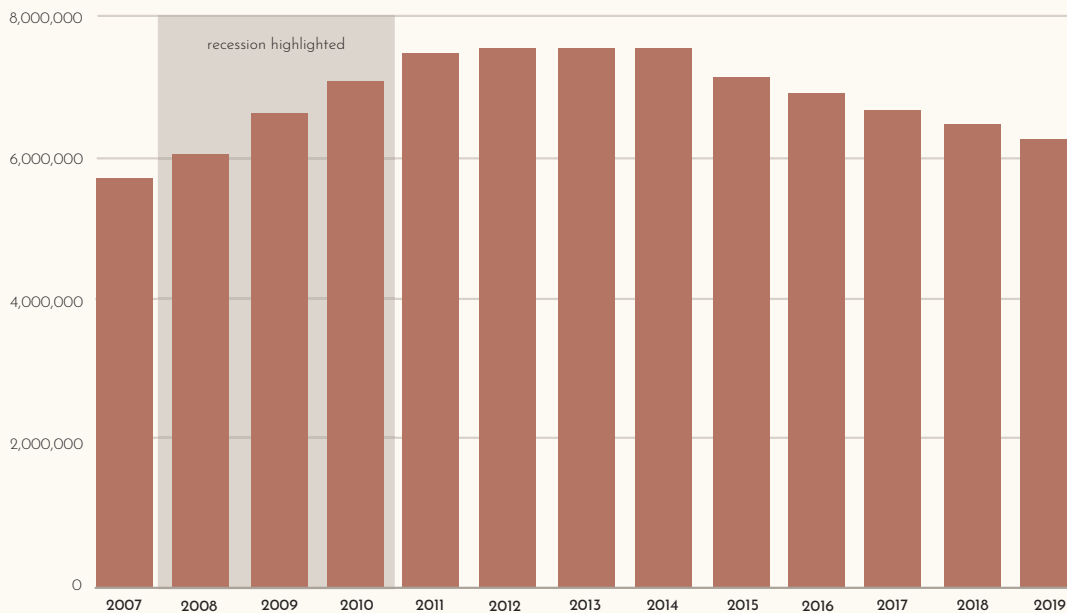
Severe housing cost burden represents households which spend more than 50% of their income on housing. Beginning the study in 2007, 5.7 million American households experienced severe housing cost burden. This number raised following the recession from 2008-2010, with 7.5 at the highest in 2012. The latest numbers in 2019 show that 6.3 million Americans households experienced severe housing cost burden. Although decreasing over the last five years, the current number is 10% higher than in 2007, which was the year that the US began to monitor homelessness data. This severe housing cost burden puts individuals at greater risk of eviction, foreclosure, and homelessness.

PERCENTAGE OF MORTGAGE-HOLDERS WITH NEW
FORECLOSURE BY DEMOGRAPHIC ZIP CODE, 2004-2018
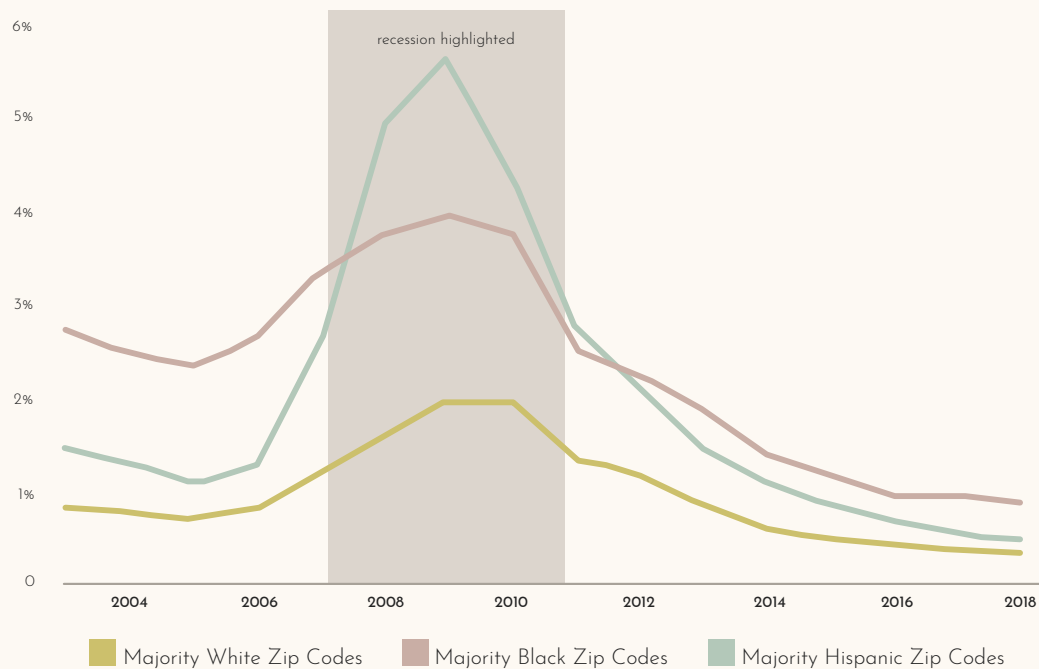
The foreclosure crisis disproportionately affected homeowners in zip codes where Black or Hispanic residents form a majority. "The very steep increase in the foreclosure rate in Hispanic areas during the crisis reflects, in part, the concentration of majority Hispanic zip codes in such states as California and Florida—places that were more severely affected by the housing boom-bust cycle. It's also notable that foreclosure rates in majority Black areas have remained higher than those in other areas, although foreclosure rates are low, overall, by historical standards. Thus, residents of majority Black zip codes are more likely to exit homeownership through foreclosure, even now."

SOURCE: New York Fed Consumer Credit Panel / Equifax; US Census Bureau

THE
WEST
SIDE

Site visits and research uncovered a great deal of information on the Westside neighborhood identity, character, and history that is shared throughout the area in the form of murals and historic photographs. The Mi Barrio no se Vende signs around the neighborhood indicate the awareness of global changes at the local scale and resistance to the development that threatens the neighborhood. The recent new builds in the area stand as a stark contrast to the existing buildings and do not reflect the neighborhood character. However, there are also preservation efforts being made and examples of incremental growth in the use of personal housing additions. Housing and economic statistics for the area also show the importance of preserving affordability in the neighborhood in order for long-term residents to maintain their way of life and community.
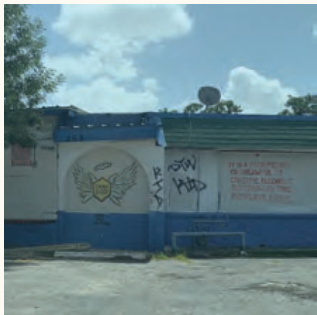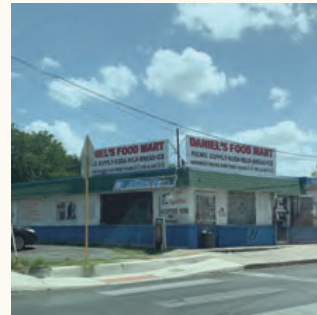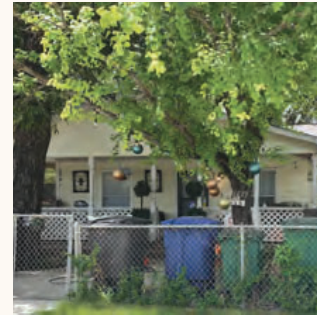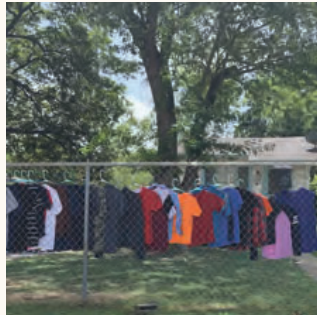
WESTSIDE 78207 COMPARATIVE STATISTICS,
2019

Estimated zip code population in 2019: 56,089
Zip code population in 2010: 55, 514
Zip code population in 2000: 56,348

March 2019 cost of living index: 85.6 (less than US average 100)

Population density: 7,719 people/square mile (high)

Average household size
78207   3.3 people
Texas   2.8 people

Estimated median household income:
78207 $28,447
Texas $64,034

Housing units with a mortgage: 2,343 (12 second mortgage, 15 home equity loan)
Houses without a mortgage: 5,337

Median monthly owner costs for units with a mortgage: $903
Median monthly owner costs for units without a mortgage: $313

Median gross rent: $699.
Median price asked for vacant for-sale houses and condos: $140,338.

Foreign born population: 11,391 (20.3%)
(27.3% are naturalized citizens)
78207   20.3%
Texas   17.1%

Residents with income below the poverty level:
78207   35.5%
Texas   13.6%

Estimated median house/condo value:
78207 $66,677
Texas $200,400

Houses and condos: 17,753
Renter-occupied apartments: 8,104
% of renters   52%
State   38%

Westside zip code statistics compared to the state average show that the median household income and median home value are significantly below state average, which is way preserving affordability is such a top concern. There is also a higher Hispanic population than the stage average and length of stay since moving is significantly above state average, showing the longevity of the community. Population has declined over the last 20 years but is nearing previous levels and shows an upward trend. Average household size is also above state average, and this is reflected in the high population density (despite the population decline) as well.

SOURCE: City Data

UTSA DOWNTOWN POPULATION GROWTH
projections from 2017
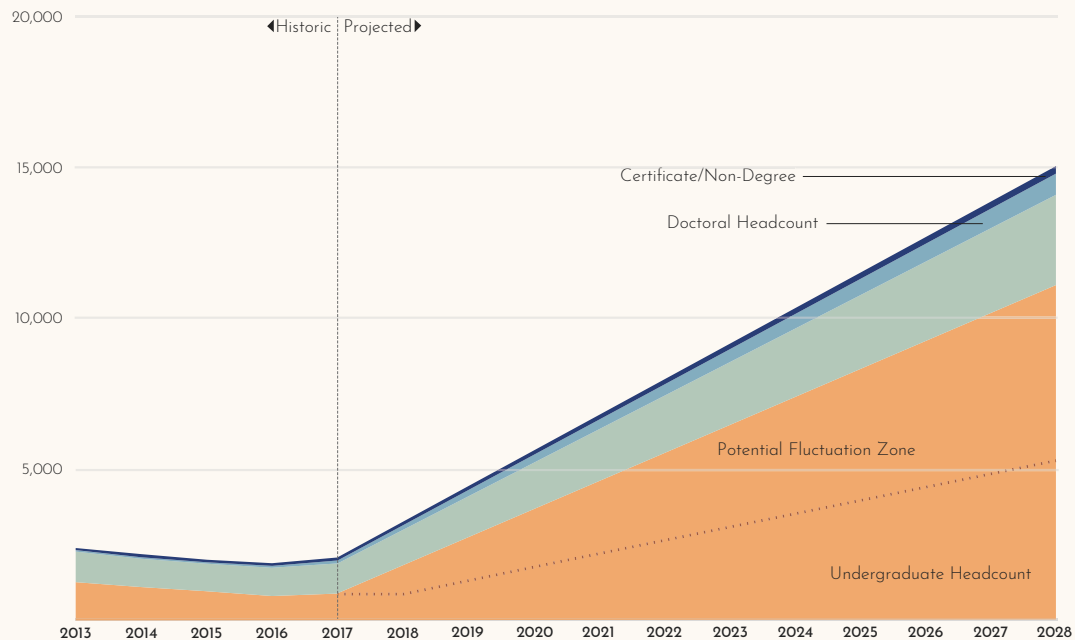
20,000

◀Historic ┊ Projected▶

15,000

Certificate/Non-Degree ——————

Doctoral Headcount ——————

10,000

Potential Fluctuation Zone

5,000

Undergraduate Headcount

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028

UTSA's plans for downtown expansion expect to see student population growth at the rate of 16.1% annually. These statistics were calculated in 2017 when the Downtown Campus Masterplan was first announced and the projection increased to 15,000 students over the ten year period. Although for UTSA, these statistics are most relevant in the context of the Westside and the potential impact to the neighborhood as the university plans to construct large student housing to accommodate this growth.

SOURCE: The Universtiy of Texas at San Antonio - Campus Master Plan

WESTSIDE HOUSING ADDITION TYPOLOGIES
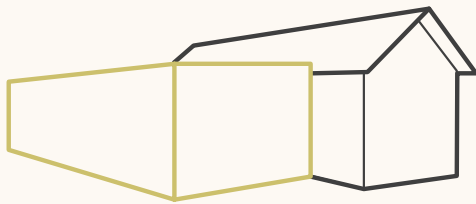
SIDE EXTENSION
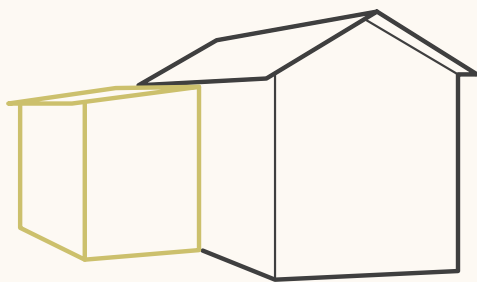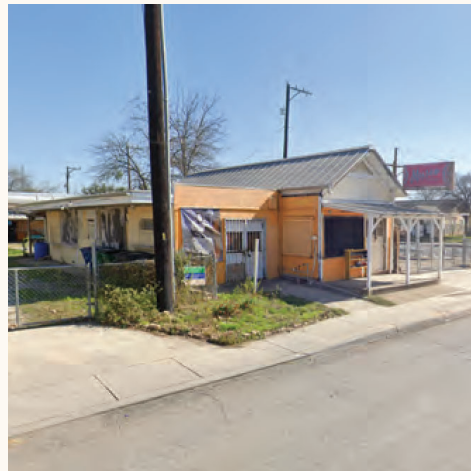
SIDE EXTENSION

WESTSIDE HOUSING ADDITION TYPOLOGIES
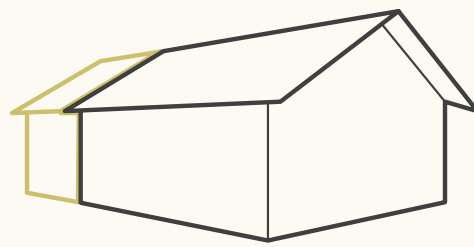
BACK EXTENSION
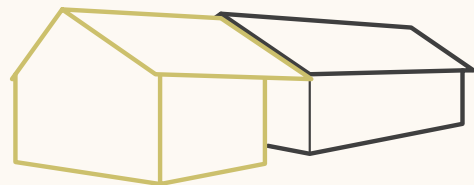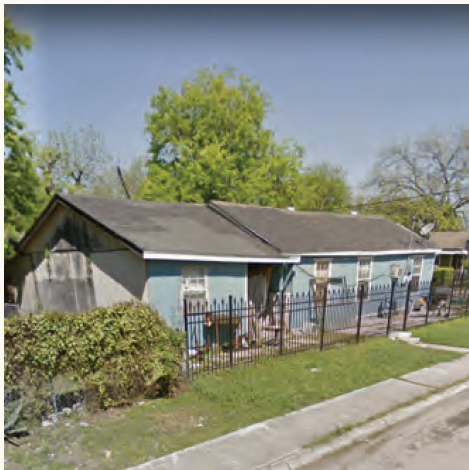
DETATCHED BACK EXTENSION

WESTSIDE HOUSING ADDITION TYPOLOGIES
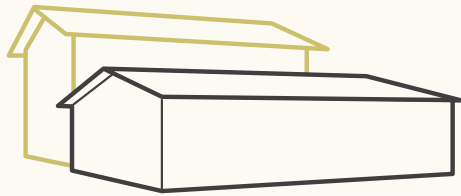
TWO STORY BACK ADDITION
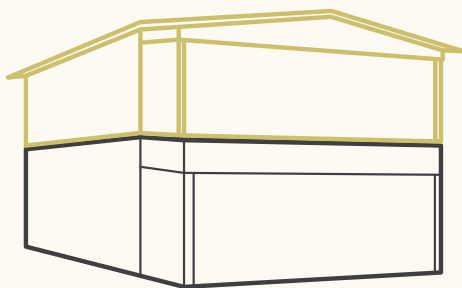
SECOND STORY ADDITION
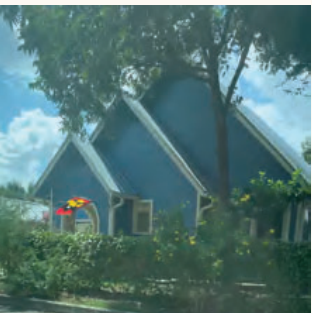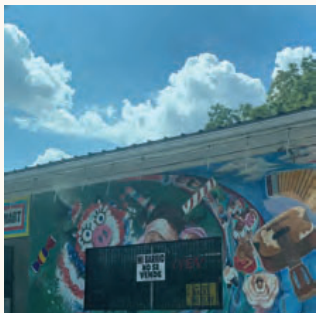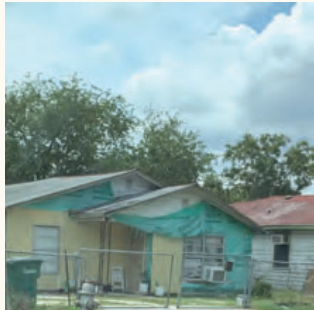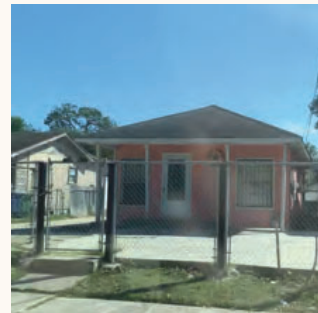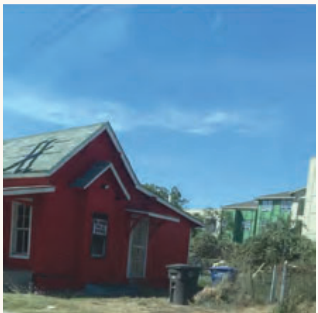
ENTRY POINT TO THE CONVERSATION

UTSA DOWNTOWN EXPANSION INTO THE WESTSIDE

Social housing injustice has been the topic this semester, locally we have looked at the UTSA downtown expansion into the westside community and how to improve rather than impose. There are many problems and questions that arise with this expansion; How to prevent gentrification, how to form a mutually beneficial relationship between the two communities, what the meaning of inclusion is for the westside, and identifying our role and responsibility as a university compared to the community.

This complex matter cannot be solved through one answer as there are many points of discussion that stem into many more, however, this is not the first time something like this has happened. Through history we see many universities expanding into smaller communities. We see some universities with the consideration towards the expansion and some with none regardless the data collected through previous situations can be applied to our expansion to help predict the behavior of the university and the community. To learn, adjust, and put to action is the goal.

The first step is making an entry into the conversation. As said before, with such a vast situation collecting the most amount of data on one thing is more effective than collecting a little on all. One of the issues identified was the lack of communication between the two entities. There was a need for the community to have a bigger influence on the university. These communities are filled with culture, prominent issues, and history. All of which could be used for data to produce useful information that can be put to action to better the total local environment. Science shops, developed in the 1970s, served as a platform to bridge the connection between the community and academia. Its main goals to democratize universities, increase communica-

tion, and make use and put in action the knowledge available at universities. Science shops facilitate collaborative research projects based on concerns brought forward by the community. With this we shift the narrative from building the future to making an engaged future.

In more of a direct architectural term of making, there are examples where institutions focus on helping and implementing plans to improve the quality of life. We can see examples of this with Xavier University. They focus on working on connecting and improving the skills found within the community to act as a resource base for the community's revitalization plan. They have offices to encourage the input of the locals and workshops where they get to work with professionals and develop/ learn useful skills to better the community living.

There needs to be an outreach, both from the institution and the community. The intensions must remain pure with no biases or hidden agendas. Individualism must also be maintained when funding is applied. A trust needs to be formed and a sustainable plan that can continue to develop for generations has to be created. The institution and the community should reside on equal levels and in no way should the community feel as though they are being absorbed. There is a great opportunity for UTSA to not only physically expand but also build a knowledgeable community around them. The institution supports the community and vice versa. In this plan, one cannot work without the other. With the scientific results and expansion of skills the community's goals is supported and they can participate effectively in the local community whether it's in debates or helping build houses. In return, UTSA has access to local data and turns to applied knowledge.

KNOWLEDGE FOR THE COMMUNITY

SCIENCE SHOPS
Midterm

In response to a lack of communication from society to researchers in knowledge transfer, Science Shops developed in Dutch universities during the 1970S. Students and university staff, who started these movements, wished to democratize universities. The aim was to increase the influence of the community on the university, to make contact between communities and scientists, and to be able to make use and apply the knowledge available at universities. The process starts off with a request from a community group or member. The science shop then maps the problem, forms a research question, applies the resources/knowledge available at the university and presents an answer. During this time, the client group (community) is consulted multiple times to play an active role and ensure that the focus is still on the original request. After completion the science shop staff ensures the client receiving the information understands the finding and assists with presentation and publication. The Science Shop staff is made up of dedicated workers, university professors, and students. The funding can either come from the university, being a registered charity, government programs, or individual research grants. Some of the changes that have been made as a result of Science Shops are: In Chicago, energy conservation retrofits of over 10000 low income housing units and In Woburn, Massachusetts a through legal case was prepared in history of topic waste which led to two companies being sued for deaths associated with pollution. Science Shops benefit the community and the Univeristity.

ENTRY

THROUGH

EDUCATION

With plans to expand the UTSA downtown campus, the institute shows no other signs of acting outside of their own interest in relation to the the neighboring community— specifically the Westside community.   The Westside community is known to be vocal when it comes to development in their area if they deem it negatively impactful. Therefore, UTSA will need to come up with solutions that will not harm the community or its culture. Instead, UTSA should prepare to expand from building for its own interest to building for the purpose of offering opportunities that will improve the community. This will offer internal transformations that will lead to external relations. As an education center, it seems fit that UTSA could try to establish a presence through education as it's entry point to connect with the surrounding community of the Westside.

WESTSIDE EDUCATION BREAKDOWN

Legend: Less than HS Diploma | HS or GED | Some college or Associates | Bachelors or higher | No schooling
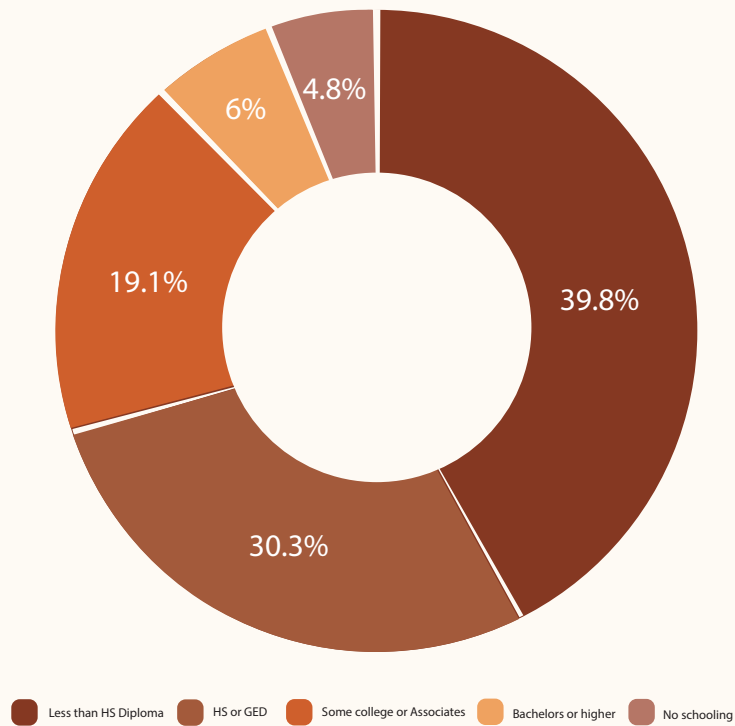
The Westside has one of the highest percentage rates of people who do not graduate high school in the nation. A very small percentage of those people in that area, who did graduate high school, also attended or completed college. UTSA could be an opportunity to help increase the graduation rate and motivate more students to attend college. By doing so, it could also be an opportunity for students to get involved in the community and become more engaged with their surroundings.

SOURCE: 78207, TX Education Attainment Breakdown

PROPOSAL

UNIVERSITY OF THE PACIFIC
BEYOND OUR GATES

The Beyond Our Gate report informs readers how it has been a powerful tool for the children of Stockton and San Joaquin County. Since the initiative was founded in 2010, the University of the Pacific has been empowering children's literacy. This, in turn, has allowed the university to be part of the community and embraced as the program has served as a resource for many leaders and organizations in the community that focus on developing education, especially early learning education. The report highlights both accomplishments of the initiative as well as the challenges it has faced. Programs include the following from page six of the report:

> "Family Literacy Project: With funding from First 5 San Joaquin, partners hosted workshops to teach parents why and how to read with their young children."

> "Tomorrow Project: The summer academies aim to improve high school graduation rates. The program has been successful for 10 years. 10-year impact report focuses on Beyond Our Gates' accomplishments and challenges."

The Beyond Our Gates initiative created programs that face problems the youth struggle with that have shown to be of concern. Creating literacy programs that result in students being proficient in reading by the end of third grade allows them to be able to go from learning how to read to reading to learn. They found that students are more likely to drop out before high school graduation if they do not meet this level. UTSA could take a more active role in the community in ways UOP does to improve the community's youth learning. The university could also take steps in using the research already made on the Westside to actively listen to how the community wants to be helped and improved. The community of the Westside has already expressed how they want to take control of improvements and in what ways they want to be supported. It is time to put the years of research into action, and UTSA has the capability to do so.
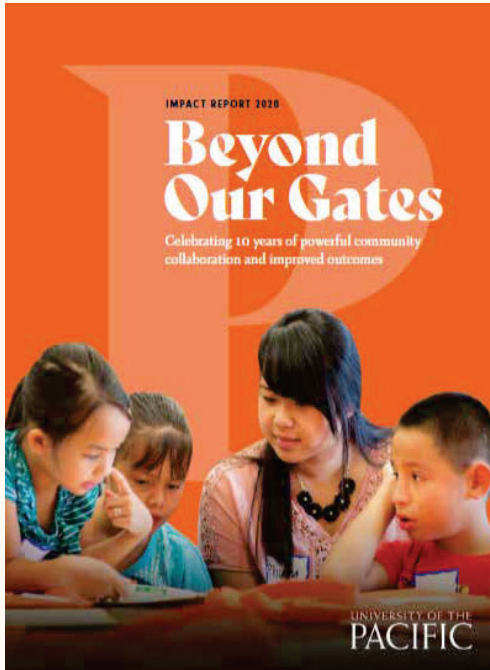
SOURCE: Beyond Our Gates Impact Report 2020

San Antonio Westside Housing Cost

The market of housing is on the rise in San Antonio. As home values start to rise due to shortage of homes so do the prices of owning them. This will lead to many familes having to face a diffecult challange of home insecurity or even homelessness.
In Bexar county out of 10,000 people there are 14.6 that face homeless ness according to the continum of care (Coc) . Between 2007 and 2020, San Antonio/ Bexar County total homeless population changed by 30% increas, The sheltered population chnaged by a 8% percent decresed, and the unsheltered population chnaged by a 184% increase. Intotal there was a 30 percent increase in all section of homeless-ness.
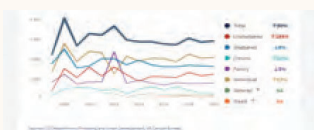
An area that we can see this homemless-ness is the Westside of San antonio near the UTSA downtown campus.
The area code of 78207 in which the locaion of part of the westside we can see that the median household income is betwn $11,360-$35,900. The section in which the UTSA Downtown campus is located the median annual income ranges in the $14,000 with a total of 1,303 house-hold.

There is a correlation between the two data. The income of those living in the area is too low to be able to maintain with payments and fee of homes along with having to live off of what is left. The has been a history of poverty in the Westside.According to the Economic innovation group and their Neighborhood poverty map. It shows the westside of San Antonio has had a persistent high poverty rate since the 1980s.

UTSA has a large impression on the community that surrounds main campus. This should be excursed on downtown campus as well. UTSA should create a bond with the community that helps it flurish. USTA with their new expansion into their downtown campus can take the opportu-nity to help out the community with Homelessness in the westside area. This will not only help those who are effected by the challange but also build a bond with the community around the downtown campus.

The Westside Community Initiative
Revitalization of the Westside Through Public Green Spaces
By: Xavier Ramirez
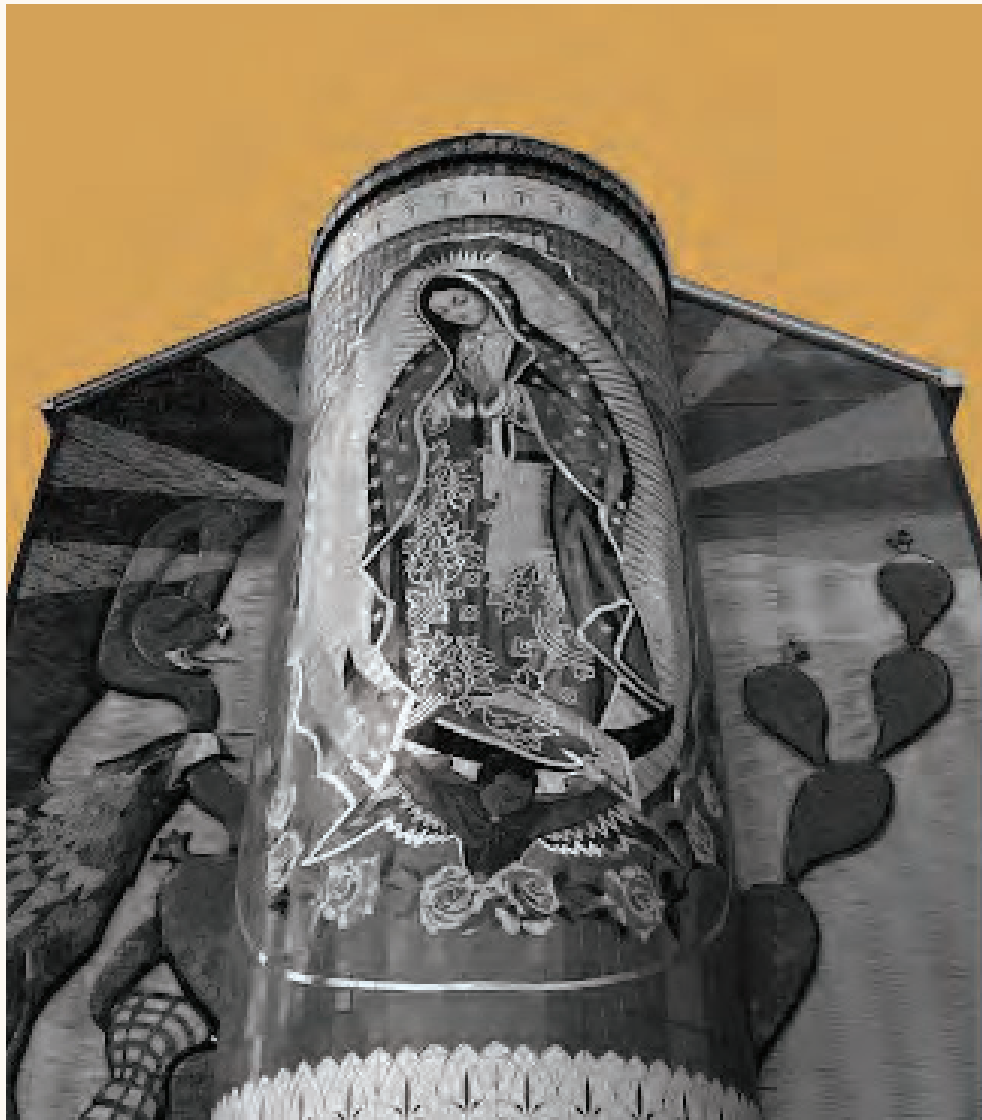
Entry point

•Statistic: only 43% of San Antonians live within a 10-minute walk of a park, compared to the national average of 55%.

•"Residents deeply value parks, but continued inequity and the risk of future budget cuts threaten severe damage to the park systems that make many cities so livable."(Trust for Public Land CEO Diane Regas)

Only a few amenities within the Perimeter (ex. Libraries, Recreation Centers, Pools)

With so little amenities whithin the westside, espeÂ cially free ones, there is little for residents to do and therÂ fore, little reason to invest time to stay in
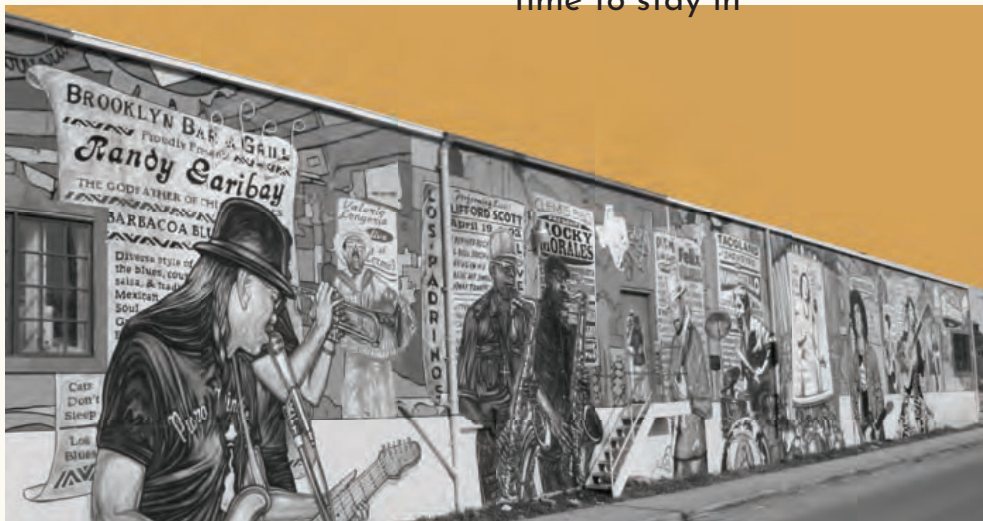
Maps

Map of Empty Lots

Amenity Map

Parks/Greenspaces

Libraries

Coffee Shop

Recreation Centers

Pools

UTSA'S Role

Utsa could take a similiar role to Duke and Provide funding towards non-profits that want to improve/build more parks, green spaces, and recreation centers

ex. "Duke Doing Good"
Duke had a process of giving out grants that can be applied for by non-profits with a master plan with stipulations/goals in mind. Those applying for a grant would have to have an Active board and regular meetings, a track record of servng individuals and families, etc

Secure Grants from several sources, ex. banks, state instituÂtions

University sponsored Volunteering where participants can recieve a stipend/education award that can go towards school tuition

Creeks

The creeks around the west side, such as Apache Creek are under developed, with little amenities to accompany them, the only amenity being a sidewalks that extends and meets the riverwalk.

The Riverwalk extends to multiple parks and emenities and is a huge draw for tourists and residents, maybe the smae can be done here, problems being funding and flooding.

Reasoning

As San Antonio expands, along with UTSA and their campuses, the need for recreation will incease. Through increased developement of greenspaces, the westside can function more as a place to live instead of a place to "Stay" at.

The westside will gain reinvestment from future generaÂtion/incoming students by giving a reson to stay, rather than being a place to leech from and later leave for greener pastures.

Westside Community Initiative

What's the problem?

The same story has played out in countless neighborhoods in countless cities across the United States. Ever since urban living came back into fashion, strong vibrant communities across the US have fallen victim to gentrification.

Gentrification is defined in Merriam-Webster as a process in which a poor area (as of a city) experiences an influx of middle-class or wealthy people who renovate and rebuild homes and businesses and which often results in an increase in property values and the displacement of earlier, usually poorer residents.

Displacing poorer residents who have often been in the community for generations is the biggest negative effect of gentrification. The people are what make up a community and are often what makes the neighborhood culturally significant in the first place. It's not fair to low income people to have to give up their homes because they live in an attractive part of town. It's important to preserve a community's culture because culture is what contributes to a vibrant and successful city. At the heart of the problem of gentrification is the financial disparity between communities and gentrifiers.

The Westside neighborhood in San Antonio is an area primed for gentrification. This is due to its proximity to downtown, low housing prices and the expansion of The University of Texas at San Antonio, or UTSA, in the neighborhood. It's an area rich with culture and history and one that evokes a great deal of pride from its residents. The residents are primarily hispanic between the ages of 20 - 64 years old and have an average household income of $23,744. That means an approximate 40.6% live below the poverty line. Almost 50% of the housing in the area is owner occupied with approximately 40% of them experiencing housing costs greater than 30% of their income. It's safe to say that the area is populated with low income residents and most are spending too much of their income on housing costs. Family violence in the area is almost two times higher on the Westside versus the rest of the county. With its proximity to downtown and major entities expanding in the area, it's safe to assume that gentrification will continue to occur in the area. Even though gentrification has many negative implications, in this case, it provides an opportunity to solve some of the problems facing the community.

The image above shows a storefront in the westside community.
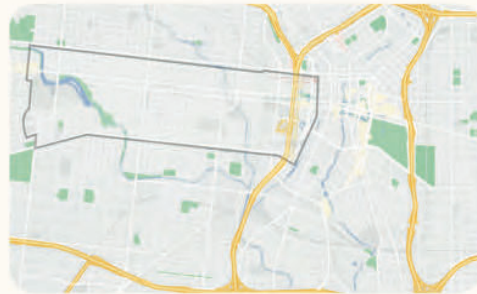
The diagram above shows the westside community in San Antonio, Texas.

A culturally rich community

The Westside neighborhood in San Antonio is an area primed for gentrification. This is due to its proximity to downtown, low housing prices and the expansion of The University of Texas at San Antonio, or UTSA, in the neighborhood. It's an area rich with culture and history and one that evokes a great deal of pride from its residents. The residents are primarily hispanic between the ages of 20 - 64 years old and have an average household income of $23,744. That means an approximate 40.6% live below the poverty line. Almost 50% of the housing in the area is owner occupied with approximately 40% of them experiencing housing costs greater than 30% of their income. It's safe to say that the area is populated with low income residents and most are spending too much of their income on housing costs. Family violence in the area is almost two times higher on the Westside versus the rest of the county. With its proximity to downtown and major entities expanding in the area, it's safe to assume that gentrification will continue to occur in the area. Even though gentrification has many negative implications, in this case, it provides an opportunity to solve some of the problems facing the community.

A New Ally

UTSA first built a campus in the Westside neighborhood that opened in 1997. Currently, it serves 4,500 students and offers various different degree programs. The university has plans for a new 90 million dollar school of Data Science and National Security Collaboration and plans to add some 10,000 more students to the downtown campus. This expansion is going to help fuel the gentrification of the surrounding area. A major university's presence is going to attract businesses that typically cater to middle-income families like Starbucks or upscale eateries. Additionally, students and professors alike are going to seek housing in the immediate area due to its convenient location. The neighborhood has all the makings of an area primed for gentrification. New residents and businesses move in, old residents and businesses are priced out resulting in diversity, community, and culture disappearing. While gentrification of the Westside is inevitable, the negative effects are not.

Many universities across the country have attempted to integrate into their communities with various levels of success. UTSA, being a

public entity and with significant resources, is in a unique position to mitigate the negative effects of gentrification in the Westside community. They can do this in a way that's mutually beneficial to both the local community and the university. Over the next 10 years, UTSA hopes to have 15,000 students attending class at the downtown campus. As a whole, 4% of the UTSA population live on campus. That translates to 600 students that require university sanctioned housing. One way to accommodate this influx of students would be to build dormitories in or around the Westside potentially displacing residents and businesses. However, there is a way to provide students with housing without having to build new large-scale dormitories and at the same time provide residents with a source of revenue. This would help offset the potential increase in property tax values that result from gentrification and help keep the community intact. The solution can be found in what are commonly referred to in the United States as trailer parks or mobile home parks.

Mobile homes, the unconvential Solution

Mobile homes are pre-manufactured homes or trailers that homeowners purchase and then place on land in which they lease. Approximately 22 million people in the United States live in mobile homes with the average person living there for 10 years. For comparison, the US average is 4-8 years. The typical size of the units are 980 SQ FT compared to over 2,000 SQ FT in the US . They're usually built in a factory and then shipped to a site making them more affordable than an average single family residence. They can also consist of trailers such as an Airstream or Winnebago. They are often much more affordable than a regular residence which is due to several factors. One of the biggest being that the owner of the mobile-home owns the structure itself but not the land that they occupy. Land is often the most expensive part of owning a single-family home and the mobilehome park setup eliminates that expense. Instead of purchasing the land, the mobilehome owner pays an agreed upon fee to rent the lot from the land owner. It's also cheaper to purchase the physical home because they are pre-manufactured in a factory and are often smaller than the average home. Perhaps the biggest benefit is the arrangement between the mobilehome owner and the landowner. The landowner gets a steady stream of income for their property while the mobile home owner gets an affordable home dwelling.

UTSA could provide housing for it's new incoming students by creating a mobile home park style arrangement with the homeowners of the Westside. Most of the lots in the Westside community have ample space to host a mobile home. The university could purchase or build the temporary structures, and place them on the host properties. They would pay the owner an agreed upon amount to rent part of their lot and then place a UTSA owned mobile home on the property for students to occupy. The income generated from leasing the land would help

homeowners afford any increase in property taxes. This would allow them to remain in the neighborhood and community therefore preserving the culture and heritage of the Westside. The university would gain an ample amount of student housing without the need to commit to a large-scale development or displace any residents or businesses in the process. The university could also expand or scale down as needed making it easier to adjust for student population.

Better Together

Gentrification is inevitable. People are free to move to any community they choose so long as they can afford it. This creates a conflict between the migrators and the local communities. Oftentimes, local residents and businesses are displaced making way for the new residents and the businesses that follow them. The Westside Community in San Antonio is primed for gentrification. Fortunately, the neighborhood has an ally in one of the biggest developers in the area, The University of Texas at San Antonio. The university has a need for student housing and the surrounding neighborhoods have the means to provide it with such. This relationship between the university and the community will be mutually beneficial and help assuage the negative effects of gentrification. By enacting a comprehensive land-lease agreement with the homeowners in the community, residents will be able to stay in their homes while providing a much needed service to the university. The university will get a low cost, low commitment solution to it's student housing and local homeowners will get an additional source of income. Security will be increased due to the expansion of the university's footprint resulting in a safer community but most importantly, the culture of the community will be preserved and potentially expanded with the addition of new diverse residents.

TEMPLE UNIVERSITY
Philadelphia, Pennsylvania

Background:

Temple University is surrounded by a community that is predominantly black. This community holds their culture of great importance, and when the University started to expand into their backdoors, they felt a sense of fear. They now had to worry not only of increase housing payments, but also of losing a sense of themselves and their neighborhood. In one instance the community was referred to as Temple Town, this did not sit right with any of the surrounding communities. Their fears were coming to life, they were beginning loose a sense of identity. The people of this community felt as though through the expansion of the University, they did not have a voice and were slowly being forced out of their homes. The neighborhoods have had tensions with the university in recent years, but the Good Neighbor Initiative has seemed to begin helping mend the relationship.

Through the expansion of the university, the community has felt excluded from a lot of the decision made by the institution. The lack of communication between the university and the community has caused the community to feel as though the university's engagement strategy was not effective.

The community feels as though the culture and sense of community will be lost with them being overlooked and unheard. In order for gain community feedback the university decided to have community members on the advisory board, but the members of the community feel as though they are still not being heard nor represented correctly. In order to feel heard and show that they were not going to be overlooked anymore, the community decided to protest against the expansion of the new football facility being built.

Good Neighbor Initiative:

Good Neighbor Initiative is a program that encourages students to interact with their neighbors, allowing the local residents to feel comfortable and embraced

The Good Neighbor Initiative examples of student involvement is to say hello to a local neighbor, allowing for residents in the area to feel comfortable with each other. Keep the streets clean and picking up after one's self allows long term residents to not feel invaded. Embrace Culture Offering to help a neighbor makes the locals feel a stronger sense of community. Realize that there are families living here, some for many generations, they go to work and school in the mornings, so it is important for students to be mindful of their noise. Interact with the young kids by helping them with homework. Take the time to learn about the history of the neighborhood.

West Side Relation:

Much like the communities surrounding Temple University, Westside San Antonio is made up of predominantly Hispanics. Culture being lost is one of the bigger concerns that west side is worried about as well as displacement from housing price increasing with the new development that is expected. From the precedent, we can learn from their mistake of not listening to what the community had to say, UTSA now has the knowledge to let the community's voice be heard and taken into consideration. The idea of Good Neighbor Initiative seemed to have helped the locals in the community feel a stronger community/institution relationship. The idea of helping a neighbor and getting to know about them and their culture can be beneficial in the UTSA's transition into west side. It will give the opportunity to show that the intentions are not to displace, but rather to embrace.
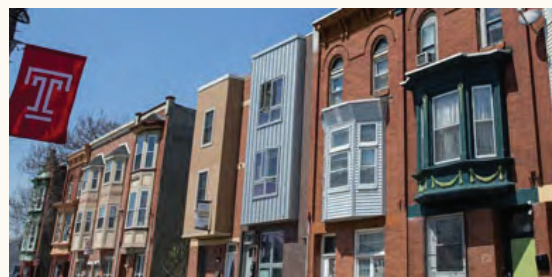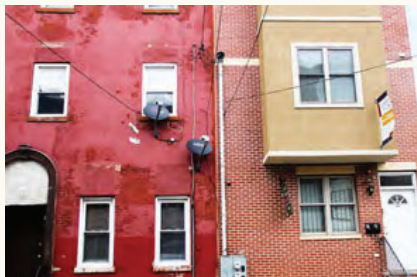
COMMUNITY-BASED LEARNING

BIG IDEA - Community-based learning refers to the teaching and learning method in which class content is closely related to the community of the area. It focuses on the culture, history, environment, and institutions involved in the community to enhance the student's experiences in learning as well as to establish community partnerships. It is the implementation of student inovlvement with its community into the curriculum, allowing the students to obtain credits while at the same time creating change and serving its direct community. Through this implementation, civic engament becomes part of the overall experience in learning.

IMPLEMENTATION - This type of learning takes shape in many forms such as using the community as a direct reference for topics discussed in class, inviting community professionals to help form and be part of a school club, involving students in collaborative research with community members in a specific subject, and even working, volunteeting or taking action in an organization for real change in the community. Examples of this may include referencing the local environment during a science lecture or experiment, bringing local engineers to give a guest lecture or help start a robotics club, allowing students to volunteer with a nonprofit organization or participate in an internship or job-shadowing, and finally, allowing students to campaign and influence policy alongside community members.

FUNDING - Depending on the implementation, funding can come from the institution itself, government organizations that are already involved in the community, or from private companies or entities which are willing to employ students as part of the class. Some forms of community-based learning might require more funding than others. For example, a student group serving as volunteers for an already established organization might not need as much resources as a group of students looking to start a club within the institution with the help of a community professional or trying to obtain sponsors.

PRECEDENT - Drexel University serves as an example of how the community of West Philadelphia and the institution can come together through community-based learning. The school encourages students to participate in civic engagement through its curriculum. Their courses consist of foundations, service learning, service immersion, side by side, community hybrid, and community-based research. All of these involve the learning or engaging of the community in to the classroom topics or in the real world.

COMMUNITY RESOPNSE - Through the implementation of community-based learning at Drexel, the community of West Philadelphia has gotten the opportunity to speak on their intererst at the university, participated in research with students, formed part of the culture in the campus, and have gained access to needed resources. For example, community members have the option of reaching volunteers for needed help on a special app, nutrition and wellness students have been able to have monthly dinners and wellness talks with the community, and artists have the opportunity to connect thorugh art and writing. Law students have even been able to provide legal assistance and represented neighborhood clients in certain court matters. Through this curriculum, both students and community members have the opportunity to immerse in the other's world.

UTSA AND THE WESTSIDE - Both UTSA and the Westside can benefit from community-based learning. It would not only encourage students to learn about their community and have hands-on experince, but also help create a stronger relationship with the community by acknowledging their needs and interests .

COMMUNITY-BASED LEARNING

COMMUNITY	INSTITUTION

CREATES OPPORTUNITIES FOR
STUDENTS, FACULTY,
AND COMMUNITY.

COMMUNITY NEEDS AND INTERESTS ARE ACKNOWLEDGED
AND DIRECTLY INFLUENCE THE SERVICES PROVIDED BY
THE INSTITUTION. REAL CHANGE IS MADE.

STUDENTS USE THEIR SKILLS AND KNOWLEDGE
TO GAIN HANDS-ON EXPERINECE THROUGH THE
DIFFERENT FORMS OF COMMUNITY-BASED LEARNING.

COMMUNITY AND INSTITUTION
ARE BROUGHT TOGETHER IN
DIFFERENT AREAS.

COMMUNITY MEMBERS ARE ABLE TO WORK ALONGSIDE
STUDENTS AND IMMERSE THEMSELVES IN THE EDUCATI-
ONAL WORLD THROUGH COLLABORATION AND RESEARCH.

FACULTY MEMBERS EXPAND LEARNING OBJECTIVES
TO MORE TANGIBLE AND REAL-LIFE SCENARIOS.

ENCOURAGES PERSONAL GROWTH
AS WELL AS POSITIVE CHANGES
IN ESTABLISHED SYSTEMS.

COMMUNITY MEMBERS ESTABLISH CONNECTIONS AND
RELATIONSHIPS WITH NEW INDIVIDUALS.

STUDENTS CREATE CONNECTIONS TO LOCAL
PROFESSIONALS IN THE COMMUNITY.

THE WESTSIDE COMMUNITY INITIATIVE
By: Esperanza Orozco

ENTRY POINT

How can the university help encourage more resources to the community for a positive development growth?

- RESOURCES FOR THE ELDERLY COMMUNITY
- HOUSING FOR SINGLE MOTHERS
- HOUSING FOR LOW-INCOME PEOPLE
- PROVIDE FUNDING INFORMATIONAL FINANCE RESOURCES

AFFORDABILITY

- 12.6% of seniors over 65 live in poverty compared to 10.7% in Texas and the 9.3% in the US.

- A higher percentage of San Antonio women live in poverty when compared to Texas and the US.

- 55% of San Antonio households living in poverty are headed by a single female

- Among San Antonio residents with income <$20,000 , 91% of those who rent are housing-cost burdened, as opposed to 71% of those who own their homes.

Median Annual Earnings by Race/Ethnicity and Sex, 2018
Annual earnings for people who worked full-time/year-round for the past 12 months in the City of San Antonio

	Female	Male
All	$35,767	$40,958
American Indian or Alaska Native	$37,722	$37,819
Asian	$47,908	$60,135
Black or African American	$33,953	$36,010
Hispanic or Latino	$31,588	$35,971
Native Hawaiian or Pacific Islander	$33,333*	$53,418
Other Race	$29,725	$33,718
Two or More Races	$39,891	$41,195
White	$49,219	$57,811

*Unreliable. Error is too large relative to estimate
Source: ACS 5-Year Estimates, Table B20017 B-I
Prepared by CI Now

Duane Kotora · Karla Ruiz

MEDIAN ANNUAL SALARY

MEDIAN HOUSEHOLD INCOME

THE UNIVERSITY OF BUFFALO
Buffalo, New York

LAW SCHOOL'S AFFORDABLE HOUSING CLINIC

"Working with the region's prominent community organizations, UB law's Affordable Housing Clinic over the years has helped develop many of Western New York's most vital community resources."

- Transitional housing
- Trinity Park Senior Apartments
- Hope House
- St. Ann's Apartments
- Carolyn's House of Niagara Falls

- More than $200 million in affortable housing has been secured.

- Within this clinic the students go through the process of applying for grants, subsidies, and government applications that leads them every year to develop affortable housing.

- With the funding there has been more than 2,000 units created focused for low-income families, elderly, people with disabilities and domestic violence.

Students work on a recent affordable housing rehab project in Buffalo.

UTSA'S ROLE

- UTSA could integrate the affordable housing program that allows students to get involved with bringing change to the community. The student involvement could allow a greater scope to reach and earn funding for the affordable housing program.

- UTSA can act as a financial resource for low-income people, which could help inform the community on how to manage their money or give advise that helps open financial opportunities.

- UTSA investing on an affordable complex for single mothers, or low-income people in the westside neighborhood that go through financial issues could help be a starting step for them to become stable.

- Students can be the greatest attribution and faculty to obtain sponsors, and the funding that allows different resources being brought to the table to this community.

- With residents of the westside knowing and living through the culture and underrepresentation, people from this community can end up inform and be apart of that inside change.

With issues such as population increases, housing crisis, gentrification, inequality, and injustice on the westside, proposals such as housing and cultural programs by Utsa need to take place in order to prevent displacement and maintain the history and culture of the westside alive.

What can we (as community) envision for a different kind of relationship that we can have with large institutions such as UTSA?

What is the responsibility of UTSA to low income neighborhoods; how can the westside community benefit?

The population of the community broken down by age group. The numbers at the top of each bar indicate the number of people in the age bracket below.

25,773	24,445	24,471	22,667	20,935	23,239	23,146	22,750	22,775	21,143	18,565	15,439	12,171	8,209	5,462	4,372	3,570	2,964

Total: 302,097   Households: 96,605

Median Age: 31.70
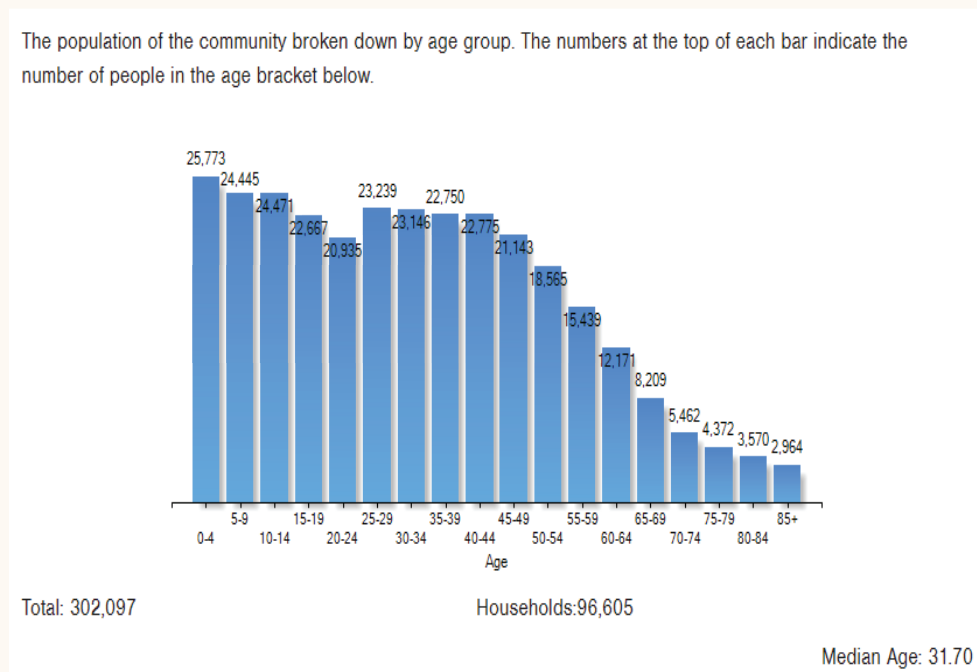
Much of the near West Side's housing stock is appraised between $40,000 and $70,000, according to Drennon. So, once gentrification takes root, it will be displacing residents from one of inner San Antonio's last pools of affordable single-family housing.

"If we don't start to control the process on the West Side, the result will be the same," she said. "You'll see long-term residents pushed out and replaced by higher-income, better-educated residents, mostly from a different ethnic group."

Income and housing

Income

Median Household Income
$28,493
National $62,843

Household Income Brackets

Bracket	Percentage
<$25k	48%
$25-$44k	22%
$45-$74k	18%
$75-$149k	11%
$150k+	1%

Housing in Guadalupe Westside

		Y-o-Y Change
Housing Units	17,467	0.4%
Median Year Built	1956	0.0%
Built in 1939 or Earlier	3,228	0.7%
Built between 1940 and 1949	3,521	0.3%
Built between 1950 and 1959	3,596	2.6%
Built between 1960 and 1969	1,452	-16.8%
Built between 1970 and 1979	1,392	12.6%
Built between 1980 and 1989	1,206	11.6%
Built between 1990 and 1999	845	-13.6%
Built between 2000 and 2009	1,471	1.7%
Built in 2010 or Later	756	11.0%

Home Construction by Decade

Many move to the westside for its affordability. The westside consists of many residents with low income. With development comes a downside. Some community members are concerned about the potential for mass displacement caused by rising property values, predatory practices by investors and code violation enforcements in a part of San Antonio many people consider the cultural heartbeat of the city. Many worry once gentrification happens, whats left? But it's not just UTSA expanding into the West Side. The San Antonio Housing Authority (SAHA) intends to build two mixed-income housing developments in the area near the Alazan Courts, the circa-1939 housing projects west of Alazan Creek, between Guadalupe Street and César E. Chávez Boulevard. A mile north of the courts, closer to downtown, VIA Metropolitan Transit plans to rehab the abandoned Scobey industrial complex, just east of the detention center, into a mixed-use housing and office development. Smaller projects are in the works, as well. Nonprofit developer Alamo Community Group wants to build a 160-unit, four-story affordable housing complex at 811 W. Houston St., a cluster of older and modern structures the group recently purchased from the Alamo Colleges District

Westside

An art installation by Casa de Cuentos was on display along Guadalupe Street for Dia de los Muertos and featured Westside homes and businesses that were torn down to make way for new developments

The City of San Antonio far surpasses other large Texas cities in issuing orders to vacate and demolish homes, disproportionately impacting low-income people of color and concentrating code enforcement efforts in the near East and West sides. Between 2016 and 2022, the city's home rehab programs are expected to assist 2,332 families with home repairs and reconstruction, a city spokeswoman said. The intent behind such programs is to help low-income residents maintain their property and thus avoid the eye of code enforcement officials. Since 2016, the city has increased funding for its owner-occupied home repair program from $2 million to $10.4 million. Funding for the city's minor repair program also also increased significantly, from $250,000 in 2018 to $4.75 million in 2022. The Under 1 Roof program, which pays for roof repairs or replacement with energy-efficient materials, increased to $5.25 million this fiscal year.

"There is a lot of need out there and a lot of challenges," Shannon said. "I think the city's trying to find those resources and add to those resources," including developing a $1 million program to find alternatives to demolition.

The city needs to do a better job of making sure residents whose homes face demolition are connected to those resources, said Councilwoman Teri Castillo (D5), whose district includes the near West Side.

"They always say … 'We're going to expand cultural programs. We want to honor these neighborhoods,' " said Puente, who's a member of the Mexican American Studies Student Organization, or MASSO, at UTSA. "But they never give you a detailed or strategic plan of how they're going to do that."

"It's not that we're against the growth or changes or education," she said. "It's just we want them to understand the history (of the West Side) and to do better, and they can."

Utsas response

It's because of these concerns from the West Side community that the city is requiring UTSA to conduct an economic and social impact study before it considers selling 19 acres of land west of the campus to the university, Assistant City Manager Lori Houston said. In the latter phases of its 10-year plan, UTSA expects to build academic buildings and student housing on the land that's currently home to the Frank D. Wing Municipal Court Building, a police substation and a fleet maintenance center.

The university's master plan already calls for the new development to interface seamlessly with surrounding neighborhoods and celebrate their history and culture, Mendez points out. Buena Vista Street, in particular, would have a pedestrian bridge that runs level with the vehicular bridge that connects downtown with the West Side. There also looks to be an elevated park that hangs over a Frio Street-level promenade and basketball courts outside a recreation and wellness center that presumably would be available to West Side residents.

Next to the Alazan Courts, on vacant land, SAHA plans to build the Alazan Lofts, an 88-unit mixed-income apartment development—40 units would be public housing, 40 a mix of low-income units and eight market-rate. SAHA also is partnering with 210 Development Group on an apartment project a half-mile south of the courts called the Tampico Lofts. Half of those units would be market-rate and the other half rented to people making 80% of the area median income, which is $53,440 for a family of four in the greater San Antonio area, according to the U.S. Department of Housing and Urban Development.

Westside Community Initiative

"Housing is "global" (data shows how the instability of housing (global markets) is not responsive to local markets)"

- •Population and immigration increase
- •City and metropolitan growth
- •Higher cost of living
- •Higher density
- •Higher home and rent costs
- •Home (mortgage or rent) prices increasing at a much more rapid rate than income
- •Higher rental share for all demographics
- •Household debt and cost burdening indicates the likelihood to lose housing
- •Household debt doubled since 2003
- •Mortgages make up 70% of household debt
- •Foreclosures have historically impacted Hispanic communities the most

Housing is a Social Justice Issue

- •Housing as a social justice issue
- •Place as a restorative measure
- •After impacts of redlining, urban renewal, and gentrification
- •We hope to improve lived social conditions instead of perpetuating harm
Our focus is on
- •Preservation of cultural integrity and how that translates to space

The Future: UTSA Downtown Growth

UTSA's plans for downtown expansion expect to see student population growth at the rate of 16.1% annually. These statistics were calculated in 2017 when the Downtown Campus Masterplan was first announced and the projection increased to 15,000 students over the ten-year period.

Although for UTSA, these statistics are most relevant in the context of the Westside and the potential impact on the neighborhood as the university plans to construct large student housing to accommodate this growth."

Displacement pressures are growing over residents and businesses. A moral obligation perhaps is overlooked or even missing from those who exercise their power to allow for near free reins for commercial developers' needs. However, the community has requirements that define themselves, and these must be an essential part of the bargaining table.

Community input should naturally indicate what makes a socially sustainable policy for the UTSA expansion plan.

Source: Urban Future lab think-tank

USA
Population density

People per square mile
- ■ 500.0 or more
- ■ 200.0 to 499.9
- ■ 100.0 to 199.9
- ■ 25.0 to 99.9
- ■ Less than 25.0

2020

Density
Texas

15.9%

GROUTH
- ■ Percent change in population 2010-2020

9.5%

VACANCY RATE
- ■ Housing Unit Vacancy rate 2020

#2

TEXAS
- ■ Ranked by 2020 total population

#4

BEXAR COUNTY
- ■ Ranked by 2020 total population

USA
Household Debt

$15T
$12T
$9T
$6T
0

2004   2008   2016   2018   2020
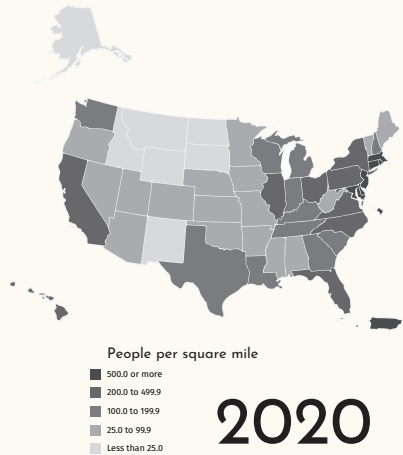
Household
Household debt has doubled since 2003
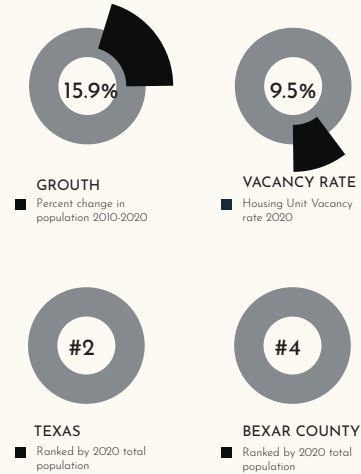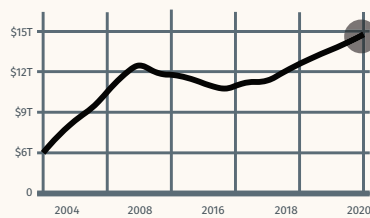
Mortgage
Mortgages make up 70% of national household debt

Household debt now stands at **$14.56 trillion.**

Mortgage debt now stands at **$10.04 trillion.**

Occupied housing units in San Antonio
Ownership

- ■ 54% are occupied by owners
- ■ 46% are occupied by renters
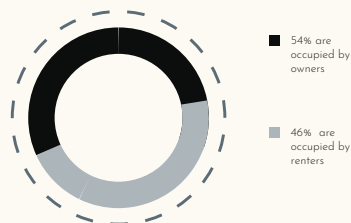
Source: ACS 1-Year Estimates. Table S0102
Prepared by CI:Now

Why does homeownership matter?
Homeownership builds wealth and creates stability, and is an asset that can be used to pay for education and other productive investments.

Paying 30%+ Household income
Total housing cost-burden by tenure and race/ethnicity

■ owners ■ renters

80%
60%
40%
20%
0%

| All | Black or African American | Hispanic or Latino | Other Race | White |

46.3% 22.3% | 55.7% 36.2% | 53% 32.8% | 55.1% 34.9% | 51.1% 31.1%
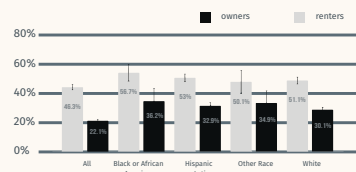
Source: ACS 1-Year Estimates. Table S0102
Prepared by CI:Now

Affordability
Inequity between renters and owners is huge and exists in every racial/ethnic group.

https://www.visualcapitalist.com/the-state-of-household-debt-in-america/

https://public.tableau.com/app/profile/us.census.bureau/viz/2020Census-PopulationandHousingMap/AllStates

Maintain community ownership

To fully understand the complex relationship between the Westside and the Institutions in San Antonio and how they strangely co-exist, we need to see San Antonio as a fragment of two influential cultures where a struggle to provide the official story is manifested not only through time but in the complex social geography of spatialized race relations that have shaped community formation.

Anglo metropolises have always inferiorized Mexican social spaces (very frequently) by erasing more and more of the Mexican material and cultural landscapes.

West Side barrio is at least in part the product of the historical dialectic between the "socially deforming (barrioizing)" experience of Mexicanos through Anglo dominance and their "culturally affirming (barriological)" response.
-Villa (2000)

When it comes to UTSA's downtown campus expansion, it already has consequences in the Westside. It will have more significant implica tions for the small businesses, the social fiber of the "barrios," technical infrastructures, family economy, and more. Big institutions have more power than residents and small businesses. Hence, the biggest challenge is to formulate a specific enough intention and vision, which aim is to empower community voices and the economy. Community needs to be acknowledged as essential and to be respected.

What could be the solution to the problem of power versus the livelihoods of underprivileged individuals? In a system where corporations (developers) are not heavily regulated, UTSA could mediate for the local, city, and corporations. Governments should provide rent-controlled housing and help increase homeownership for longtime residents of the area.

Giving the community agency over its own future with the "Casitas" project

The program will enable Westside homeowners to become a provider of affordable housing for students to come to UTSA Downtown campus.

This incentive program organized by UTSA could possibly offer homeowners financing, design, permitting, construction, materials and leasing support to create a new affordable rental unit in their backyard.

The intent is not to fund the project but to find the right partnerships to provide westsiders, microloans and financing programs that sustein through the years.

UTSA could also contribute with workforce development and maker spaces UTSA fabrication lab and alliance with local builders to provide expertise for building projects but also experiential learning for students.

Westside & The UTSA Roadrunners, at night.

Tristan Lee Doebler.

How can UTSA's Downtown Campus be a better neighbor with the Westside community of San Antonio, at night?

This narrative and series of precedents came to my mind after reflecting upon my undergraduate years at UTSA in which I spent countless hours at the downtown campus as an Architecture student.

I recall spending many late nights studying in the Monterey building with fellow students, feeling as if we were stuck on a lonely island, isolated from the surrounding city nightlife.

After some discussion with former fellow classmates, I compiled our feelings and memories of the UTSA Downtown Campus and Westside environment into a series of three points to guide the next few pages.

1)   Walkability & Security.
2)   Food Accessibility.
3)   Population & Interaction.

Westside!

UTSA ROADRUNNERS & The AT NIGHT

In terms of walkability and security, we remember the UTSA downtown campus and the Westside being incredibly unwalkable at night as there are large barriers to entry on foot (railroad tracks), many dark spots with no lighting, and an overall feeling of uneasiness due to the known local crime rates and the lack of lighting.

Local Crime Map.
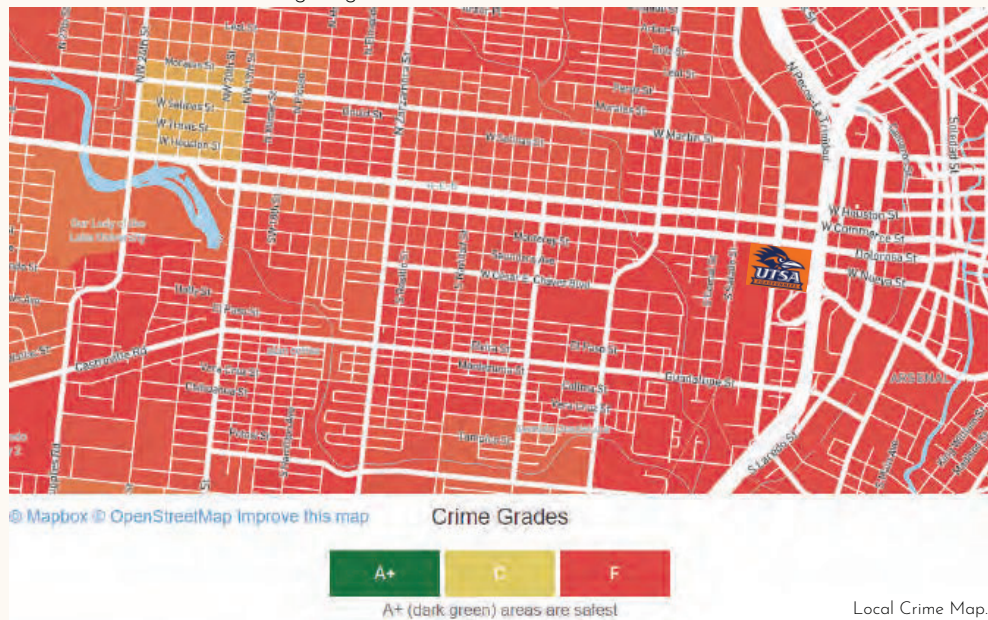
I first combed through the UTSA Expansion Plans and unfortunately found no mention of nighttime campus activity or lighting plan, however, I did notice the intention to construct a pedestrian bridge over the main Westside barrier, the railroad tracks.

UTSA Downtown Campus Expansion Plan.
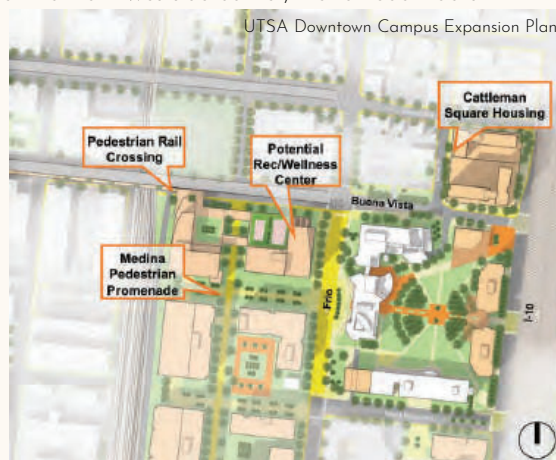
From here, I started taking a look at how other college campuses have dealt with their own lighting situations.

The University of Washington in Seattle conducted a thorough study in the process of developing their campus lighting plan. Their goals included mapping the different types of lights currently used around campus to assess their current efficiency and coverage area.

EXISTING LUMINAIRES

- LED (128)
- High Pressure Sodium (1288)
- Metal Halide (281)
- Other (290)

University of Washington-Seattle Lighting Design Lab Campus Study.
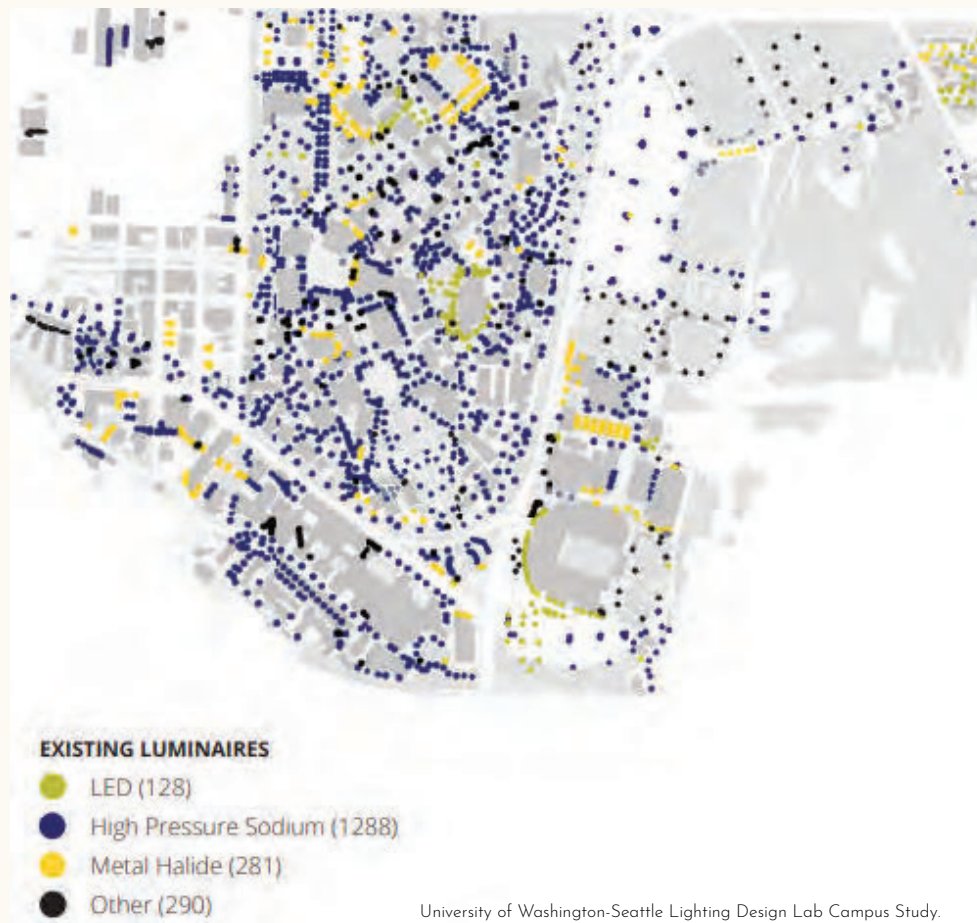
Decisions were then made to promote wayfinding and local marketing at night under the umbrella of increased safety and lower energy bills due to the replacement of several old High-Pressure Sodium lights with modern LEDs that can also be solar powered. They focused on the popular campus passageways and the campus perimeters for the main lighting paths.

I think it would be valuable for UTSA Downtown Campus to pursue something similar as our current night-scene is littered with the orange glow of old lighting fixtures that leave several

Another lighting feature that I found to be incredibly appealing to both students and the surrounding community at night is the implementation of "Blue-Light" poles.

Blue-Light Emergency pole.

These Blue-Light poles are placed around campus so that people can quickly access them in case of emergency, they feature an emergency button that immediately alerts local police to the location. These emergency Blue-Light poles have been reported to provide an extra layer of security to those on campus at night.

Although these emergency poles and lighting plans are only used on the college campus in these precedents, I see potential in UTSA working with the Westside to implement elements of a lighting and security plan to aid in the overall walkability and security of the Westside-UTSA community at night.

UTSA Downtown Campus at night.

The topic of lighting and the Westside led me to look up another precedent that uses lighting to promote walkability of a neighborhood while putting its cultural heritage and culture on display.

In Midtown of Columbus, Ohio, a community partnership brought student and professional artists together to help revitalize a major Columbus corridor. Their plan called for $40,000 to create a series of 13 murals throughout Midtown as well as light them at night to create new nodes along a newly constructed city walking path.

One of the many Murals in Westside San Antonio that could be lit at night.

This immediately made me think of our Westside of San Antonio since we already have dozens of colorful murals, why not expand any future UTSA lighting plan to include them in a series of well-lit and walkable paths to promote both day and nighttime community interactions?

These pathways could also feature the blue-light poles to expand the safety offered from UTSA into the Westside. The Westside almost doubles the national average crime rate, whereas UTSA is ranked the #30th safest college campus in the Nation, and the 2nd safest college in all of Texas.

(#) Cultural Art Features - Murals.

A map highlighting the Murals of Westside San Antonio.
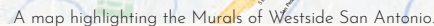
The next issue that my former classmates and I discussed was that of food. As seen in the map below, the Westside of San Antonio around the UTSA downtown campus is void of many choices, especially at night when many places do not stay open late. The Covid-19 pandemic has also shut-down many of the smaller local food businesses due to loss of revenue.

Accessibility to many local food options in the Westside is dependent upon travel by car, however, the beforementioned lighting plan would also potentially open these options by foot as well. Many of the local food options consist of food trucks that currently reside along the main streets of Buena Vista and Guadalupe, however, there is a local precedent at our own UTSA Main Campus that I see as a potential positive element to offer to both the community and college downtown.

The Block SA is located just across the street from UTSA's Main Campus, nestled between two student housing blocks. It is a spot where multiple food trucks can lease spaces around an open green area and bar that many local students and community members come to watch UTSA football games and other nighttime events.

The Block has high rated reviews and has become a staple of the UTSA Main Campus, maybe there could be a space like this on the downtown campus to spur interaction with local Westside businesses?

The Block SA review.

The Block SA.
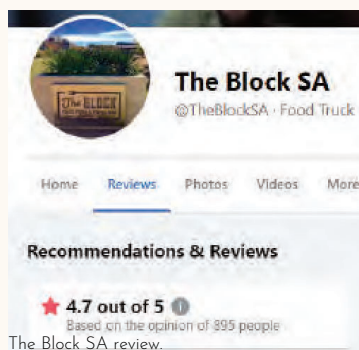
As for population, my former classmates and I remember the Downtown Campus being very empty and underutilized at night, except for when everyone had a project due the next day. Now as graduate students, we expressed the difficulties experienced when registering for classes at UTSA while maintain full-time jobs; there are few classes offered at night. Many of those in the Westside are in similar circumstances and may be discouraged from pursuing an education for that very reason.

While UTSA already plans to add more classes downtown, there is no mention of more courses being offered at night. Nighttime classes are often the appeal of community-colleges, but for some reason universities have not followed their successful lead. In my opinion, nighttime classes are going to be key in activating the UTSA downtown campus and Westside neighborhood at night.

San Antonio Workforce Development

"The Decade of Downtown," as proclaimed by former Mayor Julian Castro in 2010, has resulted in a rapid increase in the number of businesses and workers in San Antonio's downtown. The city's ability to continue attracting businesses that support high-paying jobs depends on the presence of qualified and educated workforce. This initiative will lay the groundwork for UTSA to play an integral role in this effort by:

- **Offering select College of Business programs and classes downtown** — in addition to those offered at the Main Campus — allowing UTSA to create a multitude of academic and professional connections between students, faculty and the San Antonio's central business community.

UTSA-San Antonio Workforce Devlopment plan.

Existing- Open Space
Existing- Historic Area
Proposed- Recreation Space
Proposed- Open Space
Proposed- Improvement Area
Proposed- Pedestrian Only Path
Existing- Major Path
Existing- Minor Path
Existing- San Pedro Creek Project

UTSA Downtown Campus Expansion Plan.

With an increased population at night, a series of well-lit walking paths, and access to local food within walking distance, I think the UTSA Downtown Campus can dramatically boost its interaction with the Westside communities that mutually benefits both parties. The lighting plans by both Washington State University and Columbus, Ohio, The Block SA food truck park, and UTSA's own developments and expansion plans are to act as entry points into the conversation about how UTSA can be better neighbor to the Westside.

I believe that these precedents and plans can help push towards turning the downtown campus from a lonely island into a center of food, culture, and activity that helps bridge the gap between Downtown San Antonio and the Westside, at night.

The University of Texas at San Antonio through Cultural Heritage

Culture through Food

San Antonio is one of the main cities in which tacos and other comfort hispanic foods can be found on every street. During the winter holidays, tamales are sold by both street vendors and in big grocery stores. In the summer months, cooling fresh fruit drinks and fruit cups with tajin are sold by all sorts of vendors at big events or at smaller food stalls. The westside food scene is thriving with a varity of food from various hispanic and south american countries.

Map of cultural restaurants in the westside

Art

It has been established that murals are imporant in developing cities. Among many reasons, murals encourage people to slow down, take in their surroundings and enjoy the vibrant neighborhoods. Murals in the westside also create conversations because often times, they are created by local artists depicting needs of the community around them or events in which the city has experianced in history. These colorful images help beautify the community and erase grafitti in abandoned or neglected areas.
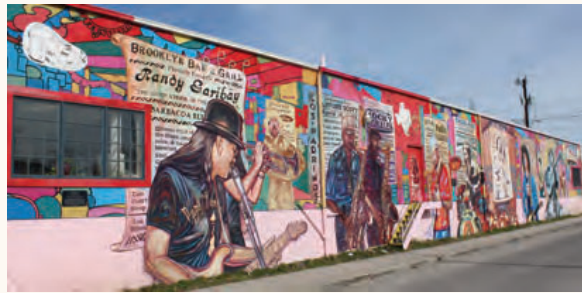
Fiesta and Festivals

San Antonio is unique in cultural heritage compared to many other cities in Texas when it comes to celebrations. Fiesta San Antonio, also previously called Fiesta San Jacinto, is a ten-day festival held in the spring time. It began in 1891 as a flower parade to salute the heroes of the battles of the Alamo and San Jacinto. Celebrations often include cultural performances, vibrant mariachi musicians, traditional food familiar to hispanic people, and a parade through the streets of downtown and on the famous river walk.

Fiesta is possibly the biggest and most popular celebration in San Antonio because of it's historical significance as well as the culture that is tied to the festivities. However, the westside also celebrates other events like Pride month in June with a parade on Main Street, Dia de los muertos exhibitions and art installments at The Pearl, Fiesta Primervera at the Market Square, cultural dance performances at the Texas Folklife Festival and many more.

The Main Plaza: A collecive history and cultural center

Main plaza has been a historical site in downtown San Antonio since the 18th century. The plaza is surrounded by a cathedral, courthouse and river.
Also known as Plaza de las Islas, this "spiritual heart, government center, and social hub" of San Antonio had changes over time due to the city's urban development but was redeveloped into the current plaza it is today through donations and preservation efforts of the city's citizens. Today, Main Plaza provides a scenic place for business people to work outdoors and for groups to gather for weekly events like live music on Mondays, or an educational light show during the weekends.

Why are these sites important?

The westside hosts a variety of mediums in which cultural heritage is preserved. Colorfully decorated neighborhoods and annual celebrations bring in tourists and new residents to the area and the historical sites engage those newcomers to the westside with a piece of history. All of these features make the westside a unique place to visit and the city's history is preserved through the buildings, food, music, and traditions.

What happens if they all changed?

According to Davarian Baldwin in his book, "In the Shadow of the Ivory Tower: How Universities are Plundering our Cities", changes like local restaurants, housing cost, gathering places, and even politics will change when a new university is established within a community. He uses the example of NYU when the university wanted to set a plan for massive expansion into Harlem, New York. The resulting push back by both faculty and residents of the community caused a tidal wave for all who were involved with the expansion plan.

The Westside of San Antonio is rich in cultural heritage. Losing any of the local trademark sites and features of the city would be detrimental to the future of those who come interact with San Antonio's story. Most of the aforementioned sites are big draws for tourists and residents coming to UTSA to experience and enjoy. They each tell their story of how the west side came to be through architecture and the community.

Benefits of Expansion

One of several benefits to a university expansion would be the ability to help address societal challenges. As stated by Jean-Paul Addie in his 2017 article of "Seven Ways Universities Benefit Society", "...academic analysis provides local governments and communities with a robust evidence base to inform public policy." Addie also suggests that universities are a wealth of resources for the local community including access to health-care, cultural amenities and even sports facilities. Some universities are partnered with local museums as well and the public would have access to various forms of entertainment.

The expansion of UTSA could possibly be another platform in which students learn about the various types of food that are local to the westside and San Antonio as well as the culture that the westside is so rich in through history and being able to participate in these annual events.

If we were to follow the example set by the University of Rochester, the surrounding homeless community could be reduced like in New York.

Comparison of Schools: The University of Rochester

New York City is one of the top tourist cities of the United States and as the state began building more universities, the surrounding communities changed drastically. In 2005, the University of Rochester created a community outreach program that provides students with community engagement while they're still in school. These community engagements can range anywhere from volunteering for a park clean up or visiting with the elderly to creating art work to hang in local hospitals. In order to promote a sense of connectiveness among the diverse residents at the university and the local community, students interact with community leaders and locals to understand what citizens are wanting to improve in their community and together, they create a plan and work towards that goal.

One of the most influential community projects that the University of Rochester has coordinated was it's Alternative Spring Break projects with Habitat with Humanity Flower City in the JOSANA neighborhood. JOSANA stands for Jay Orchard Street Area Neighborhood Association, which was formed in 2001 following the shooting death of 10 year old Tyshaun Cauldwell. The neighborhood historically was full of German and Italian immigrants and experienced white flight of its residents to the suburbs in the 1960s and 70s. Most homes were left abandoned or used during the drug trade.

Habitat for Humanity Flower City, an affiliate of Habitat, has since reduced the number of abandoned homes in the neighborhood. In July, the organization reached its goal of building the 100th house for the neighborhood residents.

The University of Rochester has a number of reasons why it's community engagment was successful. One of which was the positive reaction to the university outreach in the surrounding area. With the many years of work with Habitat for Humanity and other local organizations, students with community leaders have reduced the number of homeless families in Rochester. Another reason for the school's success was the multitutude of programs for students to participate in and the availability of funds for the community iniatives through grants. The University of Rochester also provides a free online community conversation meeting where students and the public can burst the bubble that can envelop the university, separating it from the surrounding community.

THE DECLINE OF SMALL BUSINESSES IN THE WESTSIDE

Small businesses have historically been a cultural center of San Antonio's Westside community, their emergence dating back to the early 19th and 20th centuries with the arrival of Mexican immigrants. Such businesses were defined by their connections with the local community, with many businesses operating on the same land the family lived on. These small corner stores have since seen a decline due in part to urban renewal efforts in the 1950s and the construction of the Texas Interstate Highway System, which cut off the Westside from Downtown San Antonio. However, a more recent factor in this decline can be traced to competition from encroaching corporations.

Mr. P's, one such small business still in operation.

1) Map of Small Distribution Distribution

2) Map of Large Business Distribution

3) Map of Low Business Activity

4) Map of High Business Activity

The maps above help demonstrate several key trends on what businesses succeed in the Westside. For this analysis, big businesses are defined as (1) employing 500 or more workers throughout all locations, (2) possessing franchises that span multiple cities or countries, or (3) earning an annual revenue of $1 million on average.

First, a majority of business activity occurs at the intersections of the four major roads crossing through the Westside, and generally diminishes as one moves towards the center of the road. This can be attributed to intersections having double the traffic as a single road, and to ease of accessibility to parking lots in the area.

Second, by nature of this higher activity, the land would be considered more profitable to own.

Third, large businesses, particularly internationally-spanning corporations, have come to dominate these areas. This can again be traced back to urban renewal efforts of the 1950s; many local businesses were struggling financially and were willing to sell their land for a low cost, or the previous owners had been relocated and the city now owned the land to sell. This is why many of the large franchises in the Westside were first established in the 1960s-1980s, and why so few businesses from that era remain (Picture below).

Histogram of Current Westside Businesses

Lastly, there are some noteable exceptions to this trend. Particularly, several family-owned restaurants in the Westside date back to the 1950s and have maintained popularity among locals and tourists alike. This isn't a phenominon unique to San Antonio; local quisine always has its a considerable demand. However, its important to emphasize these businesses succeeded in spite of their circumstances.

In order to understand how UTSA can help slow this decline, we must first understand to what it extent it may contribute to it. Despite universities being registered as 501(c)(3) charitable nonprofit organizations in all 50 states, the Bayh-Dole Act has granted them the right to patent and commercialize inventions developed under federally-funded research programs. This has led to a rise in non-profit universities are engaging in for-profit research with corporate partnerships. The main problem with this practice is that this research occurs on university land, which is tax exempt, meaning the city has to make back the costs through increased property taxes.

This practice can be quite costly in the legal sense. For example, in 2011, Princeton University in New Jersey was sued over this exact practice causing a spike in property taxes on surrounding minority neighborhoods. The lawsuit resulted in them paying nearly $50 million in settlements to the people affected, with a lawsuit challenging their tax-exempt status still ongoing. UTSA already conducts similar for profit research, with the entire UT system collectively accounting for 207 patents made in 2020, the fourth highest in the world at the time.

However, in the case of the Westside and this study, this practice raises an additional problem: the incentivization of corporations to move into the community and partner with the university. We see this every day on campus, from the UTSA food courts the corporate sponsors on their websites.

ROADRUNNER PARTNER   **ORANGE PARTNER**

USAA   Accenture Federal Services   HCL Technologies Ltd

BLUE PARTNER

Enterprise Holdings   GM Financial   HPOne Holdings   National Security Agency (NSA)

Union Pacific Railroad

UNIVERSITY AS A REPRESENTATIVE OF COMMUNITIES
Donations & the Casita Project

The circumstances facing the Westside are challenging and deeply rooted, and in order to properly address them, UTSA must find a way to balance the interests of itself and its partnerships with those of the local community.

Going based off of the precedent with Princeton mentioned earlier, UTSA has several options going forward that may work:

-Funding the construction of community projects, and donating them either to the city or local charities so as to not further increase the University's presence.
-Make monetary donations to individuals and small businesses living in the Westside who would be most affected, or to charities dedicated to supporting the residents of the Westside.
-Make additional PILOT donations to the city, both to make up for the lack of taxes and to improve the University's reputation following the expansion.

It is vital that all of these steps be done proactively and before downtown campus expansion occurs to minimize the damages and chance of lawsuits.

The Casita Project presents a unique opportunity in this regard. Although its current plan revolves around renting out property to students, I believe there could be possible variants to this plan meant to accomodate small businesses run out of the owner's home. These types of buildings are typically cluttered, so additional storage space for storage, equipment, or breakrooms could go a long way. Small restaurants in particular could benefit from the additional square footage provided by the casitas, while still maintaining the visual charm these restaurants are known for.

The following precedents will focus on the broader concepts of identifying local interests and effectively communicating goals with locals:

University-led Urban Development (Luis Escalante)

In the year 2000, Harvard University acquired 48 acres of land in the adjacent neighborhood Allston, of Boston MA. Over the past 20 years, Harvard continued to acquire land in Allston. Today, Harvard owns 130+ acres of continuous land in Allston. All the land to be used for educational purposes roughly equal to 94+ acres. As of 2021, Harvard has broken ground on several new research and innovation buildings. What does a university do with all its extra land *n o t* used for educational purposes?

Harvard Allston project will continue investment towards student housing, creating green spaces, improve transportation networks, and community benefits. The rest of the land owned in Allston, about 36-acres, will be managed by Harvard's Enterprise Research Campus (ERC), a separate entity created by Harvard University.

The ERC plans to have the remaining land developed into mixed-use. The ERC has hired commercial developer Tishman Speyer for this redevelopment of Allston. Tishman Speyer has pledged to build enough affordable housing units so as to exceed the City of Boston's required 13% of affordable housing units. The developer will also commit towards diversity, equity, and inclusion initiatives for the buildings it will construct for retail, food, entertainment, and housing..

Without the ERC and Tishman Speyer, Allston may never have seen such investment and revitalization of its neighborhood. This expansion project by Harvard in Allston seems to be a net positive for the community. The land used for educational purposes and the ERC all have a cohesive design coming from one single entity – Harvard. A once industrial and low-income part of Boston is being turned over into something new and lively.

UTSA's university expansion of its downtown campus is purely for educational purposes. It does not own continous land, like Harvard, and rather has pieces of downtown and west San Antonio. It plans to incorporate partial mix-use of its educational and research buildings. Through design UTSA plans to make these new pieces of downtown campus compatable with the rest of the city for the public.

On the outside, it seems that university-led urban developement projects are beneficial to a part of an underused area. Cities benefit from such redevelopment and new investment, because it brings in population, human capital, and economic activity. However, urban areas undergoing redevelopment via university expansion projects, are often areas of previous disinvestment and poor. The entry point starts here, how can a university's expansion project mitigate negative externalities that it will impose on the neighborhood?

In terms of housing, for example, the Allston-Project attempts to mitigate displacement of residents by constructing and offering affordable housing units. Given that UTSA's expansion plans include building a new housing complex for students exlcusively on Cattleman Square parking lot, the plan exclusively focuses on furthering its own interest for student housing. Could a revision of providing affordable housing units to local residents be a way of mitigation UTSA participates in?

Existing Conditions

10-Year Plan

Long-term Vision

Source: Harvard University's Campus in Allston Institutional Master Plan

HOUSING AS A SOCIAL JUSTICE ISSUE

Housing is (and has been throughout history) a social justice issue. From the racially exclusionary practices of redlining to the destructive effects of urban renewal to the displacement caused by present-day gentrification, housing and access to it has underscored greater social issues in America and around the world. Knowing this and seeing the affect it has had from generation to generation, architecture has an important choice to make - continue to take part in systems that perpetuate harm or improve lived social conditions for current and future generations.

San Antonio's Westside neighborhood provides an example of how global housing trends have manifested at this local level through the effects of urban renewal, devestment, and now gentrification which threatens the living conditions of long-term residents. The area is rich in history, culture, and family, and housing takes on a social and cultural dimension. Development here is understood as a threat to the existing way of life and livelihoods of residents. Considering this compared to housing on the North side of San Antonio where urban development is encouraged for economic growth, development in these areas is felt as a

loss of cultural integrity and to residents' feeling of belonging. Often, growth comes at the expense of the residents affordability.

As the University of Texas at San Antonio's downtown campus expands, this impact of this growth on the Westside neighborhood must also be taken into consideration. Many other universities have faced similar considerations in their approach to university development, including the University of Pennsylvania, the University of North Carolina, Duke Universtiy, Rice University, and Drexel University. The different approaches are explored in more detail in the following section.

These examples from other universities give us insight into UTSA's downtown expansion to identify our role during this critical time. The greatest strengths appear to come from true integration with neighboring communities, not just for the betterment of the university but for the benefit of the community itself. Our spatial contract with the Westside can provide new frameworks to activate inactive assets within the community to mobilize and combine university resources with community experience, for a more accessible, permeable, and inclusive future.

1934	Housing Act establishes Federal Housing Administration to insure mortgages and make loans to low-income families; Fannie Mae created.
1937	Housing Act establishes public housing.
1944	Serviceman's Readjustment Act creates Veteran Administration mortgages; trend toward suburbia begins.
1949	Housing Act of 1949 reauthorizes the 1937 Act; expands construction of public housing.
Late 1950s	Urban renewal begins; slum clearance developed to promote construction of affordable housing.
1965	Department of Housing and Urban Development createded.
1968	Model Cities program launched; fair housing launched through the Civil Rights Act.
1974	Section 8 rental subsidy program begins; Community Development Block Grant program begins.; Nixon moratorium on all public housing programs.
1977	Urban Development Action Grants begin.
1986	Low-income housing tax credit created.
1987	McKinney Homeless Assistance Act passed; creation of low-income housing tax credit.
1992	Housing and Community Development Act.
1993	Hope VI program begins to redevelop old public housing; demolishes tens of thousands of units, only half replaced; thousands evicted.
1996	Lead-based paint disclosure becomes law.
1998	Faircloth Amendment limits construction of new public housing.
1999	HUD and CDC launch the Healthy Homes Initiative.
2001	EPA publishes final standards for lead in paint, dust, and soil in housing.
2012	Rental Assistance Demonstration (RAD) program created.

ALAZAN APACHE COURTS,
1939

A local example of housing as social justice is the redevelopment of Alazan-Apache Courts on San Antonio's Westside. These public housing units were built between 1939 and 1942 by the San Antonio Housing Authority (SAHA) and were some of the first housing units with indoor plumbing, modern appliances, and on-site social and recreational services. The apartments have fallen into disrepair, but have continued to be an important landmark and historical fixture in the community. SAHA proposed development plans which have been a point of contention between the neighborhood and residents who have fought to maintain the affordability of these housing units.

One of the previous proposals in 2017 called for demolition and rebuilding in order to accommodate new mixed-income housing. In this scenario, many of the current residents would have been moved

ALAZAN APACHE COURTS,
1939

out of their homes and given housing vouchers with no guarantee that these vouchers would be accepted by their new landlords. This came under criticism for the displacement of residents and the lack of a safety net previously provided to them by public housing.

Now, SAHA's new proposal intends to maintain 501 public housing units, with the potential to add more, in order to accommodate cost-burdened residents. Redevelopment will also be done in phases so that the current residents will be able to remain living on site while the project takes years to complete. The debate between demolition and rebuilding or refurbishing existing units is still ongoing, with varying community support on both sides. Much of this will depend on the total of the bond funding, set to be voted upon in 2022, but one important point is that the SAHA's approach now requires that their project architects engage with the residents in the planning process and make decisions based on the community's values and recommendations.

SOURCE: Texas State Historical Association Handbook of Texas, San Antonio Heron, Next City
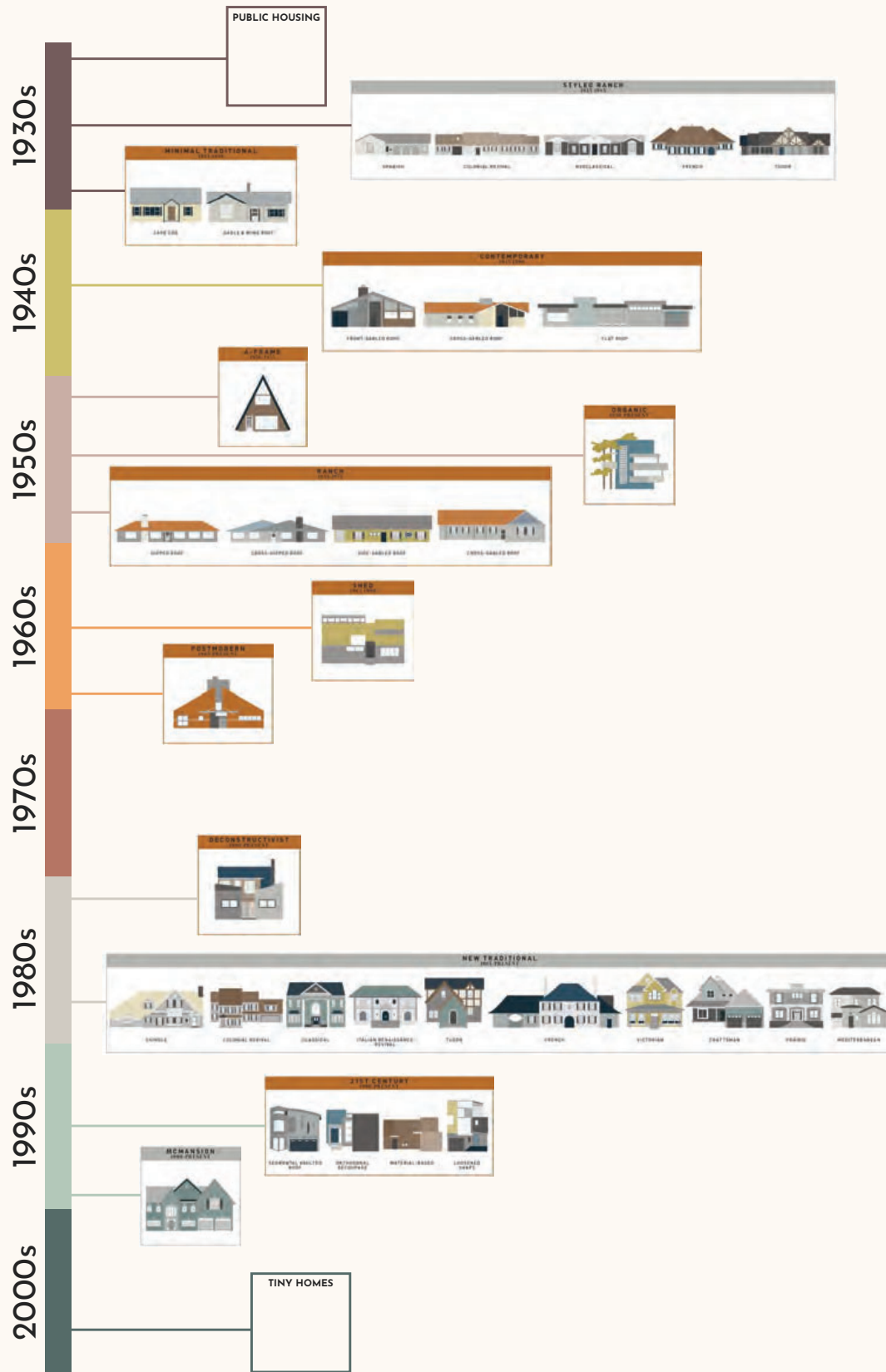
ALTERNATIVE HOUSING MODELS

"The **sharing economy**" combines home shares and social networking through services like Airbnb, PadSplit, and Couchsurfing. The cost varies based on desired experience, from very low for Couchsurfing, to mid-level renting a room in PadSplit or Airbnb, to very high for renting an entire location through Airbnb. This has become a way to distribute wealth at a local level and share unused spaces with those who may need them. Airbnb hosts have also recently come under fire for price gauging with additional fees that make the service more expensive than hotel stays or other traditional services.
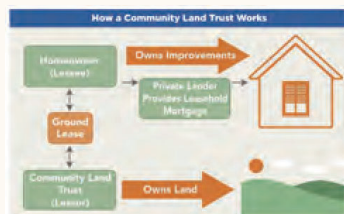
"A **community land trust** is a nonprofit organization that focuses on anti-displacement by developing permanently affordable housing for the community by taking the cost of the land out of the speculative market. There are also community land trust gardens, commercial buildings, civic buildings, green spaces, rural projects, and more, but the core of the model is to create opportunities for lower-income families to find stable, affordable housing."

"**Accessory dwelling units** (ADUs) are secondary units that exist on property that would normally have only one dwelling on it. These include free-standing guest houses, converted garages, and basement apartments. Sometimes these are built without the proper permits, but they offer a way to house more people on an existing parcel of land. Cities, including San Francisco, are increasingly looking at ADUs as a relatively quick and easy way to increase housing supply."

- https://www.shareable.net/

ALTERNATIVE HOUSING MODELS

"**Micro houses**—including **tiny houses, cottages, shipping containers, mobile homes, and more**—offer affordable housing for those who can live in small spaces. Small homes are less expensive and more energy-efficient than larger houses and they can be built or wheeled into lots that can't accommodate larger homes. And micro houses are small and customizable enough to lend themselves to innovative housing solutions."

"**Pre-fabricated, modular dwellings** offer interesting housing options including placing housing units on top of existing buildings. They can also be more affordable and energy-efficient than traditional homes. As Taeko Takagi of ZETA Design + Build pointed out, factory-built homes take 75 percent less time to build than traditional construction and save 20 percent in materials cost. Modular homes could provide housing on idle land quickly, efficiently, and affordably. At the event, Tim McCormick, founder of Houselets suggested that small, prefabricated homes could even be put in garages, driveways, and parking spaces."

- https://www.shareable.net/

UNIVERSITY DEVELOPMENT

Community "Building"

The University of Pennsylvania implemented a top-down approach that focused on neighboring community development through a lighting program, safety patrols, a new elementary school, and home buyer incentives to encourage faculty residence. Although the university improved aspects of the community, these changes were mainly focused on making the area more appealing for their faculty, rather than integrating or improving the lives of current residents, and it set gentrification into motion.

Economic Development

The University of North Carolina promotes its campuses as engines of economic development and take on the role of commercial developer. They commit to entrepreneurship and local development, as well as student housing with mixed-use retail and office space, transportation improvements, and recreation centers in areas that had been vacant or underutilized. These have generally been successful and market-sustainable commercial developments with a public-oriented focus.

Community-Centered Development

Duke University aligned its mission with local priorities and neighborhood revitalization strategies to develop affordable housing. They provided capital directly to community organizations, a community development finance institution, a non-profit developer, and a community land trust organization to utilize funds as they saw fit and maintain community ownership of future developments. This was formalized in the Duke-Durham Neighborhood Partnership.

Social Development

Rice University and Drexel University approach their development through reciprocity which engages students in research and service that is community-focused, beginning with first-year orientation and extending through the entirety of their education. Both universities focus on community beyond the campus and integrate community issues into the curricula and into interdisciplinary research teams that focus on identifying and solving specific problems in partnership with the local community.

These examples from other universities give us insight into UTSA's downtown expansion to identify our role during this critical time. The greatest strengths appear to come from true integration with neighboring communities, not just for the betterment of the university but for the benefit of the community itself. Our spatial contract with the Westside can provide new frameworks to activate inactive assets within the community to mobilize and combine university resources with community experience, for a more accessible, permeable, and inclusive future.

THE

CASITA

PROJECT

MI BARRIO NO SE VENDE

PROPOSAL

The National Association for Latino Community Asset Builders (NALCAB) analyzed UTSA's expansion plan and the impacts to housing affordability on the Westside. They identified three main risks associated with housing vulnerability and the potential for displacement:

1. *Risk for renters associated with increased housing costs.*
2. *Risk for renters associated with the redevelopment of subsidized housing.*
3. *Risks for low-income homeowners, including increased property taxes.*

Based on these risks, NALCAB recommended the following to address housing vulnerability on the Westside:

1. *Manage factors that drive housing costs.*
2. *Preserve existing affordable housing stock.*
3. *Implement consumer protection/fraud prevention efforts.*
4. *Boost incomes of existing neighborhood residents.*

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As part of this program, the university could take on the role of the developer and Public Facilities Corporation (PFC) housing trust to create new affordable housing opportunities and *manage the factors that drive housing cost* while *preserving the existing affordable housing stock.* This structure allows a property tax exemption which reduces operating expenses and a sales tax exemption which reduces building costs, thus allowing this affordable housing project to be financially feasible.

UTSA can also address the concern of consumer protection and fraud prevention efforts through a micro-loan program. In a primarily cash-centric economy like the Westside, access to lines of credit can create barriers to lending programs or could lead to predatory lending. Although information on credit scores on the Westside alone is not available, according to the City of San Antonio's 2019 Report on Poverty, the median credit score in predominantly non-White zip codes was 615 while predominantly White zip codes average credit scores of 721. Many lending programs begin lending at the minimum credit score of 600 or 620. The collaboration between UTSA's financial capital could create access to lending that will lead to financial inclusion and wealth building for the Westside through the residual income of the rentals to quickly repay the loans and become additional personal income.

UTSA can also assist in the mobile fabrication of these homes, curricular student engagement efforts, and development of a mobile app to access all necessary resources in one place.

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NEIGHBORHOOD ZONE ANALYSIS

Development

Arts & Entertainment, Entertainment District

Neighborhood Preservation, Residential

Multi-Family

Commercial

Industrial, Quarry, Sand/Gravel

Business Park, Office

Special Districts
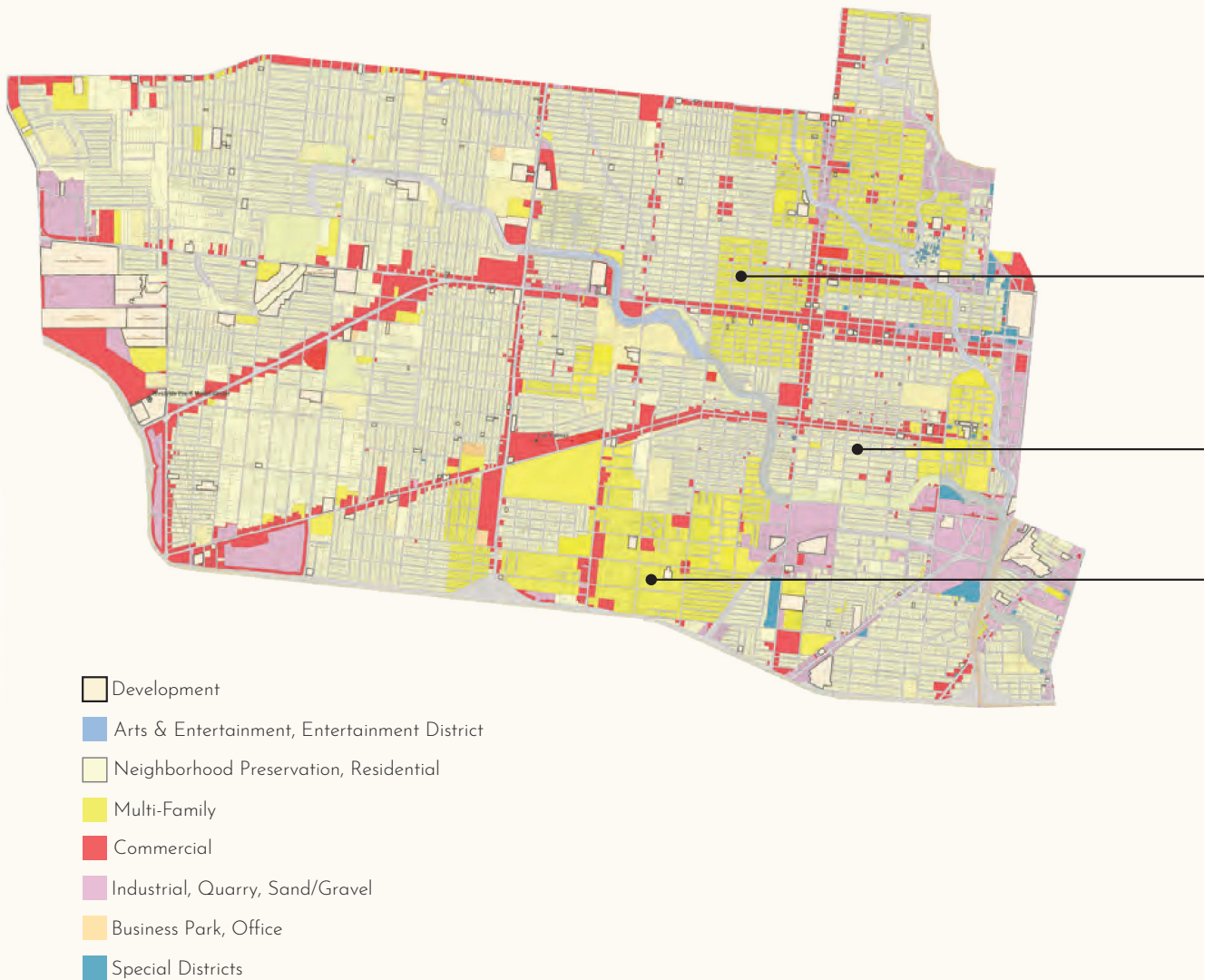
SHOTGUN LOTS

COMPACT LOTS

LARGE LOTS

PRECEDENTS

Precedents share ideas on ways that the Casita Project may manifest on the Westside through topics of Making, Financing, Tax Alleviation, and Tenant Program.

BAAN MANKONG
Thailand

Before   After

        The Baan Mankong, which means "secure housing" in Thai, is a housing project has given the community the opportunity to build/fix up their homes. They community worked with the government and CODI (community organizations development institute) to find a way to fund the housing developments.

        Instead of treating residents as just beneficiaries of government aid, the Baan Mankong program facilitates a process that is entirely community driven. The program channels government funds to poor communities in multiple forms which include infrastructure subsidies and soft housing loans. The program works with professionals, architects and universities to survey and plan for the next few years in the community.

        Relation to west side: Baan Mankong has been known to have lower income in their community, making it a community with little to no funding available to make new houses. Though in this case it they fix their own houses to better the community as a whole, the idea can be used in the Casita project, because they can find the funding to make a smaller house addition in the westside.

BAAN MANKONG
Thailand

       Infill: In the Baan Mankong program, they found vacant lots in the community and built-up housing in these areas. The program gets together with land owners and will land share their extra land in. In some cases, the land is divided and the landowner ends up with less land than they originally began with, but the land owners become legal owners of the land in the end.

       Funding: Community members are offered a loan for housing and land or a subsidy. With the subsidy they try to make the housing more affordable to the lower income families. The subsidy goes to the community and the community has to work together to create a use of the budget, here the power and creativity is given to the community.

       House Making: In the Baan Mankong program, they have construction workers come and help build their houses. The program has architects that help the community design their housing arrangements. The community is able to share what they find to be more important to have in their homes. This is a part of the program that has received positive feedback from the community because community members are able to include their personal input in their homes that they will be living in for the next 15 years or more. The community was given the opportunity to share what they found important and were included in the decision-making decisions that would be affecting them.

BAAN MANKONG
Thailand

Collective Making and How Baan Mankong Works: The community is more willing to participate in this program because the government is offering different means of settlement. They are offered loans and are able to become the full owners of their land. They make trade deals that result in a win-win situation for both the community and government. This form of funding gave the community a stronger sense of willingness to participate, they were moving forward as a community, and not an individual alone.

Communities must first establish a savings and loan group and register themselves as a cooperative—bringing them together financially and politically.

Communities come together by pooling resources together within a savings and credit group, the community is able to unlock new financial options—like small emergency and livelihood loans for members who would never qualify for formal bank loans otherwise.

Because loans are issued directly to the cooperative, the burden of repayment falls on the entire community. If one family becomes unable to make a payment on its housing loan, the community has a vested interest in finding a solution. In this way, the community serves as a social and financial support network for members.

Government-subsidized loans allow cooperatives to charge a slightly higher, yet still affordable, interest rates. Any additional money is placed in a reserve fund to ensure that the community does not default on its loan and that its most vulnerable members are supported.

The program sets ownership requirements that overcome a common challenge to slum upgrading. The Baan Mankong program overcomes this by requiring the community to keep its land for a 15-year term. This long-term, obligatory commitment helps the community meet the often-difficult process of loan repayment and adjust to functioning as a cooperative. After the loan is repaid, each community can then choose whether to maintain the cooperative or switch to individual ownership.

BAAN MANKONG
Thailand

Flexible housing finance from CODI
for citywide housing development by communities

SUBSIDY

Total subsidy (grant) is 80,000 baht ($2,500) per household (from the government fiscal budget)

1 Upgrading physical infrastructure and social facilities: 25,000 - 45,000 baht x no. of families

2 5% of total infrastructure development subsidy for local management costs by the community

3 Subsidy to support housing construction: 25,000 baht per household x no. of families

4 Support for capacity building, exchange, seminars, coordination, architects: 9,600 baht x no. of families

LOANS

Loans for housing and land: 65,000 - 200,000 baht ($2,000 - 6,000) per household

From CODI Revolving Fund

Interest 4%

Community Housing Cooperative

Interest 6%

Member
Member
Member
Member

Some community loans sold to GHB to free up finance in the CODI Fund for more loans

Government Housing Bank

BAAN MANKONG
Thailand

Source:

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"Making Slums History: A Worldwide Challenge for 2020", https://mirror.unhabitat.org/-content.asp?cid=1459&catid=734&typeid=6&AllContent=1.

Norford, Emily. "What Can We Learn from Thailand's Inclusive Approach to Upgrading Informal Settlements?: ." TheCityFix, 27 Nov. 2018, https://thecityfix.com/blog/thailands-inclusive-upgrading-informal-settlements-terra-virsilas-emily-norford/.

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NEIGHBORHOOD REVITALIZATION
Memphis, Tennessee

Front porch

Outdoor music venue

Community entry vision

Vacant lot transformation

Historic home renovation

Street strategy

Paint and art installations

Core development

Plazas and walkability

After being disconnected from the main Memphis area as the effects of WWII, the middle class of Soulsville fled the community leaving it in economic decline. It was in this neighborhood where famous musician Memphis Slim created his upbeat music despite all the challenges of the community. After many years, Slim's house was delapidated and abandoned, so the idea of rebuilding it came to light. The new purpose of the historic house was to create a space for the community to come together to spur economic and cultural revitalization through music and art. It was in this project where architect Jason Jackson and Community LIFT used ingenuity to use local, economical, and reclaimed materials from the old house to rebuild it back into its original shape. The goal was to reflect the original character of the house while also celebrating the new community-oriented purpose and the energy of the community members who are very pround of their culture. The house's front porch began to be used as a stage for the neighborhood and the house for community meetings and as an art gallery. Community members then decided to turn the adjacent vacant lot into an outdoor music venue using reclaimed church pews and left-over construction materials from the house. The house became a place where people share, connect and talk about ideas with each other. Future plans for the community include creating a safer and more welcoming area by enhancing entrances into the community, repurpose vacant lots with parks and ammenities, as well as creating a better street flow for pedestrians, vehicles, and cyclists.

Belonging
Comfort, connection, and contribution

Belonging can lead to an estimated:

- **56%** increase in job performance   - **50%** reduction in turnover risk

- **75%** decrease in employee sick days

Organizations that establish inclusive culture are:

- **2X** as likely to meet or exceed financial targets   - **3X** as likely to be high-performing

- **6X** as likely to be innovative and agile   - **8X** more likely to achieve better business outcomes

The sense of belonging comes from feeling accepted or included as a member of a group. Using the work environment as an example, we can begin to see how comfort, connection, and contribution help foster a sense of belonging. Some of the many dividing forces include political polarization, tribalism, and populism. These forces create a mentality of "us vs. them". That is why it is important for individuals to be treated fairly and with respect, feel connected to the people that surround them, and know that their contributions are meaningful. Data suggests that this increases productivity and performance while a single "micro-exclusion" decreases them. Organizations have noticed that people are more motivated when they have meaningful relationships with others, feel connected to the organization's purpose and goals, and feel like their individual talents and efforts are acknowledged. In our case, this can be taken into consideration when looking at the Westside community. It could be the case that we have a "large entity vs. a struggling community" mentality. With this in mind, we can work to better the relationship with community members using the 3 drivers of belonging. Helping community members realize that they can have shared goals with UTSA might motivate them to be more involved in the projects that are presented to them. It is also important to make it known that they can create powerful contributions with their indivudual skills and knowledge for a real impact in their community. Through a sense of belonging, meaningful relationships between students and community members my flourish.

SOURCE: Deloitte - Belonging

Kansas City's Communities Westside Housing

Community Building and Engagement
Community Building and Engagement is about reweaving the fabric of relationship in the neighborhoods we serve and across the city to build communities that are just and equitable and to ensure that people have the resources they need to build a better life.

Westside Housing helps strengthen community by:

1) Establishing Trust – Through community organizing we reach out and listen to the needs of our community so we can resonate with one another around common concerns and build each other up when identifying how to address them. We are also here to acknowledge the success of our neighbors and local nonprofit organizations that serve our community.

2) Building Communal Spaces – We organize neighborhood residents, local students, and local church groups to work on community projects, like the Community Gardens we sponsor at Nottingham and Jefferson Place Apartments. We do this to ensure our community members have a seat at the table with discussing and planning projects that will affect them and to cultivate environments where we can strengthen our relationships.

3) Developing Leaders – We work to develop leaders among community residents, student and church groups and among our staff that will have the knowledge, resources and support to move forward in improving the community.

4) Sharing Resources – We partner with neighborhood nonprofit organizations such as Guadalupe, Inc., Mattie Rhodes and the Westside CAN Center to provide better access to the resources our community needs. We actively engage with community feedback as well to ensure we are closing in gaps in resources that we cannot provide.

5) Amplifying Voices – Through civic engagement, we participate with other organizations city-wide to advocate the US Census and voter participation and we encourage our community to be governing voices when developing programs and policies that indirectly or directly affect them. We believe that education is the power to making informed decisions

How they help the community

With funding from the Prudential Foundation and NeighborWorks America, Westside Housing Organization is currently operating a program to help Westside residents build their credit scores and accomplish their financial goals.

This program consists of: a) financial capability coaching; b) rent reporting, in which we report rent payments to credit bureaus as a way to help tenants improve their credit scores; and c) down payment assistance, to help prospective home-buyers afford their first home.

We launched the financial capability program focusing on the tenants of the properties we manage, but the program is open to community members as well. We will work with clients in both English and Spanish on improving their credit scores and any kind of financial goals that they have, such as purchasing a car, going back to school, buying a home or starting a small business. Clients with severe credit issues can be referred to Community and Homeownership Empowerment Services (CHES) for credit repair. Finally, we can refer our clients to banking partners to open bank accounts, access credit-building accounts or participate in down-payment assistance programs.

USC (University of Southern California) Village
Los Angeles, CA

"USC Village" Opened in 2017, is a 15-acre extension of the University Park Campus that provides an inspiring living environment for undergraduate students. USC Village was ment to provide more on-campus housing to ease the pressure of housing inflation in the surrounding neighborhoods when students went out looking for rentals.

Issues

Longtime residents of South Los Angeles have been backed into a corner because of spikes in rent combined with the closure of businesses. Rising rents, gentrification and the disparity between a largely white, wealthy student body and a predominately person of color, working-class surrounding community.

The housing was more expensive and cheaply made. Students were going to eventually return to the surrounding neighborhoods and drive rents back up.
Sarah Chan and Kylie Chung, (2017)

Sarah Chan and Kylie Chung, (2017) ."With the Rise of USC Village Comes a Community Left in Limbo," Daily Trojan, August 23.

Westside Community Innitiative: Small Business Development and Engagement

How to engage small businesses on the westside to the rest of the community and UTSA?
Why is community involvement important for both sides?
What approach should be taken to succesfully achieve Engagement?

With deep roots in their communities, small businesses and their employees are the engine driving the American economy—creating 2 of 3 new jobs and employing nearly half the country's private workforce. However, there are many challenges that are attached to running a successful small business.

Challenges small businesses encounter:
Access to capital
Contracting
Online Marketing
Innovation, Research, Development
Minority Entrepeneurs
Tax Compliance
Government Regulations
City Regulations
Economy
Disaster Assistance
as well as:
Community Support and Involvement
Following Their Culture and Applying It
Staying Passionate
Not Diversifying Client Basis
Keeping Employees

Small businesses account for 97% of San Antonio's employer firms. UTSA contributes $131 million in total business output for the San Antonio area.

Resources available to the Westside:
Helm Project
Westside Business Alliance & Legacy Corridor Initiative

Loan and Grant Programs
Business Assistance Plan
Basila Frocks
Westside Education and Training Center

UTSA engaged the National Association for Latino Community Asset Builders (NALCAB) to assist in developing this initiative and to conduct research on vulnerable people and institutions on the Westside. NALCAB is a national, non-profit organization based in San Antonio that works with community-based institutions and units of government throughout the country to plan and implement equitable neighborhood development efforts.

2020 Small Business Profile

U.S. SMALL BUSINESS ADMINISTRATION

OFFICE OF ADVOCACY

REGULATION • RESEARCH • OUTREACH

United States

31.7 million Small Businesses
99.9% of United States Businesses

60.6 million Small Business Employees
47.1% of United States Employees

EMPLOYMENT
1.6 million
net new jobs

DIVERSITY
5.2 million
self–employed
minorities

TRADE
285,334
small business
exporters

A note on COVID–19: This report uses the most up-to-date government data to present a unique snapshot of small businesses. The BLS employment estimates capture the early stages of the pandemic. All other sources reflect data collected prior to the pandemic.

Westside Community Partnership Innitiative:
-Ensure transparency and public accountability in decision making
-Promote public participation that addresses disparities in access for different populations, includes community organizing efforts, and incorporates education for all stakeholders
-Value and balance both the experiences of community members and technical expertise
-Ensure that public policy and public-sector investment advance a public interest
-Advance economic security and mobility for low- and moderate-income communities by increasing access to affordable housing, transportation options, good jobs, high-quality education, resources for healthy living, and opportunities for wealth creation
-Be data-driven
-Respect local history and culture
-Acknowledge and address legacies of racial/ethnic inequality
-Promote resiliency for the built environment and for vulnerable populations
-Connect to broader planning efforts, including those related to housing, transportation, economic development, and health
This initiative is intended to positively impact the Westside community around four key themes:
Creating Pathways to Economic Prosperity
Creating Pathways to Educational Excellence
Community-Based Research, Sustainable Partnerships & Advocacy
Fostering Community-Campus Engagement

Community Trust

A little trust goes a long way. In fact, scholars link trust in communities to successes such as stronger volunteerism, healthier residents, and economic prosperity.

That means building trust in communities is worth some time and consideration. But it also takes time.

"The only way to grow trust is to take the time needed to understand differences and find commonalities. It seems counter-intuitive to take that time when things need to get done – and things always need to get done. In the long run, though, that time can make community networks tighter and more productive."
-Dawn Newman

GOALS OF A COMMUNITY TRUST

•Emphasize the significance of human relationships, anchoring a set of unifying goals.

•Creating sustainable partnerships.

•Build social connections beyond all these technical topics and programs.

•To give agency to the community.

TRUST DEVELOPS IN CONNECTION WITH FOUR ESSENTIAL ELEMENTS

Expertise
What are UTSA & Westside special skills?
Good will
What are UTSA & Westside intentions? Are they positive?
Reliability
Do UTSA & Westside live up to their promises?
Authenticity
Are UTSA & Westside acting from a place of openness and vulnerability?

A COMMUNITY OF TRUST FRAMEWORK

Micro loaning
Tax alleviation   } Community Trust
Tenant program

MAINTAIN THE RELATIONSHIP
Accountability

Accountability is an important aspect of community trust. We're creating these bonds and they trust us as we do the project. Accountability is also following up with the community after the project is fully developed and running..

Community Social Capital Model (University of Minnesota Extension)
St Paul, MN
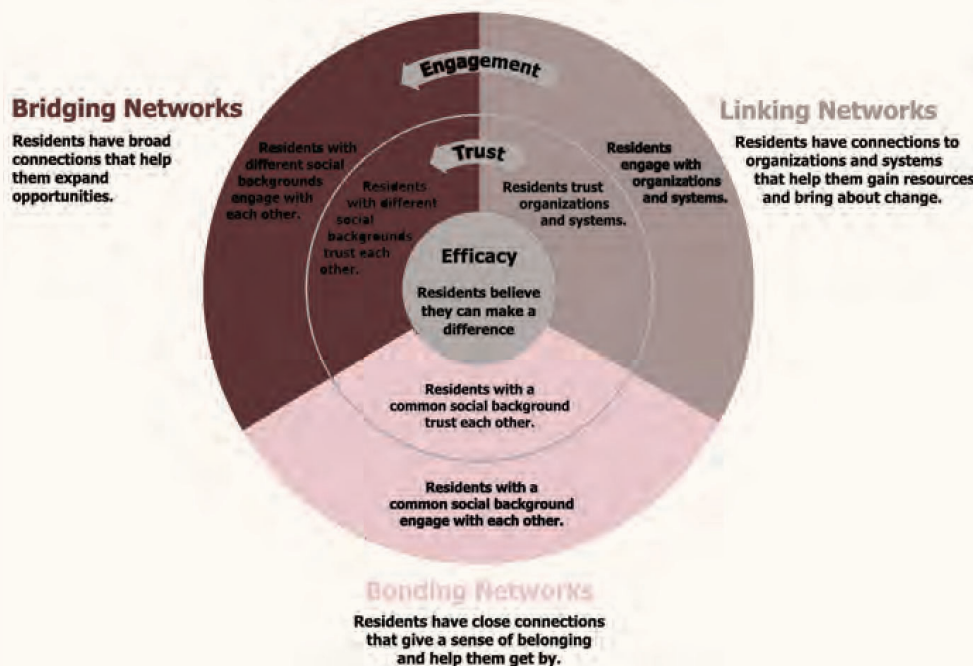
Why build trust?

"The most practical reason is that building trust gets things done. Scholars who've examined effective communities have seen that. (This research is summarized by a team of Extension educators and specialists in the Social Capital Model seen above)

Trust creates bonds between neighbors and friends that they turn to when they need help. Bridges between groups with different social backgrounds limit conflict and leverage new opportunities. Trust between communities and organizations or systems create links to important resources that help communities get where they want to go."

https://extension.umn.edu/leadership-approach-an
d-models/community-social-capital-model

TIERRA LINDA HOUSING PROJECT
sustainability-oriented development
By: Esperanza Orozco

Located on the West side of Chicago, Illinois (Humboldt Park & Logan Square)

Landon Bone Baker Architects and the Latin United Community Housing Association (LUCHA) have been working together for more than 25 yrs. Transforming empty lots and rundown bldgs into safe, decent

- Focuses on building near schools, parks, and other services to nurture healthy living.

This project is a scattered-site located near the Bloomingdale Trail.

- LUCHA already owned 6 of the 12 lots which 2 of those did not need approval for zoning.

The Passive House commits to green, sustainable housing that increases heating and cooling efficiency, which decreases energy costs for renters.

- "Lowers long term building costs due to the well-insulated and tight envelope"

- Excellent indoor air quality

The project was partially funded through $9 million in city tax credits

- Rent ranges from $750-950

1 - 3572 W Palmer St — 3-Flat
2 - 1929 N Drake Ave — 3-Flat
3 - 1812 N. Drake Ave — 3-Flat
4 - 1757 N. Drake Ave — 3-Flat
5 - 1748-51 N. Drake Ave — 6-Flat
6 - 1649-51 N. Drake Ave — 6-Flat Passive House
7 - 1858 N Spaulding — 3-Flat
8 - 1834-38 N Sawyer Ave — 6-Flat
9 - 1822 N Sawyer Ave — 3-Flat
10 - 1802 N Sawyer Ave — 3-Flat
11 - 1808 N Kedzie Ave — 3-Flat
12 - 1421 N Artesian Ave — 3-Flat

LUCHA

LANDON BONE BAKER ARCHITECTS

"The first affordable, multi-family Passive House in the City of Chicago"

PASSIVE HOUSE BASICS

Walter Segal Self-Build Movement

In 1950, Segal erected a temporary dwelling at the bottom of the garden for the family to live in during the works of their permanent home. The structure had no foundations to speak of beyond paving slabs, took two weeks to build and cost the family £800. He created the "Segal self-build revolution"

His idea was that you would use readily available, inexpensive materials and you would use them in their bought sizes."

IDEA

At the beginning of the 1970s a particularly forward-thinking group of councillors in Lewisham made three sites, unsuitable for mainstream housing, available for Segal's build-it-yourself experiments. The local housing authority were dealing with ever-growing housing waiting and transfer lists and, narrowly, Segal's schemes to help people into low-cost home ownership were approved

There are now over 200 Segal buildings in the UK. Walters Way and Segal Close are two of the most famous Segal communities. The houses are built using a wooden post-and-beam construction on a modular grid of standard dimensions. There is no cement or plaster and the internal layouts were defined and customised by residents.

The community took two years to build; the residents diligently worked the construction around their working schedules and childcare. The council offered each builder the opportunity to buy their homes, and they all accepted

A Few Radical Examples of Making.

Tristan Lee Doebler.

The next few pages are my portion of finding precedents where people are coming together and making things. These places are generally known as known as makers & maker spaces, and for this leg of our research, the precedents could be anywhere form native tribes to modern examples.

In the next three pages you will see three unique forms of makers and maker spaces that develop their making communities on various local and global scales as well as physical and virtual venues.

BURNING MAN
Black Rock Desert, Nevada.

Burning Man is a network of people inspired by the values reflected in the Ten Principles and united in the pursuit of a more creative and connected existence in the world.

The mission of Burning Man Project is to facilitate and extend the culture that has issued from the Burning Man event into the larger world.

Once a year, tens of thousands of people from all over the world gather in Nevada's Black Rock Desert to create Black Rock City, a temporary metropolis dedicated to community, art, self-expression, and self-reliance. In this "crucible of creativity", all are welcome.

Ten Principles

RADICAL INCLUSION   COMMUNAL EFFORT
GIFTING   CIVIC RESPONSIBILITY
DECOMMODIFICATION   LEAVING NO TRACE
RADICAL SELFRELIANCE   PARTICIPATION
RADICAL SELFEXPRESSION   IMMEDIACY
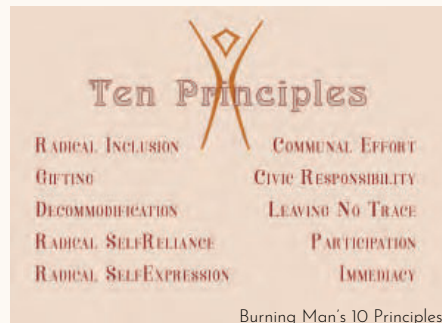
Burning Man's 10 Principles.

Bird's Eyeview of Burning Man & Black Rock City.

"The hub of this global network is the 501(c)(3) non-profit Burning Man Project, headquartered in San Francisco, California."

"Burning Man provides infrastructural tools and frameworks to support local communities in applying the Ten Principles through six interconnected program areas, including Arts, Civic Involvement, Culture, Education, Philosophical Center, and Social Enterprise."

A piece of Art from Burning Man.

What is the potential relation to Westside & UTSA?

We could break-down and reinterpret parts of this annual event to create our own kind of event in the Westside with UTSA. Maybe this could take form of an annual art competition with local sponsorships and colleges, or even become part of Fiesta. There are also many parks within the Westside that could house such art competitions and be great venues to prepare or even showcase some of the events.

The main Burning Man event.

BEARTARIA
International (virtural).

"Beartaria" is a sprawling community that was started by actor and comedian Owen Benjamin in response to the encroaching censorship of big-tech companies such as Twitter, Facebook, and Airbnb, where he and many of his fans were banned.

Beartaria started as the simple notion of becoming more self-sufficient and resilient through homesteading, gardening, and other simple activities that can be done anywhere from an apartment balcony to large farms.

To help foster this community outside of censored networks, the "Bears" decided to create their own app and websites for media sharing, news updates, and general interaction + organization. The community is entirely self-funded.

What is the potential relation to Westside & UTSA? UTSA has a strong presence on social media, however, with even more censorship seemingly on the way, many platforms such as Twitter may no longer accept extremely rowdy college users. (A school slogan of ours is literally to "Get Rowdy"). Considering this, maybe UTSA could develop such an app for the students, faculty, and alumni of UTSA, plus those within the Westside or other parts of San Antonio to help spur a similar online safe-place and self-sustaining community like the Bears have done with Beartaria?

Beartaria Times App.

A recent Beartaria Times post.

The Beartaria Times news website.
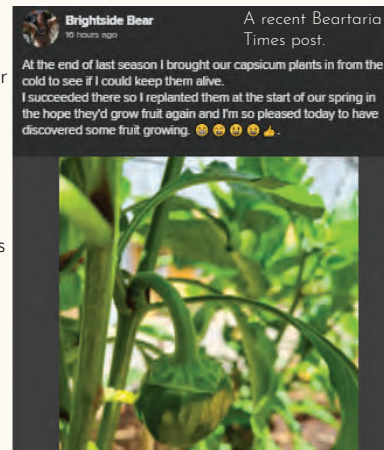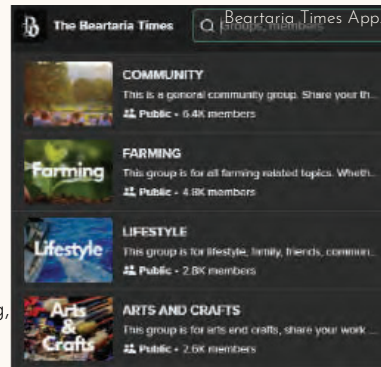
HOMESTEAD HERITAGE
Waco, Texas.

Homestead Heritage is an agrarian- and craft-based intentional Christian community. Its literature stresses simplicity, sustainability, self-sufficiency, cooperation, service and quality craftmanship.

"Homestead Heritage provides a context whereby adults and children can learn, in a real and tangible way, the same essential skills once taught in previous generations."

Homestead Heritage raising a traditional Timber-Frame.

"As far as community crops, we typically grow several different varieties of wheat, Hickory King corn, sweet potatoes, and sorghum cane. We also harvest pecans from several groves of trees on the land. In addition, individual families grow a tremendous assortment of produce throughout the year to supply their own needs, with surplus produce available at the Homestead Market."

Homestead Heritage's Craft Pavilion.

Homestead Heritage is self-sufficient in terms of essentials such as food, and recieve all of their funding through their Craft Village, Homestead Cafe, and Annual Homestead Fair.

The Homestead Craft Village is open Monday-Saturday from 9:00 a.m. – 5:00 p.m. Closed Thanksgiving and Christmas Day.

Homestead Heritage hosts the Annual Homestead Fair every year after Thanksgiving with over 100k average attendees.

Traditional Crafts at Homestead Heritage.

Homestead Heritage Annual Homestead Fair.

The Buildings of Homestead Heritage.

The Farms at Homestead Heritage.

What is the potential relation to Westside and UTSA? We have so many traditional crafts, foods, art, and other cultural elements around the Westside that deserve to be preserved, why not celebrate them in a similar manner? Maybe this could manifest in the form of expanding local farmers markets that can be integrated into or even supply Fiesta and other events?

When thinking about the proposed Casita Project, the upkeep of a productive garden could be something that the students paying rent in the Casitas could help manage together with the owners and share the benefits of; maybe it could even supplement their rent?

COMMUNICATING WITH COMMUNITIES
How To Conduct Surveys

   The purpose of surveys in this context is to accurately sample the West-side population and provide them with opportunities to communicate their desires, goals, and thoughts on the plan. The accuracy part is important, as surveys may not accurately represent their targets due to many issues. I've created a list of guidelines to help prevent this:

1) Utilize a mixture of survey types. Not only does this grant respondents more options, but it allows the survey to reach more demographics. Factors such as cost, effeciency, & privacy should also be considered.
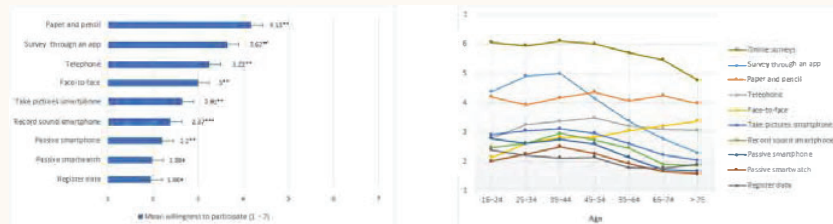
2) When promoting a survey, be sure to inform potential respondents of the changes past surveys have caused. Advertisements should, again, be through a variety of mediums, and should also provide instructions on how to take the survey. These steps are designed to increase response rates.

3) Consider using a mailing list to remind potential respondents of the survey and to inform them of the results. Emails should be consise and should use incentives if possible.

4) Avoid overly-long surveys, as questions placed towards the end bear the risk of producing lower-quality data. If this is not an option, place important questions towards the beginning of the survey or use progress indicators.

5) Consider accessibility when formatting your survey. Avoid elements such as small text or spacing, acronyms, color-dependant questions, etc. For online surveys in particular, avoid using radio buttons and overly-strict validation criteria for answers, and use tags to convey necessary information.

6) Follow all proper sampling procedures, even if it reduces the sample size

COMMUNICATING WITH COMMUNITIES
Thirst Project

While surveys allow respondents to give perspectives on a project they are not part of, incorporating the community into the design process is a more drastic solution. This cuts out the middle man; the community can directly influence the project to align with their goals, no survey necessary, However, this process is drastically more complicated and requires a greater amount of cooperation. Now, I would like to discuss the Thirst Project as an example of how this can be successfully done.

The Thirst Project has two main goals: constructing freshwater wells in communities without access to clean water. Doing so necessitated involving locals in the project; they would run the risk of appearing as foreign saviors and losing supporters in western countries; if the needs of the locals were not understood properly, projects could lead to further unequal water access & violence; language barriers would present greater challenges; etc.

A well constructed by Thirst Project.

Projects are done in close cooperation with local governments to provide better perspectives on local challenges, and Thirst Project has 30 total embassadors to help coordinate in their respective countries. The actual drilling of wells involves hiring local diggers, with the staff mainly acting as overseers and assistants. The staff are recruited from the country the projects will be taking place in, so as to not distance them from the communities. The team has also been making the effort to diversify their Board of Directors & staff to better align with their goals of racial justice.

On the other side, efforts to raise awareness of the water crisis in the west are largely volunteer-led and are done through school events. Donations from the Board of Governors cover 100% of operating costs so that all the public donations directly fund the water projects, further encouraging support.

Placemaking in the 70's/80's
Mexicali, Mexico
By: Xavier Ramirez

Making place with art

The 1970's sparked the prime state of the civil rights movement, where minorities were concerned with their place in the environment they were in. How did hispanic people in Los Angeles define the built environement as their own?

Art:
        Murals with references and orgins to Aztec culture were scrawled along walls and public buildings
        Art Group ASCO would do public performances to "create identity through the use of public space."

Material Use:
Buildings designed and redesigned to exude a hispanic identity such as tile, stucco, stone, wrought iron, and patios.

Community Serving Spaces:
"El Mercado," originally a two story building, served as a place to host local stores, restaurants, and shops.
        Design Based on a market in Guadalajara, Mexico
        Financed through a community collective

Street Enhancements
        Public gathering spaces, Based on plazas in Mexico, were built to also serve the community, along with statues of Mexican heroes scattered around the park.

Economy/Market:
The 1980s marked a loss in manufacturing Jobs, where many were out of work and forced to look for income elswhere.- Mexicans found work through odd jobs and gathered in certain spaces to make revenue

> Street vendors: Sidewalks and Streets
> Day Laborers: Outside Hardware Stores
> House Cleaners: Take buses to richer Places
> Mariachis: Outside of restuarants

The mexican workers would shape their environment with their "shadow intervention."

Relation to San Antonio

In Los Angeles, the Population shaped their envronments not only through their built environment but also their behavior. As the westside expands, its important to keep in mind that these residents have a hobbies or errands they try to abide by, maybe the expanison can help facilitate the behaviors, jobs, and hobbies these residents already partake in?

University of Missouri:
Engaging Small Businesses in Rural Economic Development

Self-interest should drive engagement, so that businesses are enthusiastic rather than reluctant to be involved.

Engagement of businesses should simultaneously benefit the businesses themselves, and also help to achieve the broader goals of building community wealth, increasing local ownership, and improving livelihoods, particularly for those struggling to engage in the economy.

It is also important to uncover the interests that are not shared.

As you determine which businesses to work with, stay focused on creating the greatest impact for your target group.

Businesses become frustrated and lose interest if there is not concrete progress toward a shared goal. The coordinator also needs to facilitate the process of translating this goal into a set of priority actions, with next steps, a timeline and budget.

The coordinating role should not be viewed as one of problem solving, but rather of facilitating a process to understand and then collectively address challenges. The coordinator is a convener and connector, and can sometimes leverage relationships or resources to remove barriers and pave the way for solutions, but the problem solving itself will usually be done with and/or by the businesses themselves.

Example approaches:

Introduce the forms of wealth vocabulary to talk about the assets and needs of individual businesses: Does the business have sufficient social and intellectual capital to reach new markets? Is hiring difficult because there is not enough individual capital in the form of skills in the local labor force?

-Draw out concepts as they emerge from the work: When a particular business can provide more logs to a local mill, this is an example of shared interest. When those two businesses spend more money in the local economy, that is an example of common interest.

University of Arizona
Grand Canyon University
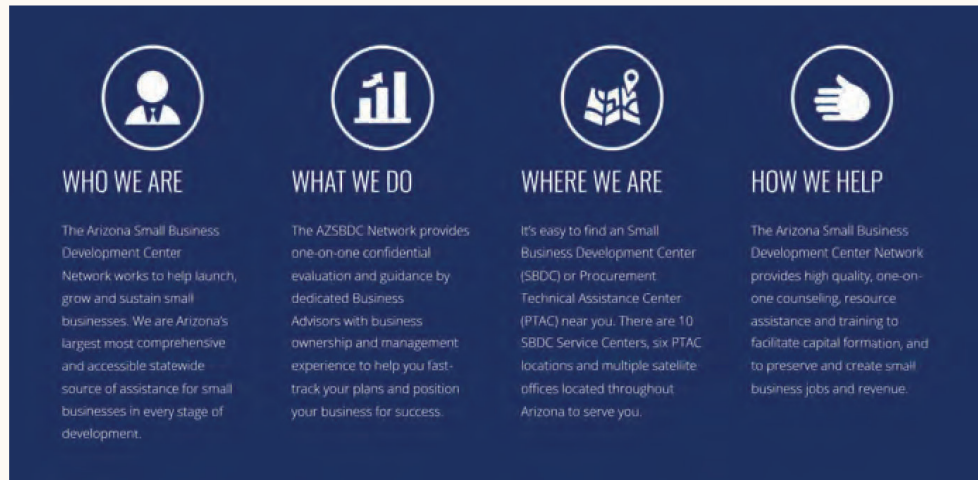
The University of Arizona, for example, sponsors monthly leadership forums promoting the state's commercial space ecosystem in Tucson. A 2012 Deloitte study ranked Arizona fourth among U.S. states in aerospace industry revenues and payroll. Lower operating expenses and concentration of companies in the Tucson area make the city highly attractive for aerospace manufacturing. Aerospace roundtables at the university feature industry, military, and political speakers; provide ample time for informal networking; and host facilitated discussions for attendees. With a range of speaking topics and participation from members of the community the connection between the university and local businesses contributes to the growth of local industry. These efforts have created a symbiotic relationship between the university, businesses, and students. The groundwork conducted at the university is applied in surrounding businesses, students continue to develop ideas after graduation, and more jobs and companies are created using university research.

Grand Canyon University in Phoenix opened a new innovation center this year with entrepreneurial and employment opportunities for students. The 23,000 square foot space will become a training and education hub, as well as a co-working area for businesses that are just starting up, newly formed, or need traction. The incoming companies are required to hire Grand Canyon students in exchange for using any of the 33 offices and eight meeting rooms free of charge. As a result, companies are able to lower operation expenses, teach the skills necessary to run the business, and provide income to students. The center gives students the ability to graduate with little or no debt, and pursue post-graduate career opportunities, while benefiting local businesses.

These university and local business partnerships are a growing trend that are making a positive change in the economy, creating jobs in local communities, and providing benefits for students in the area.

HELPING EDUCATE A COMMUNITY
University-Assisted Community Schools

Obtaining an education in the Westside Community of San Antonio has been a constant issue. The community annually ranks as the lowest in the city, and one of the lowest in the nation. This is not an issue that has suddenly changed, but has been going on for years as the city segregates based on race and income. The Westside Community has the largest poverty rate in the city with a median household income of approximately $26,000. The neighborhood is comprised of a nearly 95% Hispanic population, with a lot of the families migrating from Mexico. Unlike many other areas of the city, it is common for the youth to quit school at an early age to help raise money for their families.

Nearly half of the population has not obtained a high school diploma, and less than 8% have any post-high school education. A higher education seems unobtainable for many students in the community, and most of the families have never had a member attend.

The University-Assisted Community Schools (UACS) program helps address the community through advance research, teaching, learning, practice, and service to improve the quality of life on campus and in the community. The UACS has been adapted to educate, engage, empower, and serve public school students, families, and community members with higher education institutions serving as the lead partners.

UTSA will work with the West Side, while collaborating with other higher education institutions across the United States within the UACS, to develop a program that benefits the areas of need. The future of West Side San Antonio and the UTSA is intertwined, and a symbiotic relationship will help both to grow and flourish.

UTSA can assist in helping to turn the public schools into community centers that will help the public reach in many different areas of need. The focus is on grades K-12, as well as helping assist adults with completing their education, seeking higher education, and developing knowledge for required work skills to help benefit the community.

Undergraduates will help to assist, mentor, and tutor the community students to help make learning easier and success more obtainable. This will be implemented through programs after school and weekends. The activities will focus on current schoolastic needs, as well as arts, recreation, and project-based learning.

The University will be able to develop programs to help sustain and prepare community teachers and leaders through connecting with other UTSA faculty and programs. A community feedback system will also be important to maintain growth and strengthen areas that can be stronger.

A jump start program will be put into place for the high schools to help the students who would like to attend college. The program will assist in choosing colleges, learning the requirements, application assistance, and college readiness. The program will also aid in teaching about the access to financial aids to help cover the expenses of college. A local grant may be given to help the community students that come from financially burdened homes to attend UTSA at little to no cost. This will help strengthen the neighborhood, give a direct connection from the community and school, and help obtain a college education which was seemed unattainable.

School Enrollment (Ages 3 to 17)

■	Enrolled in Public School	10,461
■	Enrolled in Private School	157
■	Not Enrolled in School	1,541
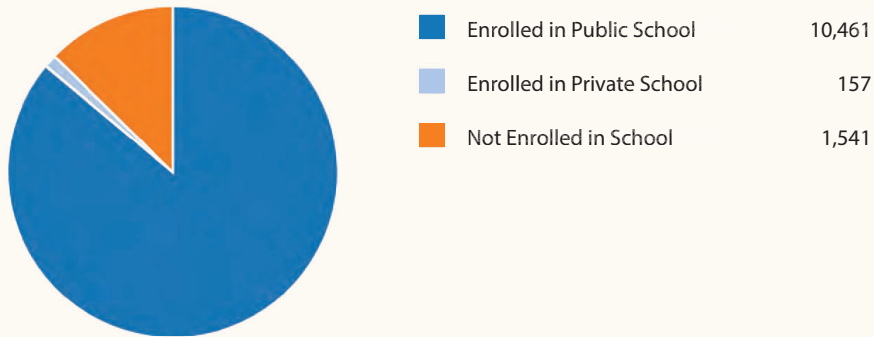
Educational Attainment For the Population 25 Years and Over

■	Less than High School Diploma	15,172	47.4%
■	High School Graduate	14,427	45.1%
■	Associate's Degree	988	3.1%
■	Bachelor's Degree	866	2.7%
■	Master's Degree	441	1.4%
■	Professional School Degree	38	0.1%
■	Doctorate Degree	57	0.2%
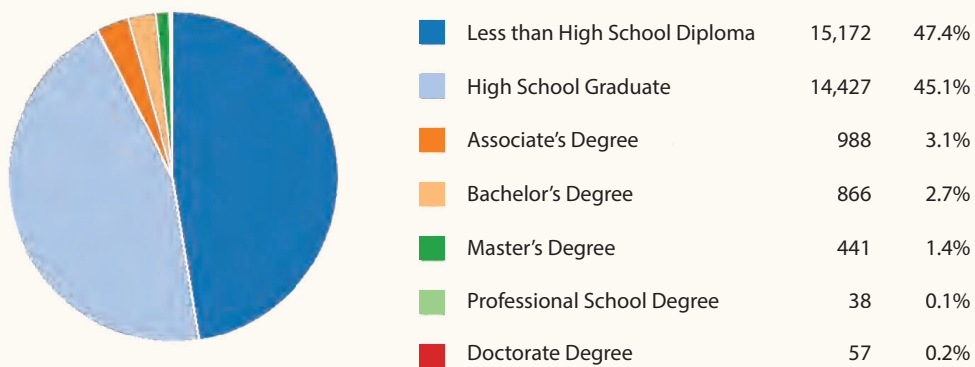
86.0% PUBLICLY ENROLLED

1.3% PRIVATELY ENROLLED

12.7% NOT ENROLLED

≈12,000 NUMBER OF STUDENTS ON THE WESTSIDE K-12

http://www.city-data.com/zips/78207.html

78207, TX At least High School Education

78207, TX Bachelors Degree or Better Education

78207, TX School Dropout Rate

- Worst graduation rate in San Antonio

- Least likely to advance to college

- Far below state and national averages

- Highest dropout rate in San Antonio

Median household income is approximately $26,000 anually in 78207.

San Antonio ISD, the school district 78207 resides within is the poorest district in San Antonio and yet is one of the largest. They suffer from outdated schools and materials, below required staffing, high esxpenditures, and low-income.. The average income per household in the district is $36,000 and the district receives less than $12,000 per student making it difficult for the students to have adequate materials. SAISD ranks 756 out of 1020 districts in Texas based on student expenditures versus family income.

https://wallethub.com/edu/e/most-least-equitable-school-districts-in-texas/77134

The University of Pennsylvania founded the Netter Center in 1992 to help the University engage with the West Philadelphia communities. It functions by using the assets and resources of the University and communities to help battle poverty, health inequities, environmental sustainability, and inadequate, unequal education.

A major component of the Netter Center's work is mobilizing the vast resources of the University to help traditional public schools become innovative University-Assisted Community Schools (UACS) that educate, engage, empower, and serve public school students, families, and community members. UACS focus on schools as core institutions for community engagement and democratic development, as well as link school day and after school curricula to solve locally identified, real-world, community problems.

The Netter Center emphasizes "university-assisted" because universities, indeed higher educational institutions in general, can constitute the strategic sources of broadly based, comprehensive, sustained support for community schools. It engages universities as lead partners in providing academic, human, and material resources. This mutually beneficial partnership improves the quality of life and learning in local schools and communities while simultaneously advancing university research, teaching, learning, and service.

The growth and awareness of universities' impact on communities across the nation has facilitated a need to be active members in the communities. In 2015 the Netter Center, in collaboration with Rutgers University- Camden and the Coalition for Community Schools developed the University-Assisted Community Schools Network. The network was created to help institutions of higher learning develop strategies based on the Netter Center example to help their local communities. No two neighborhoods, or situations are alike, allowing each school to learn and expand from the other universities' examples. The network works to create and strengthen local, regional, national, and international networks of institutions of higher education committed to engagement with their local schools and communities. Since the inception, more than 20 universities have partnered together with the push for further expansion.

https://uacsnetwork.org/

Arts, Culture, & Humanities Partnerships

Arts, Culture, & Humanities Partnerships utilize arts, culture, and humanities to build bridges that connect Penn faculty and students, teachers, students, and parents in the public schools, neighbors of all ages and backgrounds, and local artists and performers. Tapping the potential of the deeply human need for expression, these partnerships improve teaching, learning, and research while increasing cross-community understanding and supporting community development.

Agatston Urban Nutrition Initiative

The Agatston Urban Nutrition Initiative (AUNI) was developed from an ABCS course taught by Francis Johnston, Professor of Anthropology, in 1991. It was created to help build and sustain healthy communities by promoting nutrition education, food access and sovereignty, and physical fitness in West Philadelphia.

Bridges to Wealth

Bridges to Wealth (B2W) is an innovative financial empowerment program focused on students, parents, and local community partners. B2W's goal is to increase the wealth-generating capabilities of families living in underserved neighborhoods. Professor Keith Weigelt, the Marks-Darivoff Family Professor of Strategy at The Wharton School, and Dr. Jill Bazelon, a graduate of Penn Graduate School of Education, founded B2W in 2012. It became a program of the Netter Center in 2019. Dr. Weigelt serves as the faculty advisor and teaches an Academically Based Community Service (ABCS) course that involves Penn students learning by teaching financial literacy in local schools.

Community School Student Partnerships

Community School Student Partnerships (CSSP) is an undergraduate student organization that works in close collaboration with the Netter Center's university-assisted community schools to provide academic and cultural enrichment to children and families in West Philadelphia. Penn students help operate school day, recess, after school, and evening programs in five schools.

Extended Learning: After School and Summer Programs

Extended learning programs meet the community's need for safe spaces that provide academic, cultural, and recreational activities for young people as well as adults from 3pm to 6pm after school and from 8am to 3pm during the summer. Programs for K-8 students focus on tutoring, arts, culture, recreation, and project-based learning. High school programs combine academic support, college and career mentoring, extracurricular activities, and real-world job experiences through paid

internships.

College Access and Career Readiness

CACR activities include mentorship, internships, academic and professional skill building, and college and career exposure. The focus of CACR is to empower students in West Philadelphia to successfully prepare for and connect with postsecondary pursuits that will positively impact their lives and their community.

Junior Jump Start: Juniors who want to attend a 2- or 4-year college are matched with Penn students. They meet once/week for 8-10 weeks, learning about the college search and application process. Students learn about college-related terminology, the connections between majors and careers, and financial aid. By the end of the program, students will have a list of the schools that they want to apply to in the fall.

College Application Coaching: Seniors who are applying to 2- or 4-year schools are matched with Penn students. They meet once/week for 8-10 weeks to work on completing at least 4 college applications by the beginning of December. During the second semester, they work on how to make the transition to college academically & socially, how to ask for help once on campus, and how to manage their money at college.

GEAR-UP: GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs) brings college student tutors/mentors into local public high schools to work with 9th grade students in the classroom and/or after-school. GEAR UP's goal is to increase the academic performance of students, increase the high school graduation rate, increase post-secondary enrollment and increase student and parent knowledge about post-secondary access.

OurSpace

OurSpace is an initiative of the Netter Center that collaborates with Penn's LGBT Center to provide a safe and inclusive space for queer youth and allies across the Philadelphia District. Throughout the academic year and summer, the organization hosts events and workshops on college access and career readiness, financial literacy, health, community building, and many other topics to empower and support queer youth and allies. In OurSpace's Sexual Health Education Program (OSHEP), Penn and high school students receive queer-inclusive and comprehensive sexual health education, develop their own curricula, and teach sexual health education to youth within Gender-Sexuality Alliances (GSAs) in Philadelphia. This after-school program educates students about sexual health using a peer-assisted/near-peer learning model.

UACS Sports, Fitness, and Health

In an effort to engage, educate, and empower our K-12 scholars for success, we recognize that physical education, physical activity, play, and health education are essential to youth development, academic achievement, and social and emotional well-being. The goal of the University-Assisted Community School (UACS) Sports, Fitness, and Health program is to create and implement a sustainable model for sports and fitness programming and partnerships – including after school, summer and school day PE/health class supports – that provides increased engagement in organized sports, physical activity and increased fitness.

West Side San Antonio Opportunities

- Stronger educational options for the community, with partnerships with neighbor hood public schools.

- Programs for students focus on tutoring, arts, culture, recreation, and project-based learning

- A chance for the West Side youth to have greater control of the community's future

- The growth of first generation college students from the West Side

- A greater high school graduation rate and tertiary education success

- More carrer opportunities within the westside

- Higher income for residents and more money within the community

- Give the westside a larger voice within the city

- UTSA has a larger presence and support from the westside community with enrollment and events

Funding Sources

- Netter Center endowment
  The netter center receives funding from multiple foundations and the federal government which it disperses through the UACS network to help the program

- Federal government grants

- State government grants

- Donations/Fundraising
            Community
            University
            Local Foundations
            Local Businesses

Mexicali Project by Christopher Alexander
Mexicali, Mexico
By: Xavier Ramirez

A Pattern Language
Towns · Buildings · Construction

Christopher Alexander
Sara Ishikawa · Murray Silverstein
WITH
Max Jacobson · Ingrid Fiksdahl-King
Shlomo Angel

Mexicali Experimental Project

·Problem: Local Housing shortage in Baja California, Mexico
        ·Fear of gentrification/unwanted change in local neighbor-hood
·Solution: Decentralized Housing Production
·The purpose of this project was to "improve the standard housing production process by a personalizing the design and empower-ing the final house."
        ·Rethinking the housing production system to reveal human feeling and sense of place

1. Attempt to revert the traditional roles of architect and builder by merging them into one.
2. A building called the "builders' yard", a supply center for materials, equipment, and information about the building process, enables a decentralized construction system.
3. Concerned with the planning of common areas, Alexander proposed a cluster layout to encourage social cohesion among individuals and their community unlike traditional "grid" arrangements.[4]
4. To guarantee that each house reflect the specific requirements of its occupants, Alexander used his Pattern Language to design individual houses, involving residents in a participatory process.
5. A step-by-step building system can circumvent the rigidity of standardized, ready-made building components.
6. Propose a cost control system of, allowing for more freedom in the design.
7. Focus on the human rhythm and the relationships people form to their houses.

·A set of design principles to help establish a "language" and facilitate the design/construction process.

·Families to intervene in the making of their environment
    ·Residents were taught new construction methods and
Constriction conditions set to be repeatable and grow organ-
ically
    ·150 square meter common land "cluster" where fami-
lies could choose where they wanted to build
    ·Pre-Selected Patterns Presented by the architect and
discussed with families
·Architect as facilitator
·Land set aside as a "Builders yard" to cut/make materials

Example of The Cluster Layout and The Builders Yard
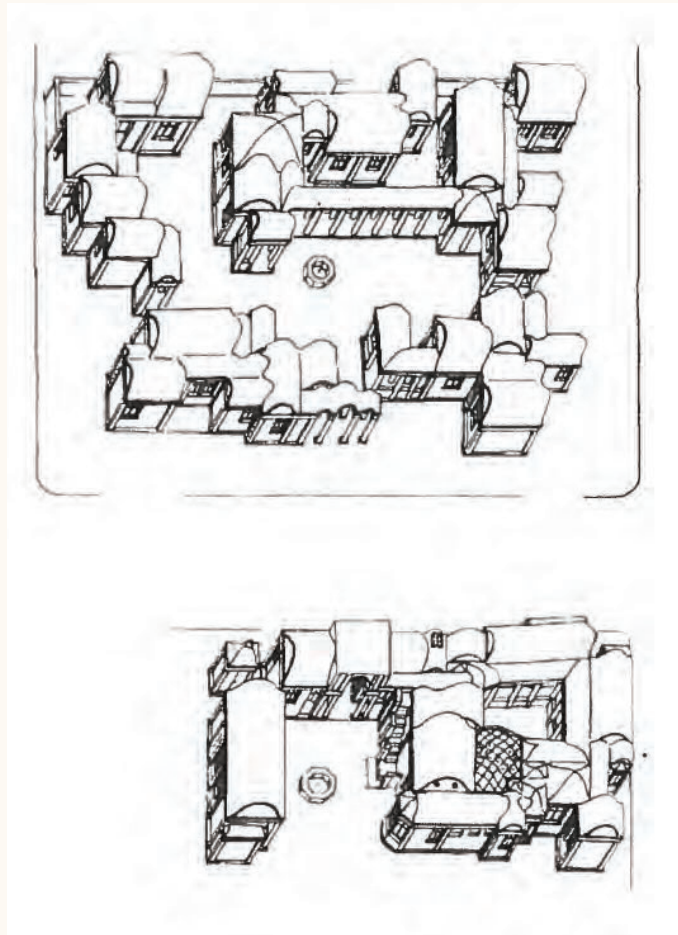
Construction Techniques and Examples

Sequence of Construction Operations

- 1. Stake out the house with rebars driven into the ground to mark the corners.
- 2. Place corner rebar-blocks over each corner re-bar.
- 3. Place a line of bar blocks between each corner and block.
- 4. Place steel and mesh, then pour the slab.
- 5. Place corner turret blocks to form corners.
- 6. Place wall blocks fitting into corner blocks.
- 7. Locate windows and window sills as the walls are going up.
- 8. Place a pair of two-by-tens to form perimeter beams.
- 9. Place reinforcing steel in the beam, place conduit and plumbing lines, and pour the beams.
- 10. Use the perimeter beams to anchor ends of lattice strips so making it possible to weave baskets for vaults.
- 11. Once the baskets are woven, fix each crossing of lattice strips with one fine nail to stabilize the flexibility of basket.
- 12. Staple burlap and chickenwire over basket.
- 13. Pour a thin, ultra-light-weight frothy concrete to form a one-inch shell (aggregate is perlite and insulation fiber).
- 14. When the one-inch shell is hard and cured, place a second shell of about three inches in a heavier denser lightweight concrete.
- 15. Fit window frames and door frames.
- 16. Using special simple sash construction made out of two-by-two material, build sash and doors to fit the openings.
- 17. Place finish material on floors.
- 18. Whitewash the interiors.
- 19. Complete plumbing and electrical fixtures.
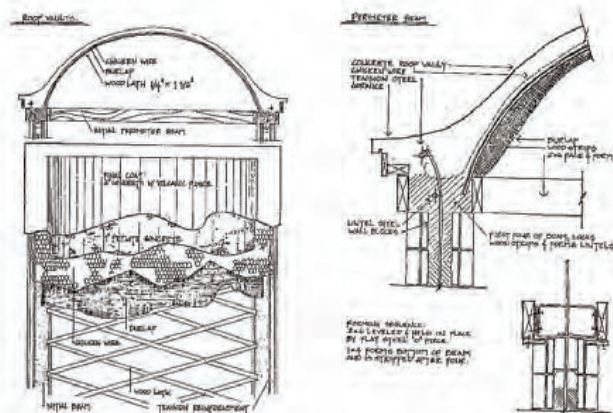
Left: Overview section, showing vault laid over basket of lattice strips. Right: Section through column and perimeter beam showing individually stacked hollow column blocks, reinforcing steel, and the wooden forms for the perimeter beams which stay in place after concrete is poured.

·Architect-Builder principle impossible to incorporate into all housing projects

     ·Permanent in presence of architect

       ·Increased cost

       ·Result: advice from local masons

·Builders Yard ceased after funding ended

     ·Local shops used to buy materials

·Further modifications needed to fit the needs of the families

       ·Additional expense (emotionally, physically, emotionally)

       ·Cluster organization modified to fit privacy

Tax Alleviation
Tax Abatement
Philadelphia, Pennsylvania

A tax abatement is a policy where there is a fixture of property taxes as land values begin to rise. Residents and businesses who meet specified criteria can apply for a tax abatement. To implement a tax abatement on vulnerable residents or neighborhoods, advocacy comes from from local elected officials, and homeowners and renters in a neighborhood. Fixed taxes under a tax abatement means stability and security for residents and business owners. It prevents speculative pricing of units, and keeps payments for long term homeowners manageable.

The property tax abatement program in Philadelphia was initiated through a state act and now have three separate ordinances that people can apply to. The state act for the tax abatement is 30-months long with specific criteria such as improvement to existing structures converted to residential. The three ordinances are all 10-year long tax abatements that target rehabilitation of residential properties, rehab and construction of new industrial/commerial properties, or contruction of new residential properties.

Tax abatement policies are best implemented in the mid-stages of gentrification.

Tax Alleviation
How can policy address housing & gentrification?

Before Gentrification
Community Land Trust
Inclusionary Zoning

Mid-Gentrification
Tax Abatement
Public Facility Corporations

Late Stage Gentrification
Housing Trust Fund
Housing Levies

When thinking of the Westside and UTSA, in relation to housing and gentrification, it's important to think about tax policies. Certain tax alleviations or policy strategies can help mitigate or deter the negative impacts of intense rapid gentrification imposed onto residents. Gentrification resulting from new investment and development from, in UTSA's case, university campus expansion.

The graphic above are several tax alleviations and policy strategies that are utilized across the US that address gentrification. Listed above are: housing trust funds, housing levy, public facility corporation, community land trust, tax abatement, and inclusionary zoning. This list is not exhaustive but were selected as they have most relevance to San Antonio and the westside.

There is no specific hierarchy of the selected policies, rather UTSA, the Westside community, and the city government should think about how the structure of these policies could be modified and enacted to address gentrification on the Westside. While each policy has its merits and demerits the key to utilizing policy as a tool to address gentrification is timing, funding, and shared advocacy.

The next page looks specifically at tax abatement policies.

Tiny House Village
Oakland, California
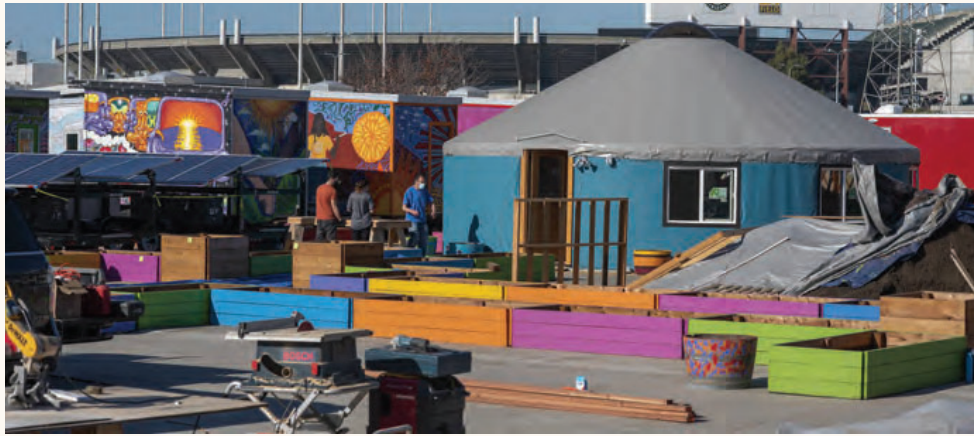
University of San Francisco formed the program to strengthen and help the community around them "Tiny House Village" was a program made to combat homeless youth in the Oakland area.
Seth Wachtel an architecture professor at the University of San Francisco was reached out by (YSA) Youth Spirit Artwork a program that has helped the community by giving art jobs and training programs in order to empower those who are home insecure or of low income.
YSA had proposed to Wachtel to aid them with building housing for young people that have been aged out of foster systems or those who are young without a home.
Wachtel had accepted the proposal to help aid YSA along with having his students help, they created master plans for the tiny houses.

The city of Oakland offered YSA an acre of land to construct their "Tiny House Village"
During 2020 plans were finalized and called for 28 tiny houses, two 30-foot yurts for community gatherings, laundry facilities, a kitchen, and six bathrooms in custom trailers. As of 2021, they have built 26 tiny homes.
The objective for the murals on the side of the tiny homes is to give a sense of diversity, solidarity, and resilience. This encourages the youth to meet their goals and live a happy life. They encourage young or working artists from the community to submit a proposal.

Cedar Park Affordable Housing
Philadelphia PA

West Philly soon to be new low income housing given criticism from local activist and neighbors of Cedar Park. The community in the area gave feedback to the developer, Omni New York who was lead by City Council Jamie Gauthier. Parking, Height, Sun Blockage became the main issues among the residents. The residents of the area fear that their community will be taken over by the new complex and will leave a negative impact on thier neighborhood. Omni the developer is trying to gain the approval in the community by taking in their opinion with open forms to allow the residents to have a voice in the changes that are coming to the community. OMNI's intention is to provide affordable housing to help the community transition during gentrification.Residents are worried about the height of the building making other buildings look too small. Omni knocked down its residents from 174 to 100. Omni origin design had the building come up to the sidewalk with retail space on the ground floor. Residents worries were that the building would block out their sun so the apartments were pushed back and broken into two

Parking became the next issue, this proposal was to have 55 parking spaces for 174 because lower-income families have fewer cars, and close by was a public transit station. Parking increases the cost of the project

Community leader Greg Benjamin wanted Omni to provide not online enough parking for their residents but also enough for their neighbors. This is the example of what building trust within the community is. They are hearing the community residents and leaders about the worries to make the chnage in their design to not leave what is not wanted in their community. The developers have the best inentions to provide low income housing the community to those who are of need. Giving and receiving respect from the developer and the community is the way to create a stronger trust.

The Community First! Village in Austin, Texas is a planned community consisting of tiny homes, mobile parks, and various communal buildings. It was built specifically to house the formerly homeless population of the area. It functions as a non-profit and was funded using 18 million dollars in donations. The association plans to raise over 60 million to continue expansion.

The property was constructed just outside of Austin, Texas on 27 acres of former ranch land. The homes are leased to the residents for $225-$500 a month. The first donation came from the Downtown Austin Alliance in the form of 2 million dollars. Up to 19,000 volunteers have also helped the non-profit in construction and running of the facility and with other needs of the non-profit. According to the owners of the association, their mission is to provide "affordable, permanent housing and a supportive community for the disabled, chronically homeless in Central Texas."

The uniqueness of the project stems from its community based approach to living. The "tiny" nature of the houses is intentional and meant to force residents outside of their homes to interact with other residents. The interior ameneties are minimal which requires residents to use the communal facilities for such things as cooking and bathing. Each house has a front porch to encourage socialization.

The above picture shows a typical tiny home in the Community First! Village. Front porches were added to all the tiny homes to encourage social interactions.

Going beyond simple ameneties like communal cooking, the community also hosts a community theatre, a wood working shop, community market, community inn and provides classes to build the residents skill sets.

From the start of the initiative, the founders believed that homelessness could not be solved by simply providing housing for the homeless. They must also provide a community in which the residents could thrive and feel apart of society again. At Community First! Village the residents not only have a place to live, but neighbors they know and can come to rely on. They also have the ability to learn new skill sets and even share with their neighbors some of their own talents. The ameneties make the villagea one stop location for entertainment as well as skill building. Its such a success that people from the surrounding area will visit just to participate in things like outdoor movies.
The Casita Project can use this model as not only a design precedent, but also a community building example. The casitas, or tiny homes, are a good example of what student housing might look like when built as an ADU and the ameneties provided will help bridge the relationship between the student residents and the community.

Tiny Homes Detroit
Detroit, Michigan

Tiny Homes Detroit is an "innovative rent-to-buy housing program that gives students, seniors, the formerly homeless and other low-income Detroiters the chance to achieve something that may not otherwise be financially feasible: home ownership." The program was developed by Rev. Faith Fowler and is backed by the Case Community Social Services non-profit orginization. The sizes of the structures range from 250 to 400 square feet, and are fully furnished when completed. The project was developed to help low-income individuals to own their own residence and it allows for multiple structures to be build in subdivided vacant lots. Each structure is individually designed through local architects and constructed by local professional builders. Most of the materials and labor for the project has been donated and other funds come from local Detroit business. The average construction cost of each home is between $40,000 and $50,000, with none of the money coming from government funding. Residents rent the structure for $1/SF each month and after 7 years have the opportunity to own the home. The project helps to combat the difficulties for people having to seek a mortgage when they are unable to obtain one, and the designs can allow them to be built within any community to blend in with the local architecture.

https://www.treehugger.com

THE POTENTIAL

OF

PLACEMAKING

"Inspires people of a place or community to make strategies in which change is community-led by paying attention to the physical, social, and cultural identities that define that space to help its growth"

As UTSA's presence amplifies in the neighboring communities, the potential of creating placemaking initiatives could benefit and promote those areas to help keep their distinguished identities. The creation of initiatives can also encourage volunteerism within the community and the university to help further develop and nurture a relationship through common goals, ideas, and cooperation. There are four main types of placemaking: standard placemaking, strategic placemaking, creative placemaking, and tactical placemaking. Standard is the most traditional, it refers to initiatives that want to create incremental change that improve an areas quality in the long-run. Strategic projects are goal-oriented, large, and require more time to plan; therefore, they are more likely to be completed after a greta span of time. Creative placemaking refers to more artisitc and cultural aspects of an area to enable spaces to create a sense of identity and recognizability through their public works of art forms. Lastly, tactical refers to projects that are less risky, less costly, and less time required to produce. All of the types have their own unique advantages/disadvantages that range depending on the   initiative.

SOURCE: Smaller Legacy Toolhit, The Four Types of Placemaking

GRANBY PARK
Dublin

The initiative was a tactical type of placemaking as Granby Park was built on a vacant plot in Dublin's inner north city for approximately a month in August of 2013. The project was created by the work of the city's most talented artist, event coordinatores, architects, and other creatives. The build consisted of recycled, donated, and found materials built by mostly 400 volunteers. Within the space, the park was able to hold an educational hub space, artist installations, cafes, play areas, an amphitheatre, and so much more. Over 40,000 people got the opportunity to experience this project.

SOURCE: A2 Architects Granby Park, Dublin

ART TUNNEL SMITHFIELD
Dublin
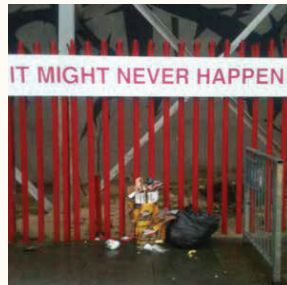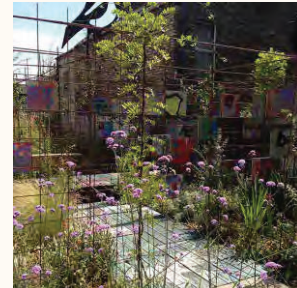
The initiative was a creative type of placemaking as Art Tunnel Smithfield was built on a strip of waste-land along the Luas corridor. Unfortunatley the art tunnel is closed now with hope to reopen in a new location. The mission of the initiative was to bring art into the public with the creation of a low cost park with local support. The project was financially made possible by local businesses and crowd funding. It was viewed by approximately 40,00 people a day and is a landmark that creates a distinctive urban identity. Curators worked with local organizations and schools to express their relationship with the area and create their own exhibit showcasing their artwork in the community platform. These actions proved to expose local desires as well as fuel social movements.
SOURCE: What's The Art Tunnel?

Making through The University of Rochester

The University of Rochester was founded in 1850 by Trustee John Wilder.
Through the Center of Community Engagment, the university promotes it's
Melioa Values in various community outreach projects; one of the most success-
ful being an alternitive spring break trip for students to work with the Flower
City Habitat for Humanity.

In 2007, Flower city Habitat for Humanity launched a major, multi-year house building
program in the JOSANA neighborhood in partnership with the City of Rochester and
neighborhood residents.

JOSANA stands for Jay Orchard Street Area Neighborhood Association, which was
formed in 2001 following the shooting death of 10 year old Tyshaun Cauldwell. The
neighborhood historically was full of German and Italian immigrants and experienced
white flight of its residents to the suburbs in the 1960s and 70s. Most homes were left
abandoned or used during the drug trade.
Habitat for Humanity has since reduced the number of abandoned homes in the
neighborhood. In July, the organization reached its goal of building the 100th house for
the neighborhood residents.
The University of Rochester has developed a relationship with Habitat for Humanity and
holds an annual community service event where students can participate in building the
homes within the neighboring Monroe community to build rapport with the residents.

The Framework of Josana, New York

The citizens living in the Josana area have worked for years on beautifying their community. Residents along with both Flower City Habitat for Humanity and the Seneca Park Zoo Society recently built a memorial garden for Tyshaun Cauldwell, the 10-year old boy who was killed by a stray bullet two decades before.

The Josana community isn't unfamiliar with gardens though. The community was formely made up of immigrants from Germany and Italy and often homed various fruit trees and gardens.

The Josana community, among many others, advocates community beautification after the tragedy of Tyshaun Cauldwell. Flower city Habitat for Humanity and the University of Rochester along with many other local organizations have coordinated together to build 100 new homes for the citizens of the community. Due to the tragedy experianced two decades ago and the ample Habitat presence in the area, residents and locals are encouraged to continue building within their community.

Through this framework of volunteer homebuilding and community outreach from the University of Rochester, the number of homeless citizens and families has decreased in the Josana area and the number of beautiful homes and gardens have increased.

Filling in the Community through Outreach and Service

The University of Rochester has been a big part of filling in the need for housing as well as intergenerational interactions within the community. The civil engagement office has both winter and summer fellowships as well as alternative spring break trips for students looking to fill their time with volunteer hours and expand their experiences that could translate to their future careers.
The fellowships offered during the winter and summer provide students an opportunity to work with local organizations for approximately 30 hours per week to create, expand, or support a number of different initiatives. These initiatives include a teaching garden where students grow their own produce, a summer education program, visiting the elderly at a care center, doing minor home repairs and yard work with habitat for humanity, repurposing a public space to improve community safety, coordinating services for runaway and homeless teens and many others.

Making a Home as a Community

As with the majority of Habitat for Humanity programs, homebuyers are required to commit at least 300 hours of "sweat equity" in which they are assisting with the building process of their new home. The original volunteer group of Habitat for humanity were only able to build one to two homes a year. However, the program has since gained a massive following and now has affiliates in 50 states as well as 70 countries around the world. The staff have evolved from volunteers, to students participating for volunteer hours to working professionals. The homes built by Habitat typically follow extensive state codes, inspections as well as additional Habitat standards. According to their website, "Habitat homes are energy efficient, beautiful, and built to last."

In order to qualify for a Habitat for Humanity home, a homebuyer must meet three qualifications; ability to pay, demonstration of need and willingness to partner. Home-owners are also able to take financial literacy courses and learn what it takes for home maintenance and repairs. In the instance that an older Habitat home requires repairs, the program does have a repair program where the home is evaluated and then a repairman is dispatched for the job. Before COVID-19, Flower City Habitat for humanity also provided home repairs for the low income Rochester community as well as repairs for veterans with disabilities and homeowners needing home mobility improvement. Some of those services are available now, though limited due to restrictions.

The big idea here is that Habitat for Humanity is not one community. The program is made up of several communities coming together to create or rebuild another. The University of Rochester is just one of many communities participating in this program of making.

Collective Making

As an example of collective making, Flower City Habitat for Humanity preaches that by building homes, they are collectively building a community and building homes for those in need. Flower city Habitat for Humanity has an open door policy and they are willing to partner with anyone who believes in their vision of a world where everyone has a decent place to live.
On one side, there are two different communities coming together under one umbrella. One community includes the students from the University of Rochester looking for volunteer hours and work experience. The other community includes the Flower City Habitat affiliate full of regular citizens, not necessarily from the area, volunteering their time to help the local community as well as working professionals familiar with building homes. By having both groups come together, the university is making an extension into the surrounding community and therefore isn't separated from the local community.

The University of Rochester is also doing many other things like public Zoom conversations and other community outreach programs and activites in other to bridge the gap between university and community.

MAKING
Xavier University

Xavier University joined the United Way of Greater Cincinnati to find the Community Building Institute. They help communities develop and implement plans to improve their quality of life. Their program is funded through a 501 c3 nonprofit. The university has office spaces and staffed by experts in neighborhood-based planning and research and is open to all students to contribute to. CBI collaborates with community residents as they start to prepare their improvement plan, to not impose. Their philosophy is of an asset-based community development. Rather than focusing on the community's weaknesses, they identify the neighborhood's core assets, the skills of residents and the strengths of local communities, which become the resource base for the community's revitalization plan. The University built on this philosophy and started addressing a full range of issues. They partnered with the Seven Hills Neighborhood Houses. One of their successful and on going project is The West End neighborhood. Data collected showed that 44% of the neighborhood was at risk for displacement. Funds collected were used to support the immediate housing needs. These funds were used for preservation, creation of affordable homeownership, and rental housing opportunities. They assisted with code enforcement orders and citations. Also a set of historic rowhouses in Cincinnati's West End is being redeveloped as a combination of affordable and market rate, rental and homeownership. This project demonstrates how collaboration can create mixed rate housing and preserve neighborhood character.

ALEJANDRO ARAVENA, ELEMENTAL
ABC'S of Incremental Housing

Out of the 3 billion people living in cities today, 1 billion is under the line of poverty. By 2030 out of the 5 billion people that will be living in cities, 2 billion are going to be under the line of poverty. That means that we will have to build a 1 million people city per week with 10,000 dollars per family. Given the magnitude of the housing shortage, we won't solve this problem unless we add people's own resources and building capacity to that of governments and market. That is why we thought of putting in place an OPEN SYSTEM able to channel all the available forces at play. In that way people will be part of the solution and not part of the problem.

On the other hand, it is a fact that available resources are not enough . To face such scarcity of means, the market tends to do two things: Reduce and Displace; reduce the size of the houses , threatening the quality of life of its inhabitants, and displace them to underserved peripheries where land costs nothing, segregating people from the opportunities that made them come to cities in the first place. In order to face scarcity we propose a principle of INCREMENTALITY.

If you can't do everything, focus on: A. What is more difficult
                                 B. What cannot be done individually
                                 C. What will guarantee the common good in the future

We identified 5 design conditions as the ABC of incremental housing:
    1. Good location: dense enough projects able to pay for expensive well located sites.
    2. Harmonious growth in time: build strategically the first half (partition structural and firewalls, bathroom, kitchen, stairs, roof) so that expansion happens thanks to the design and not despite it. Frame individual performances and actions, so that we get a customization instead of deterioration of the neighborhood.
    3. Urban layout: introduce in between private space (lot) and public space (street), the collective space, not bigger than 25 families, so that social agreements can be maintained.
    4. Provide structure for the final scenario of growth (middle class) and not just for the initial one.
    5. Middle-class DNA: plan for a final scenario of at least 72m2 or 4 bedrooms (3x3m) with space for closet or double bed, bathrooms should not be at the front door (which is the typical case to save pipes) but where bedrooms are; they may include a bathtub and not just a shower receptacle and space for washing machine; there should be possibility of parking place for a car. None of this is even close to be the case in social housing nowadays.

In other words, make sure you balance: low-rise high density,

without overcrowding,   △   with possibility of expansion (from social housing to middle class dwelling)

HERE you will find 4 examples, with four different designs that pursue the same goals and principles. From now on they are public knowledge, an open source that we hope will be able to rule out one more excuse for why markets and governments don't move in this direction to tackle the challenge of massive rapid urbanisation. These designs may require to be adjusted to comply with local regulations and structural codes, follow local realities and use pertinent building materials. But they are knowledge that we have tested, that has proved to be beneficial to communities and that have been implemented accepting very pressing budget and policy constraints.

"In Chile, a middle-class family may inhabit a house of around 80 square meters, whereas a low-income family might be lucky enough to inhabit 40 square meters. They can't afford a large "good" house, and are henceforth often left with smaller homes or building blocks; but why not give them half a "good" house, instead of a finished small house? In the 1970s a professor by the name John F.C. Turner, teaching at a new masters program at MIT called "Urban Settlement Design In Developing Countries", developed an idea surrounding the concept that people can build for themselves. 99% Invisible has covered a story, produced by Sam Greenspan, on how this idea has evolved, and what it has turned into: Half A House. This eventually turned into incremental building, inspiring architect and incremental housing expert, George Gattoni. Gattoni was attempting to solve the problem of urban migration, resulting in squatting and huge housing deficits. Gattoni's struggle laid in making low-income houses affordable, and incremental building was the answer. Elemental, led by Alejandro Aravena, evolved this idea when commissioned to draw up a new master plan for Constitución, Chile, after it was hit by an earthquake of magnitude 8.8; the second largest in the world during the last 50 years, killing over 500 people and destroying 80% of the buildings in the

ALEJANDRO ARAVENA
Quinta Monroy - Iquique, Chile & Villa Verde - Constitucion, Chile

city. Elemental had already experimented with unfinished low-income houses in Iquique, Chile, which were to be built at $7,500 per unit, for 100 families. Elemental provided the residents with just enough to meet the Chilean legal requirements for low-income housing, allowing them to expand the rest. Residents can take part in building workshops facilitated by Elemental, and every house comes with a manual covering possible ways to expand using standard building materials, avoiding the need for anyone to buy expensive custom resources. The vision is that residents end up with a much more pleasant house than what they could have built completely on their own or received from ordinary state funding. Juan Ignacio Cerda, one of Elemental's principal architects, said that even if money were not an issue, the firm would build the same homes. Any extra funding would go into improving the surrounding space and uplifting the neighborhood, embodying the firm's social approach."

https://www.archdaily.com/

CHARLES CORREA,
Belapur, India

Charles Correa was an architect and native of India who incorporated international modernism in the Indian context, using the nuanced relationship between culture, traditions, and architecture. He aimed to solve the overcrowding and unhoused problems in Bombay through his housing project which allowed for future expansion as necessary. It was designed for a variety of income groups with stand-alone houses to maintain a sense of individuality despite being in a dense community. These homes each have an individual yard and surround courtyards for an intimate sense of community and home.

-https://www.re-thinkingthefuture.com/

FILIPE BALESTRA & SARA GORANSSON
Bombay, India

"Architects Filipe Balestra and Sara Göransson have developed a strategy to develop informal slums into permanent urban districts through a process of gradual improvement to existing dwellings instead of demolition and rebuilding. Developed in Bombay, India, the Incremental Housing Strategy is intended to allow districts to improve organically without uprooting communities. In September 2008, architects Filipe Balestra and Sara Göransson were invited by Sheela Patel and Jockin Arputham (www.sparcindia.org) to come to India to design an Incremental Housing Strategy. The strategy had to be implementable anywhere. The strategy strengthens the informal and aims to accelerate the legalization of the homes of the urban poor. The communities are asked to engage with the construction process to customize each house, i.e. each family will paint the house the color they want. After all, who knows better than the people themselves how do they want to live?"

-https://www.dezeen.com/

WALTER SEGAL, WALTER'S WAY
London, England

"Walters Way is a collection of unusual timber-framed houses in south London, developed as a result of an innovative council-run self-build housing scheme in the 1980s. They were built on a derelict site that was offered up to people on Lewisham's housing waiting list who were willing to construct their own homes, using the pared-back building method of modernist architect Segal. 'In the 1970s, there was a housing crisis and there was a very long list of people on the waiting list in Lewisham wanting houses,' explained Alice Grahame, a resident of Walters Way. 'They started to discuss whether it would be possible to do a Walter Segal self-build scheme that was funded by the Council, and that would allow ordinary people who were on the council waiting lists to actually build their own homes, and then live in them.' This was made possible as Segal's construction method was deliberately simple – utilising a light-weight timber frame and readily available materials, rather than traditional methods that rely on wet trades. As such, the houses can also be easily adapted to the needs of their occupants and, since the 1980s, has resulted in many being extended and improved by their owners"

-https://www.dezeen.com/

## RICE UNIVERSITY, CONSTRUCT
Houston, TX
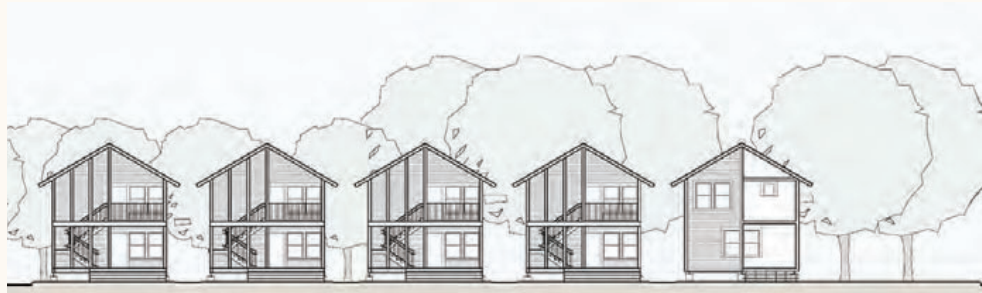
"For more than twenty years, Rice Architecture has engaged the world and our community by challenging students to contribute directly to the built environment. Construct designs and builds projects that produce lasting effects, working with local community groups to create enduring resources for underserved neighborhoods while building knowledge through research and experience."

- Rice University

Projects cover a range of manifestations, from duplexes in Houston's Third Ward neighborhood that maintain the consistency of the local vernacular, to prototypes for ADUs that confront housing shortage and socioeconomic diversity in low-density suburban areas, to interior rehabilitations of shotgun houses that preserve elements of the homes' historic past and use local materials and student fabricated furniture. The local design influence and collaboration between students and community create an example for UTSA to follow in the relationship with the Westside.

UCLA CITYLAB, BACKYARD HOMES LA
### Los Angeles, CA
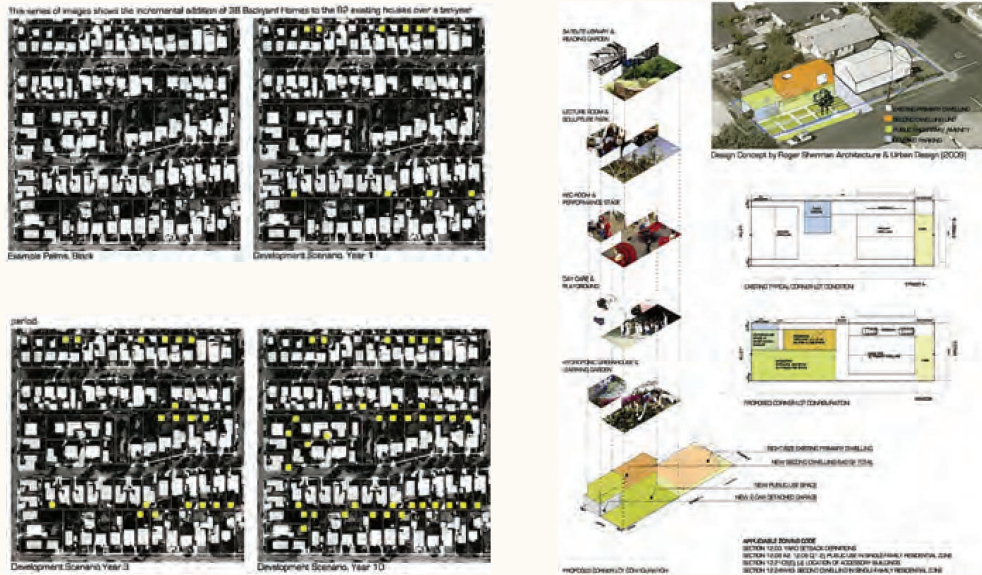
"Backyard Homes proposes an innovative, flexible, environmentally sensitive, and affordable set of architectural models for infilling the single-family residential zone in Los Angeles in order to increase the supply of housing near jobs. The tactics employed reflect both the city's suburban residential tradition and the opportunities provided within individual neighborhoods, on specific sites, and for particular households. The approach straddles architectural and planning practices and the scales at which each discipline operates. By so doing, we can envision how a largely suburban city can evolve into a more sustainable, postsuburban metropolis. Diverse density."

-https://citylab.ucla.edu/

"Lessons learned: build on corner lots, XL sites & alley lots; follow existing neighborhood patterns; create flexible, sustainable, affordable small-scale backyard prototypes; grow neighborhoods incrementally; seek active participation of community."

-Dana Cuff

UCLA CITYLAB, BACKYARD HOMES LA
Los Angeles, CA
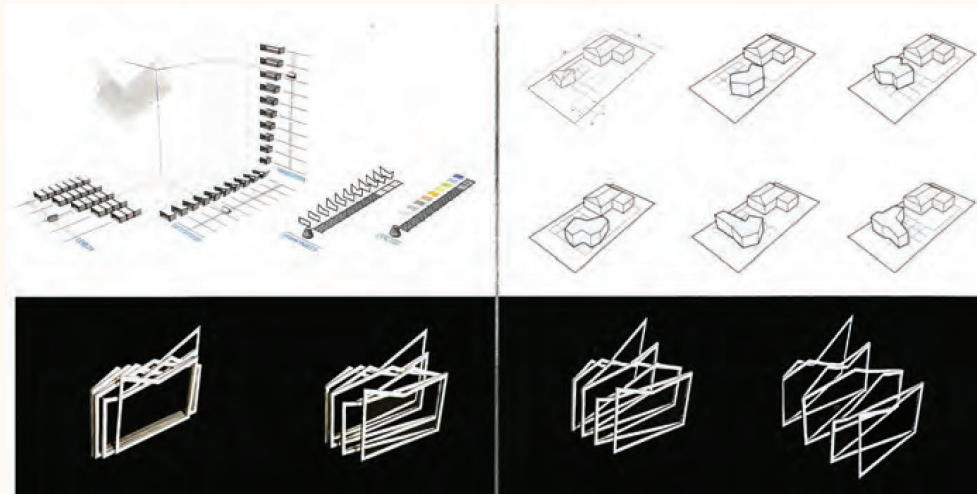
The implementation of this program and activation of space provide an excellent precedent for the Casita Project. While the physical forms of the backyard homes proposed in this program are architecturally compelling, the goal of architecture in the Casita Project is to serve the functional needs of residents and to reflect the neighborhood vernacular and maintain character based on the residents' preferences.

PREFERRED TENANT PROGRAM & GOOD NEIGHBOR PROGRAM, UWM
Milwaukee, WI

The Good Neighbor Program works between the University of Wisconsin Milwaukee (UWM) Neighborhood Housing Office and local property owners and managers. It establishes a clear standard for property owners and managers renting to UWM students in the nearby neighborhood and proactively promotes positive off-campus living experiences for students who rent in the neighborhoods near UWM by designating rental companies, landlords, and rental units as "Good Neighbors" for meeting criteria set by the Neighborhood Housing Office. The Neighborhood Housing and Relations Manager decides designees by applying a list of criteria to rental company applicants that go above and beyond what the state and city require from housing. This designation lasts 2 years and rental companies must reapply, meeting all criteria, to maintain the designation. Students in the program also complete a Preferred Tenant Program class to learn their rights and responsibilities as tenants, as well as promote safe living environments and good neighbor responsibilities. Landlords and rental companies participating in this program with UWM agree to provide a discount of 2% off monthly rent and/or $250 off security deposits to tenants who have completed the Preferred Tenant Program class.

-https://uwm.edu/neighborhoodhousing/good-neighbor/

HUMBOLDT TENANT LANDLORD COLLABORATION, HSU
Arcata, CA

The Humboldt Tenant Landlord Collaboration (HTLC) is an educational program designed to promote best practices for tenants and landlords throughout the Humboldt State University (HSU) community. 10-module certification program will help students, renters, and property owners build positive and equitable relationships. The program must be completed to be eligible to be a tenant or landlord. The goal of the HTLC is to bring HSU to the greater community and humanize the rental market through education. The required modules include courses on finances, community resources, equity and inclusion, mediation and conflict resolution, privacy and data protection, service/emotional support animals, community resources, and trash, recycling, and donation Practices.

-https://housing.humboldt.edu/htlc

FUTURE

PLANS

This collective research of the semester creates a basis for future efforts of UTSA to be a good neighbor to the Westside through community partnerships and reciprocity. Next steps include thorough evaluation of strengths and opportunities within these different approaches, additional community input, and coordination with program partners. We look forward to building on this and formalizing a proposal for UTSA's Westside Community Initiative..

ARC 3433 Architecture and Thought
ARC 5193 Current Issues
ARC 6953 Independent Study

Fall 2021