

Castroville Vision Plan

A vision for revitalization and economic development of a historic town

The University of Texas at San Antonio | Institute of Economic Development
Center for Urban and Regional Planning Research - College of Architecture

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DRAFT

Preface

This report presents a Vision Plan for the Downtown District and surrounding market area of Castroville, Texas in order to assist the stakeholders of the Castroville community in their efforts to promote long-term and sustainable economic growth while maintaining and enhancing the distinctive historical and cultural qualities of Castroville.

The proposals set forth in this Vision Plan provide a framework for the Castroville community to take full advantage of its proximity to the growing San Antonio metropolitan area to the east. The Vision Plan also includes a business/economic assessment and economic gap analysis to help Castroville identify new investment opportunities in its primary and secondary market areas.

This study was initiated by the Rural Business Program (RBP), a part of the South-West Texas Border Small Business Development Center (SWTSBDC) which is hosted by the Institute for Economic Development (IED) at the University of Texas at San Antonio (UTSA). To develop this Vision Plan for Castroville, the RBP contracted with the Center for Urban and Regional Planning Research (CURPR) in the College of Architecture at UTSA.

CURPR Director Dr. Richard Tangum spearheaded the development of the overall Vision Plan for the Downtown District. Working in conjunction with the SWTSBDC-IED and its business advisors, the RBP provided and continues

to provide ongoing assistance to local businesses and entrepreneurs in Castroville to ensure that they will be able to meet the demands and challenges of the rapidly changing economy of the Castroville area.

Several outcomes are envisioned in the Plan for the Downtown District. The data generated by the economic analysis will help accomplish the following:

- Provide the stakeholders of Castroville with a better understanding of the underlying dynamics of the economy of the Castroville market area;
- Enable the Castroville Area Economic Development Council (CAEDC) to develop a comprehensive economic development strategy, with support from the team consisting of the CURPR, RBP, and SWTSBDC-IED;
- Promote economic growth via small business development and local entrepreneurship;
- Attract new private-sector investment to Castroville.

This Vision Plan will also assist Castroville with the enhancement and development of its historic Downtown District and thus lay the foundation for future long-term growth, as Castroville positions itself as both a traditional small-town destination for tourists and a thriving retail market for the residents of Castroville and the surrounding area.

Dr. Richard Tangum, CURPR
Gil Gonzalez, RBP

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Castroville Area Economic Development

Board of Directors

Arnie Dollase, President
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 Barbara Gilliam
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 Buddy Loessberg
 Margie Norman
 Leah D. Schwarz

City of Castroville

Paul Hofmann, City Administrator

Castroville Area Chamber of Commerce

UTSA Team Institute for Economic Development

Rural Business Program
 Gil Gonzalez, Director
 Andrew Denzer, Project Manager

Tom Kennelly, Project Manager

College of Architecture

Center for Urban and Regional Planning Research

Dr. Richard Tangum, Director CURPR
 Dr. Maggie Valentine, CURPR
 Bert Moyer, Research Scientist Associate I
 Ernest Gerlach, Fellow CURPR
 Scott Pusich, Graduate Research Assistant
 Nicholas Post, Graduate Research Assistant
 Abdullah Karban, Graduate Research Assistant
 Melissa Ramos, Graduate Research Assistant
 Nishma Proma, Graduate Research Assistant

A graduate seminar in urban and regional planning directed by Dr. Richard Tangum in Spring 2013 conducted background research and developed preliminary planning scenarios for the Castroville Downtown District. Graduate students assigned to Castroville were:

Homero Guajardo
 Abdula Karban
 Krystin Ramirez
 Scott Pusich
 Jesus Baray
 Rachel Braden
 Shayne Calhoun
 Jose Terrones

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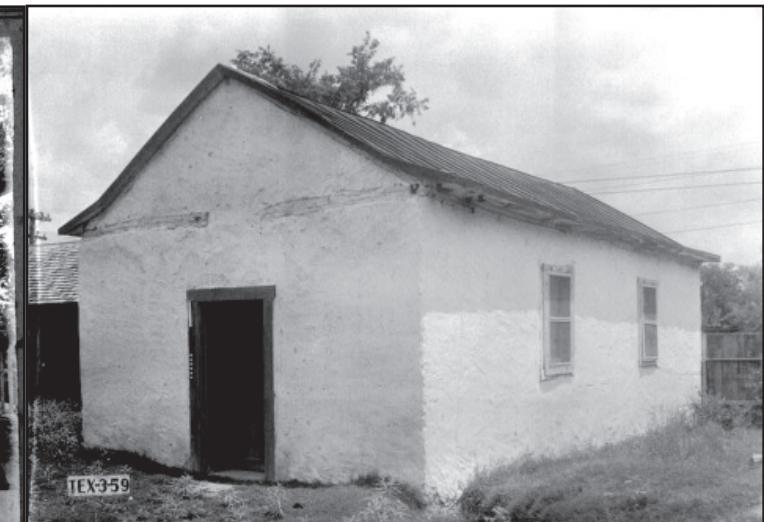
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Background Assessment

Executive Summary

The City of Castroville has a significant opportunity to promote economic development in its community by capitalizing on its unique cultural and historical resources and its proximity to the San Antonio market. Current economic data indicates a retail opportunity gap of \$7.7 million within the city itself, a gap of \$69.9 million within its primary market (within a five-mile radius). This gap represents the amount of consumer spending by the residents of the community which is lost to businesses outside the community.

In order to support economic development in Castroville, this Vision Plan recommends that the Downtown District of Castroville be revitalized. This revitalization will attract both residents and visitors to the Downtown District and improve the economic health of Castroville. Among the recommendations for the Downtown District are:

- A proposed Civic Center and Plaza to provide a visually identifiable public gathering place for the community and a new City Hall building to provide offices for city government;
- Enhance Houston Square to improve pedestrian access, facilitate parking, and return the square to its role as a public gathering place for the community;
- Enhance U.S. Highway 90 with sidewalks, crosswalks, and (where appropriate) curbed medians and full traffic stoplights to improve pedestrian safety and

improve access to the Downtown District for pedestrians;

- Improve lodging options in the Downtown District with various types of small-capacity accommodations, including the conversion of the historic City Hall building into a boutique hotel and an increase in bed and breakfast (B & B) and guest houses; and
- Further develop specialized commercial activity suited for the Downtown District (especially sectors which currently have large retail opportunity gaps) in order to enhance it as a shopping and activity destination for residents and visitors.

In addition to the revitalization of the Downtown District, this Vision Plan also recommends:

- Develop easily read, clearly visible, and distinctive “Gateway” landmarks, in order to identify Castroville to those entering the city on U.S. Highway 90 (from both east and west);
- Facilitate access to Castroville Regional Park
- Expand the hangar capacity at the airport, and develop property near the airport as an industrial park and a solar field array (“solar farm”).
- Work to achieve status as a home rule city, and thus be able to guide future development in its primary market, by increasing the population of Castroville to at least 5,000 people.



Figure 1: The Old Highway Filling Station - 1926



Figure 2: The Shalom House



Source: Google Earth

Figure 3: Downtown Study Area

History

Founding

Castroville was founded by Frenchman Henri Castro in September, 1844. His family ancestry was Portuguese Jewish; they had fled to France from Iberia during the period of the Spanish and Portuguese Inquisitions of the late 15th and early 16th centuries. (Williams)

A strong supporter of Napoleon, Castro left for the United States after Napoleon's defeat and imprisonment in 1814-15, became a naturalized American citizen in 1827, and eventually returned to France in 1838 to become a banker. (Williams) During this time he helped in the negotiation of a loan to the new Republic of Texas. In return for his efforts, the Texas government gave him title to land in the Medina River valley, on condition that he bring a group of colonists to settle the land. (Williams)

Castro thus became one of the Texas *empresarios*, though by this time that word had become outdated. The original *empresarios*, such as Stephen F. Austin, had been granted land either by Spain or Mexico. Castro recruited most of his colonists from the relatively rural and densely populated areas of Haut-Rhin (Upper Rhine) in the province of Alsace. As its name indicates, Haut-Rhin was located along the Rhine River, which served as the French border with what was at the time the Grand Duchy of Baden (and what is now Germany).

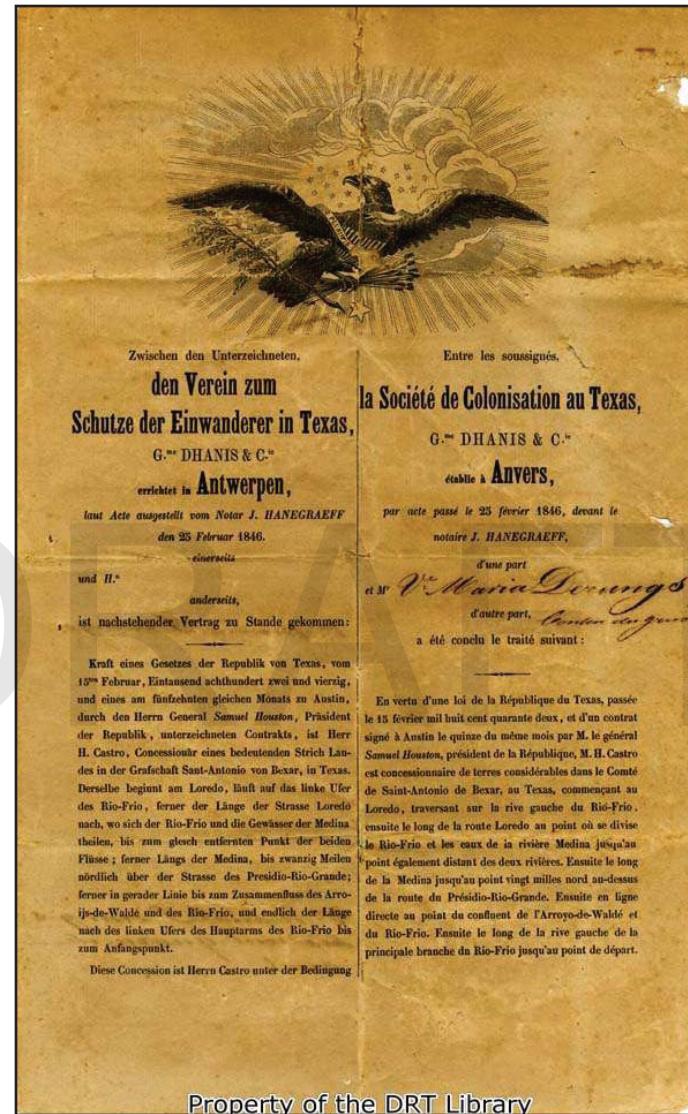


Figure 4: Contract between colonist Maria Derungs and Henri Castro's Société de Colonisation Européenne-Américaine au Texas

Source: Daughters of the Republic of Texas

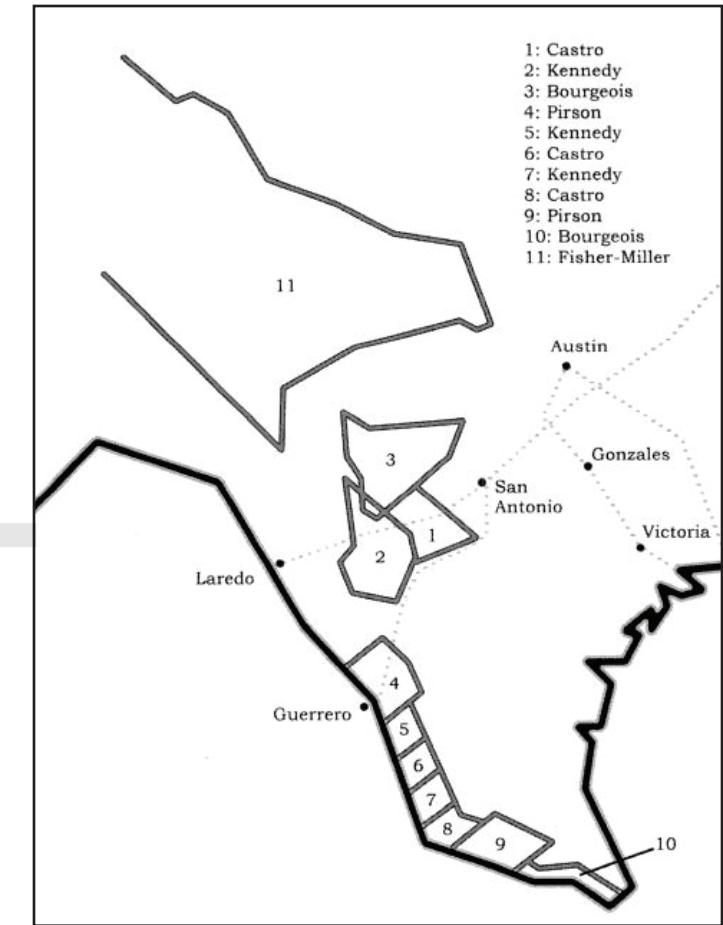
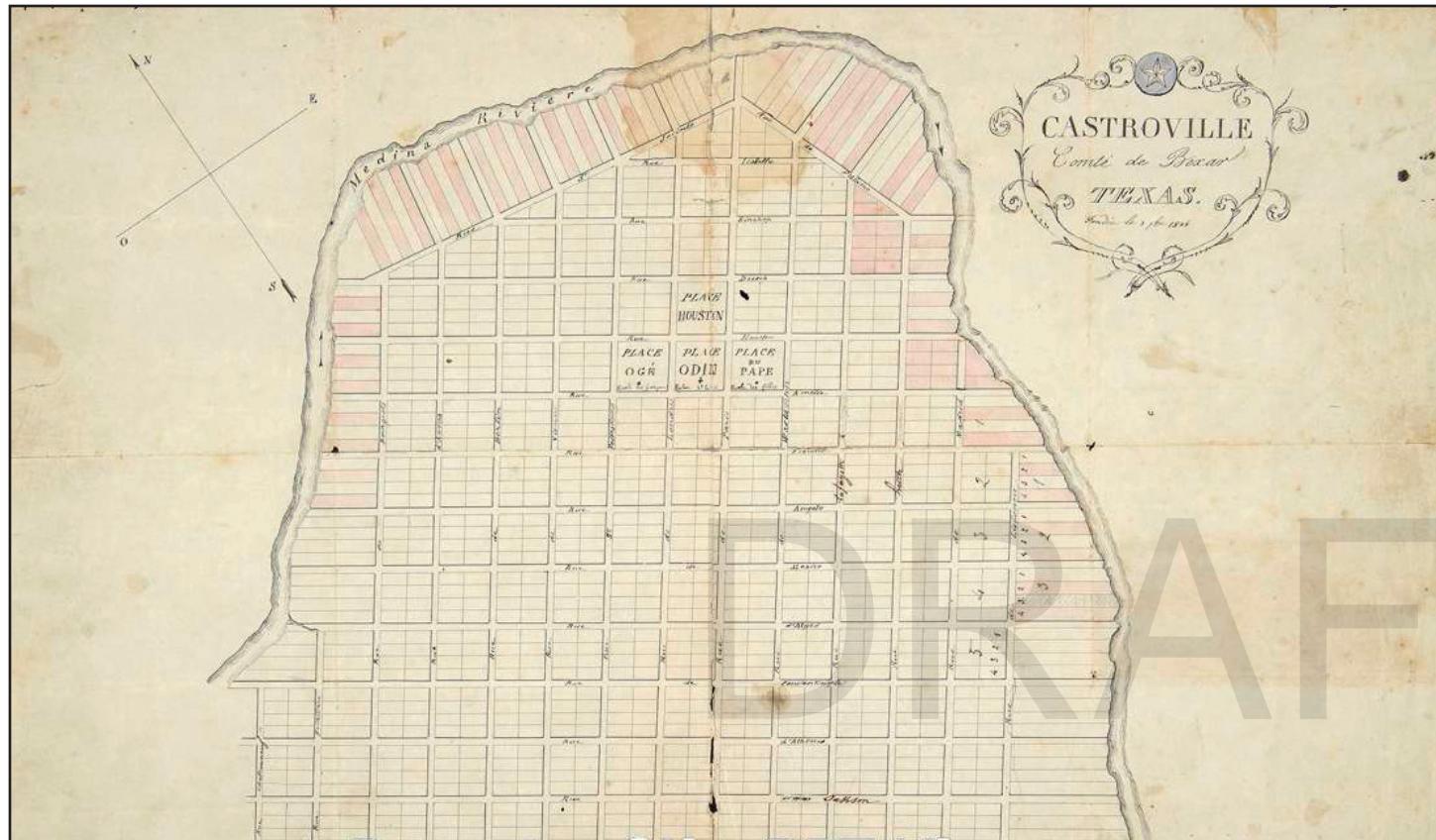


Figure 5: Grants to Empresarios by the Republic of Texas

Many of the colonists were farmers, and the promise of large plots of land to farm in the new colony was an important factor in their emigration. Castro ultimately established three additional settlements in his land grant: Quihi in 1845, Vandenburg in 1846, and D'Hanis in 1847. (Williams)



Source: Daughters of the Republic of Texas

Figure 6: Original Plat of Castroville

Importantly, Castro had help with his efforts; fellow Frenchman Theodore Gentilz served as his surveyor and secretary and helped the colonists reach the new settlements. His map of Castroville (see Figure 6) served as an important informational tool in Castro's efforts to recruit additional settlers and investment.

Town Plan

Immediately evident from the original plat of Castroville (Figure XX) are the regular grid pattern of the streets and the location of the town along a bend in the Medina River. Blocks have eight lots each, and there are four *places* (squares) located together in the interior of the settlement.

The original settlers were overwhelmingly Catholic and the first church built in 1844 was the Catholic Church of St. Louis. And, as in many small European villages and towns, the Church took pride of place at the head of the central square.

The Zion Lutheran Church was built in 1853 and was the site of the first regular public school in 1854. The church was constructed of stone donated by members of the congregation and is one of the first Lutheran Churches in Texas to be built with stone.

In (Figure X), the central location of the historic squares in the original settlement can be seen. All four of the squares are associated with the Catholic Church. Theodore Gentilz oriented the original settlement to the Medina River, rather than to the uniform north-south and east-west alignment of the township and range system common in later decades which can be seen beyond the river.

The period since Castroville's founding can be divided roughly into three periods: (1) the county seat period (1848-1892); (2) the unincorporated period (1892-1948); and (3) the second incorporated period (1948-present).

The County Seat Period (1848-1892)

Castroville was made the county seat when Medina County was created in 1848, and with that role, it became regionally important during the Civil War, Reconstruction, and the beginning of the industrialization period. By the mid-1860s it was the 12th largest city in Texas in terms of population,

and it reached a population of 1,000 by the 1890s. (Ochoa) During this period, the town was an important stop on the stagecoach route from San Antonio to the border town of Eagle Pass (Figure XX). (Texas Transportation Archive)

The Unincorporated Period (1892-1948)

This reaction of self-imposed isolation and withdrawal—when faced with the drastic political and economic changes taking place—was not unique to Castroville. A few dozen miles to the north, Comfort (which never incorporated) experienced a period of isolation after the Civil War, primarily as the result of the strong pro-Union views of the majority of its residents and the conflict that ensued with pro-Confederate Texans during the war.

In many such cases, the cultural and linguistic divide was an added factor in the isolation. For Castroville, the Alsatian language (a dialect of German with French influences) served as a defensive and protective barrier of sorts for the residents of Castroville, much as it had done in France. When Alsace was part of France, French was the *lingua franca*; in Texas, English was the public language. In both cases, the linguistic barrier served to prevent full assimilation into the dominant culture (whether it was French or “Anglo-Texan”).

The Second Incorporated Period (1948-present)

The postwar period saw Castroville become both less isolated and also somewhat less culturally distinct. This

was primarily due to the advent of the automobile and in particular due to the increased process of suburbanization and urban sprawl that occurred in the San Antonio metropolitan area, particularly after 1960. More residents of Castroville began to work in San Antonio, but continued to live in Castroville and commute to work.

The improvement in the roads and highways of the area meant that Castroville became more closely integrated with the San Antonio regional economy. It was also during this time that the public library was established and the schools were reorganized, with a high school and middle school serving eastern Medina County being built east of town. The building that housed the former Castroville High School became Castroville’s City Hall. In recent years, the city has established closer ties and exchanges with its sister city of Ensisheim, France, and has made concerted efforts to emphasize its cultural heritage. Perhaps the most significant and visible example of this was the transport and reconstruction of the centuries-old Steinbach House in 2002 (Figure 8) which is located near U.S. Highway 90 on the eastern edge of Castroville’s downtown district.

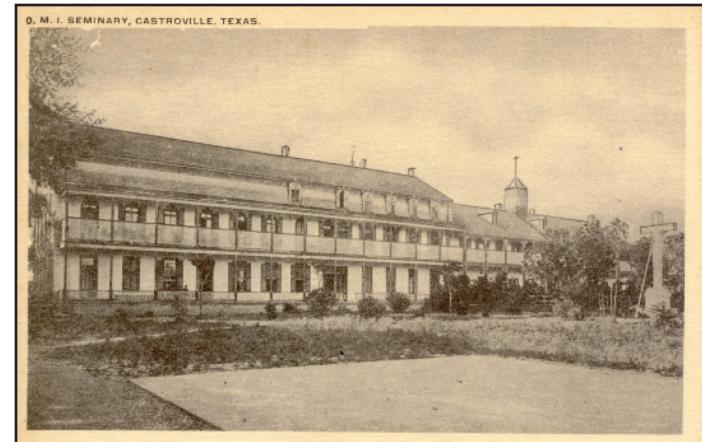


Figure 7: O.M.I. Seminary in Castroville
Source: James and Doris Menke (Ancestry.com)



Figure 8: Steinbach Haus

Demographic Patterns

Population Growth

Although there are unofficial records for Castroville's population before 1960, it was only with the growth of its population to over 1,000 that it began to be counted officially by the US Census.

While Castroville has grown significantly in the past half-century, its growth has not been consistent. In fact, between 1970 and 1980 the town actually lost population (see Table 1). Between 2000 and 2010—a decade in which there was widespread growth in Texas—population growth was negligible.

Table 1: Castroville Growth Age, 1960 - 2050

Castroville and Medina County: Population Growth, 1960-2050 (projected population for 2020-2050)				
Year	Castroville	Growth	Medina	Growth
1960	1,508		18,904	
1970	1,893	25.5%	20,249	7.1%
1980	1,821	-3.8%	23,164	14.4%
1990	2,159	18.6%	27,312	17.9%
2000	2,664	23.4%	39,304	43.9%
2010	2,680	0.6%	46,006	17.1%
2020	3,067	14.4%	52,653	14.4%
2030	3,477	13.4%	59,694	13.4%
2040	3,826	10.0%	65,676	10.0%
2050	4,130	7.9%	70,896	7.9%

Source: U.S. Census Bureau, Texas State Data Center

The peak decade for growth was 1990-2000, when Castroville grew by over 23%, and Medina County grew even faster by almost 44%.

The future population totals for 2020-2050 (italicized in Table X and with a dotted line in Figures XX and XX are projected according to a migration model used by the Office of the State Demographer (OSD) of Texas. The three major forecast trends are based on zero in-migration (known as “0.0”), migration at the same rate as 2000-2010 (“1.0”), and migration at half the rate of 2000-2010 (“0.5”). This study uses the “0.5” model, as it represents the middle path, where migration is still significant but not as much as in 2000-2010.

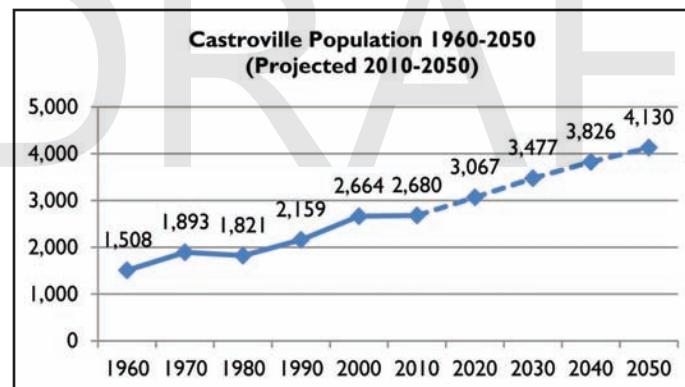


Figure 9: Projected Castroville Population Growth Trends

Source: U.S. Census Bureau, Texas State Data Center

However, as the OSD only furnishes population projections for the state and for counties, there is no specific projection for Castroville. For the purposes of this study, the growth rates for Medina County from 2020 to 2050 are extrapolated to the city of Castroville in order

to arrive at a reasonable estimate of possible population growth for Castroville over the next four decades.

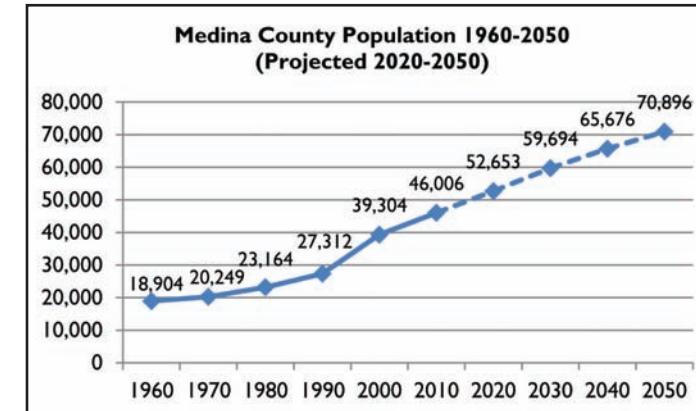


Figure 10: Projected Medina County Population Growth Trends

Source: U.S. Census Bureau, Texas State Data Center

There is no guarantee that actual growth will follow this pattern, but since Castroville and much of Medina County are becoming increasingly integrated into the Greater San Antonio urbanized area, there is a strong possibility that both city and county may show similar rates of growth over the next few decades.

Age Cohorts

With regard to age cohorts, Castroville has a smaller proportion of young people (24 and under) and a greater proportion of elderly people (65 and over) than does Medina County (see Figures 9 and 10). This difference is most pronounced for the population 85 and over; this cohort comprises 3.7% of Castroville's population in 2010 and only 1.6% of Medina County's population. Despite having only 5.8% of Medina County's total population,

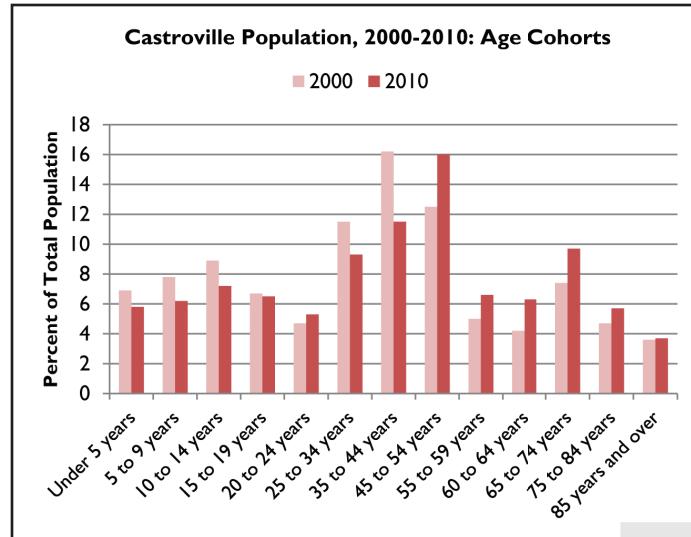


Figure 11: Castroville Age Cohorts, 2000-2010

Source: U.S. Census Bureau,

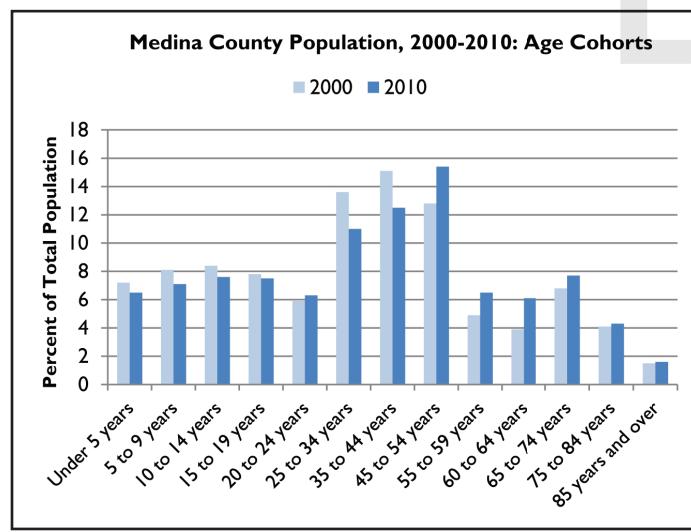


Figure 12: Medina County Age Cohorts, 2000-2010

Source: U.S. Census Bureau,

Castroville has 13.3% of the county's population age 85 and over. The difference in median age between Castroville and Medina County also increased between 2000 and 2010 (Table X).

Table 2: Median Age Comparison, 2000-2010

Median Age (years) for:	2000	2010	Increase
Castroville	37.4	43.8	6.4
Medina County	34.4	38.6	4.2
Texas	32.3	33.6	1.3
United States	35.3	37.2	1.9

Source: U.S. Census Bureau,

Castroville's median age increased from 37.4 to 43.8 in the span of a decade; this is one and one-half times the increase in median age for Medina County and almost five times the increase for the state of Texas. This reflects the general nationwide trend of a gradual increase in median age as the "baby boomer" generation ages, but it also reflects that Medina County and especially Castroville are not attracting families with young children.

Race/Ethnicity

A comparison of the ethnicity and race of the populations of Medina County and Castroville shows a distinct difference: the Hispanic population has grown more in Medina County than in Castroville (both in terms of absolute numbers and in percentage of the population).

In fact, the Hispanic population now represents the largest ethnic group in the county, surpassing the White non-Hispanic population between 2000 and 2010 (Figure XX).

The White non-Hispanic population of Castroville actually decreased slightly during the same time period, though it is still about one and one-half times the size of the city's Hispanic population (Figure 1).

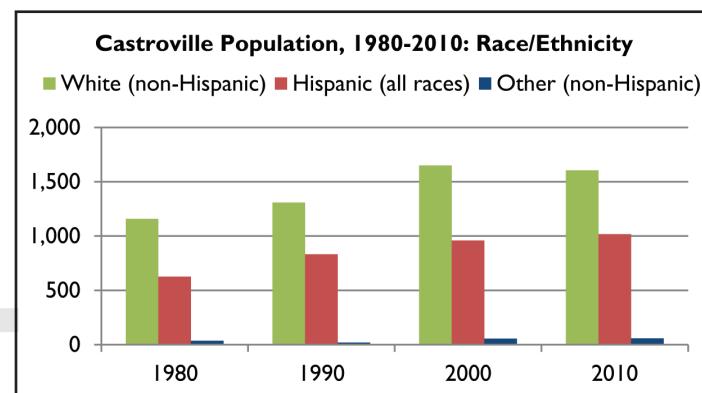


Figure 13: Castroville Population by Race/Ethnicity, 1980-2010

Source: U.S. Census Bureau

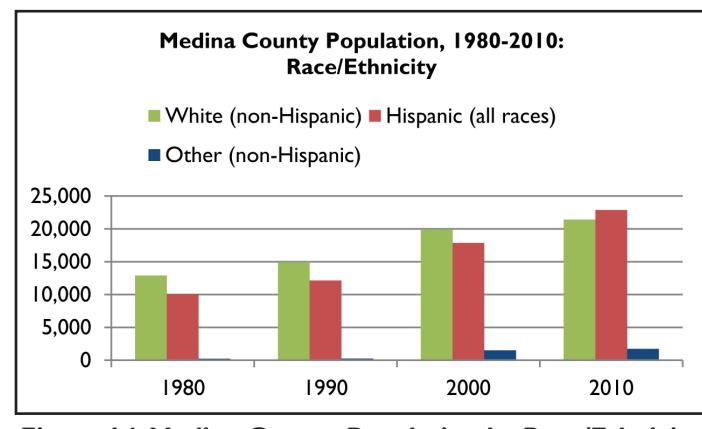


Figure 14: Medina County Population by Race/Ethnicity, 1980-2010

Source: U.S. Census Bureau

Housing

Castroville has a fairly low rate of vacant housing; 8.8% of units were vacant in 2010 (see table 3). That is a substantially lower vacancy rate than for Medina County overall 13.7%; (see Table 4).

Castroville also has a slightly higher share of renter-occupied housing than does Medina County. This might possibly be due to the primarily rural nature of Medina County. Homes outside Castroville and Hondo are typically on large lots and not usually affordable for renters. Also, Castroville has a significantly lower average household size than does Medina County, which could be attributed to renters being single, widowed, and/or without children.

Table 3: Castroville Housing, 2010

Castroville Housing, 2010: Occupancy Status				
Total	Vacant	Occupied	Owner-Occupied	Renter-Occupied
1123	99	1024	761	263
Share of Total	8.8%	91.2%	67.8%	23.4%
Share of Occupied		100.0%	74.3%	25.7%
Average Household Size: 2.52				

Source: U.S. Census Bureau

Table 4: Medina County Housing, 2010

Medina County Housing, 2010: Occupancy Status				
Total	Vacant	Occupied	Owner-Occupied	Renter-Occupied
17991	2461	15530	12244	3286
Share of Total	13.7%	86.3%	68.1%	18.3%
Share of Occupied		100.0%	78.8%	21.2%
Average Household Size: 2.81				

Source: U.S. Census Bureau

Another significant difference between Castroville and Medina County is in the age of the housing stock. The largest proportion of Medina County houses were built in the 1990's (23.2%), while the largest share of Castroville houses were built in 1939 or earlier (16.2%). Medina



Figure 15: The Walter House - 1852



Figure 16: St. Louis Society Building - c.1850s

County's distribution of housing stock according to age is a more or less normal distribution, while Castroville's is bi-modal.



Figure 17: Louis Haller House



Figure 18: The Geyer - Rihn House - c.1869

Roads

Area Traffic Patterns

For Castroville, the traffic equivalent of the 800-pound gorilla is U.S. Highway 90 (US-90), which runs approximately east-west through the town. It has among the highest annual average daily traffic (AADT) counts in Medina County. With the AADT station at the eastern entrance to the town along US-90 having a traffic count of 24,000 vehicle trips per day (Figure 19). The four AADT stations in Medina County with traffic counts higher than that are all along Interstate Highway 35 (I-35). More importantly, those four stations are located either on the outskirts of towns (such as Devine) or completely outside towns.

After US-90, the next busiest road is Farm to Market 471 (FM-471), which runs approximately northwest-southeast on the opposite side of the Medina River from the old town of Castroville. The busiest traffic station on FM-471 in the Castroville area is just west of Medina Valley High School (which serves most of eastern Medina County) and has a traffic count of 3,700 vehicle trips per day. Farm to Market 1343 (FM-1343) is the third major road in the Castroville area, with a traffic count of 2,800 vehicle trips per day.

Importantly, all of these roads are very likely to become much busier in coming decades as new residential developments are built. Two subdivisions—Cattleman's Crossing and Alsatian Heights—are located about three

miles south of Castroville along FM-1343; Medina River West is located about 1 ½ miles south along Lower Lacoste Road/CR-4713; The Hidden View RV park is about a mile north along FM-471; and there are numerous residential developments (from single-family residences on large lots to mobile home parks) along US-90 to the east and west

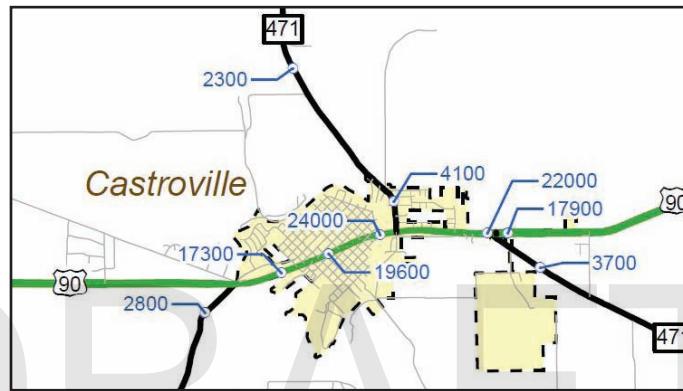


Figure 19: Castroville, Annual Average Daily Traffic (AADT), 2011
Source: TXDOT

“Main Streets” in Old Castroville

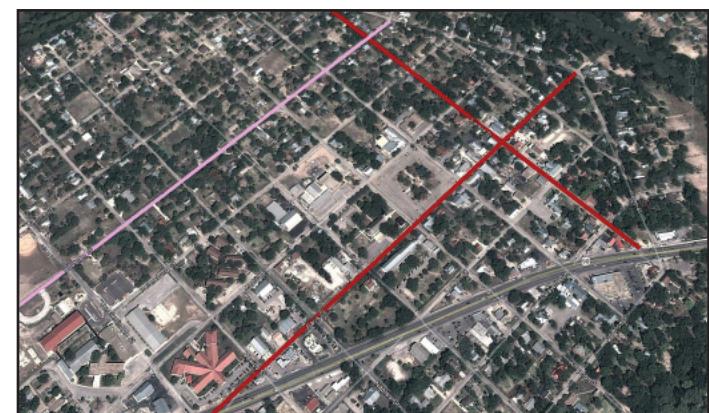
Even though it is bisected through the middle by US-90, Castroville still has a few streets that could qualify as a “Main Street” (significant commercial activity, historical continuity, public places to gather). Foremost among these are Paris Street, which runs southwest-northeast and could be considered (in nautical terms) to be the “prow” of the old town, and Fiorella Street, which runs northwest-southeast and represents the “bridge” of the old town. Both streets are shown in red in Figure 14.

Also important is Houston Street, as it was part of the route of Old Highway 90 (along with Fiorella Street)

before the new US-90 was built, and still leads out of town eventually merging with US-90.

Among the important locations along Paris Street are: St. Louis Catholic Church, the Moye Center, Houston Square, the Rainbow Theater (now an antique store), Castroville State Bank, the Public Works Department, the Volunteer Fire Department, the Medina Valley Health and Rehabilitation Center, several businesses, and numerous historic homes. At its southwestern terminus are the town cemeteries.

Among the important locations along Fiorella Street are: September Square (immediately across US-90 from the Landmark Inn), the Castroville News Bulletin/Medina Valley Times/Leader News offices, the Zion Lutheran Church, City Hall, Legion Hall, the historic Hotel Tarde, several shops and eateries, many historic homes, and—at its northern terminus—Koenig Park (owned by St. Louis Catholic Church).



Source: Google Earth **Figure 20: Main Streets of Castroville**

Castroville Today

Planning Charrette

Castroville Planning Charrette

A Planning Charrette was held in the ballroom of the Hotel Alsace in Castroville on Thursday, June 13, 2013. The purpose was for the stakeholders of Castroville to identify the current Strengths and Weaknesses and the future Opportunities and Threats (categories known collectively as SWOT) for the community. Eighteen stakeholders from the community participated in the Planning Charrette.

After a brief introduction to the planning process, the stakeholders formed two groups of nine each; each group was led by a moderator from the research staff of the UTSA Center for Urban and Regional Planning and Research (CURPR) and was assigned a graduate research assistant to record the SWOT factors identified by the group. As each category was addressed within the groups, the moderator asked the group for examples of that category, and reiterated the examples so that they were recorded.

When each group finished discussion about a category, the list of examples for that category was posted on the wall for the stakeholders to view. At the end of the SWOT portion of the Planning Charrette these lists (four from each group) were summarized by a stakeholder serving as group spokesperson. In addition, maps of Castroville were provided along with stickers so that each stakeholder had

an opportunity to identify the major entrances to the city. After a short period of discussion, the formal portion of the Planning Charrette was concluded; stakeholders were welcome to stay and discuss the results informally with each other and with the CURPR staff.

Strengths

One of the first strengths to be mentioned was the historical character of Castroville. It retains many of its historic buildings, and the visual identity of the majority of the town has changed little since its founding in the mid-19th century. Along with this strength, Castroville still retains a strong Alsatian culture (blending French and German influences) which distinguishes it from the German culture of many nearby towns in the Texas Hill Country.

Castroville also has the strength of continuity provided by generational and family heritage in its favor. There is also a strong connection between the people and the place which contributes to the town's resilience in the face of difficulties and challenges. In addition, there is a strong agricultural heritage in the town and its surroundings.

Also mentioned as a major strength was the quality of the Medina Valley School District (which includes Castroville and the surrounding area). The Visual Arts Building at Medina Valley High School was mentioned as a specific example. Regional Park and the Medina River were also identified as important areas for recreation, as was the Friends Amphitheater within the Regional Park (and named after the Friends of the Regional Park).



Figure 21: Old Fashion Christmas - 2012

Source: Chamber of Commerce

Proximity to San Antonio was considered an important strength, but also as a weakness, a threat, and an

opportunity (and noted as such in the discussions of those categories). This is not surprising, since the growth of any urban area will come with both positives and negatives, and those effects are felt not just in the city itself, but in the metropolitan region that surrounds it. For rural towns such as Castroville, the changes that occur as the San Antonio Metropolitan Area expands can be drastic.

Similarly, Highway 90 was seen to be one of Castroville's strengths, as a means of bringing vehicle traffic (and thus potential visitors) into town; but it was also seen to be a weakness and factors into both potential threats and potential opportunities.

The Downtown Square was considered an important strength and is closely related to some of the specific examples of community events, which are themselves important for both residents and visitors. These community events include: Old Fashion Christmas, St. Louis Day, Market Trail Days, Fourth of July Celebration, City-wide Yard Sale, Tour de Castroville, Volksmarch, and Fiorella Fridays. The original centrality of the Square and the fact that it has remained as a square throughout the city's history provide a visible touchstone, or source, for Castroville's identity.

Restaurants, good hotel spaces, the Visitor's Center at the Steinbach Haus, and wedding venues were all named as important strengths. They also show that many elements of a tourism industry are already present in Castroville. The importance of historical continuity and cultural



Source: Chamber of Commerce

Figure 22: St. Louis Days

uniqueness in attracting tourism mean that Castroville is well-positioned to leverage its strengths in this area.

The tendency for "growth from within"—that families stay in Castroville for generations—is also considered to be a key strength and a major factor in differentiating Castroville from cities such as San Antonio, which have grown, in large part, through in-migration from elsewhere in the state and the country.

Also mentioned as strengths were low crime; a solid, stable community; room for the city to grow (no incorporated cities immediately adjacent to Castroville—not yet, anyway); a low tax rate (outside the city limits); the airport and the land around the airport; the feeling of "home" that many residents have; the quality of life; and the presence of city institutions and services deriving from re-incorporation in 1948 (the City Council, the Castroville Area Economic

Development Council, and the city-owned water supply utility).

Weaknesses

Many of the weaknesses mentioned were related to funding issues. Two of the most evident are the lack of corporate donors or partners in implementing and funding plans and projects. Closely related to funding is infrastructure. There is lack of needed infrastructure, particularly water and sewer lines, in some areas in and near Castroville and within its extraterritorial jurisdiction (ETJ). There is also an inability to provide that infrastructure due to limited funding.

The fact that the Castroville ETJ and the associated CCN (obligation to provide water) imposes costs on Castroville and drains city funds, while lying outside the city proper and thus not providing tax revenue in return, is a worrisome weakness. The reason for concern is that one of the most effective solutions to remedy this weakness—changing from a General Law city to a Home Rule city—is not possible until the population residing within the city limits exceeds 5,000 residents.

The low tax outside city limits can be a weakness because businesses that locate there can benefit from having Castroville as a customer base while not being obligated to pay city taxes which are needed to provide and maintain infrastructure and other services to city residents. In this scenario, money would be spent closer to Castroville, but it would not remedy the lack of funding.

Proximity to San Antonio, while it is an important strength, was also cited as a weakness in the sense that Castroville has become a bedroom community in which many of the residents commute to jobs in San Antonio and elsewhere in Bexar County. This has contributed to a degree of political apathy in which there is a relatively low level of political participation and local involvement (such as running for office, forming a committee to address a particular issue, or volunteering for civic activities), and also in a degree of economic separation, in which much of the income earned by those who live in Castroville is spent near their place of work or on the commute home and not in Castroville itself.

Highway 90 is also a source of weakness in that it is currently designed for moving traffic through Castroville rather than for facilitating a slower traffic that would both increase the chances of drivers stopping in Castroville to shop, run errands, etc., and increase pedestrian safety. Also, because of its design (for speed), it is not aesthetically pleasing and offers little visual relief from the stress of commuting or from the monotony of the open road.

Another weakness related in large part to Highway 90 is the lack of pedestrian accessibility in many areas of Castroville, but most particularly between one side of Highway 90 and the other. There are few traffic lights and few marked crosswalks to signify to both drivers and pedestrians that “this is where pedestrians cross; drive carefully.”

A weakness that is most evident on Highway 90 but also present on other major traffic corridors near Castroville are the restrictions imposed by the state statutes regarding signage. This has resulted in an absence of signage or the presence of poor signage identifying important places in town. The signage that exists is really only visible to those walking, bicycling, or driving at relatively low speed. Consequently signage along Highway 90 is meeting neither the community’s nor the visitor’s need for wayfinding—clear and distinct indications of where they are, what is nearby, and how to get there.

Related to the restrictions on signage is the lack of defined entrances or “gateways” to Castroville along the Highway 90 corridor (the most heavily used road in the Castroville area by far) and other important roads. These entrances, provide the first impression of the town to visitors, and reinforce the feeling of being home that residents experience (which was mentioned as a strength), signals to drivers—both residents and visitors alike—that they are entering a distinctive and unique place. Along with a change in the speed of traffic resulting from traffic lights and clearly marked pedestrian crosswalks, this is a key factor in providing a cue to the driver that Castroville is a place to not only to slow down, but to stop and spend some time—and money.

Another group of weaknesses is related to difficulties in attracting and keeping new businesses. For example, there is no large supermarket or retail store, which would help to keep more of Castroville’s consumer expenditures within

its primary market area and thus benefit Castroville rather than other cities (such as San Antonio) which currently get a large portion of that expenditure.

There is also not enough room for new growth within the current city limits, especially for such large businesses. This weakness can best be remedied by expanding the community through annexation. However, that will be a difficult process as long as Castroville has fewer than 5,000 residents.

Another weakness limiting Castroville’s ability to grow its local economy is that there is no effective, comprehensive, and cohesive strategy in place to bring in new businesses to broaden the tax base and thus alleviate the pressure on city residents that results from Castroville’s exclusive dependence on property tax (rather than sales tax) to generate revenue. Along with this, there is an absence of unique “destination” type businesses which would bring in revenue from outside Castroville with comparatively little increase in cost to the city.

Coincident with this are weaknesses such as a small workforce (i.e. a relatively small active labor force and a relatively large retired population), a lack of railroad infrastructure (for freight shipment rather than for passenger travel), and despite the presence of quality hotels in good locations a lack of adequate hotel rooms.

Many felt that this type of situation creates a vicious cycle that is hard to break without a concerted community-

wide effort. In order for that to happen, additional barriers need to be addressed. These include: ineffective and/or fragmented communication between stakeholders in the community; completed plans not being implemented but left “sitting on the shelf”; city funds not being spent as efficiently as possible or directed to achieving a specific target or goal; and the lack of a comprehensive marketing effort to create and spread awareness of Castroville as a distinctive location with a desirable “brand” to attract both visitors and businesses.

Threats

As it was for other categories, proximity to San Antonio was identified as a major threat, specifically due to the fact that its extraterritorial jurisdiction (ETJ) is drawing closer to the ETJ of Castroville and conceivably could encompass or “swallow” Castroville (which currently lacks the annexation power that San Antonio has).

Also, Highway 90 once again comes into consideration, as there is a looming threat of a bypass being constructed in order to allow traffic to avoid passing through Castroville (and thus be subject to traffic lights, crosswalks). Were this to happen, the highway through Castroville would likely be reclassified as Highway 90: Business, similar to the way other U.S. highways have been reclassified when bypasses are constructed. The most obvious consequence of a Highway 90 bypass would be a significant drop in the amount of vehicle traffic passing through Castroville.

Another major threat is the deterioration of the city’s infrastructure, especially roads, water lines, and sewer

lines. This arises in part from the weakness of declining revenues and city funding. However, it is also in part due to a group of related threats which reduces the possibility of implementing existing plans (which address the condition of the infrastructure). These threats include: the fragmentation of utility provisions and of political jurisdictions; the limits and constraints on the Bexar Medina Atascosa water supply which will ultimately constrain future growth; the lack of community consensus on the direction or degree of growth; the lack of community support for existing plans and projects; the attempt to work on too many projects simultaneously and the resulting lack of focus, cohesion, or purpose.

Perhaps worse than unfocused growth is the threat of unplanned growth, in which there is no guidance or direction provided so that the benefits to Castroville can be maximized. Unplanned growth will almost certainly go hand-in-hand with the threat of increased macro-economic dependence on San Antonio. Given that Castroville has little political control or say over what happens in San Antonio, this is a cause for concern.

In an economic environment of unplanned growth, Castroville will be overwhelmed by retail competition from San Antonio, especially if the San Antonio urbanized area grows to the point that it reaches into Medina County. As a result, Castroville could experience an increase in local business turnover or failure which it is already experiencing to some extent.

In such a situation, those businesses that do locate near Castroville will not be unique, and they will reduce the uniqueness of Castroville as a destination. There would therefore be less reason for visitors to spend time or money in Castroville. This could also impact the distinct Alsatian identity of the Castroville.

Along with the threat of business turnover or departure, there is a parallel threat of a decrease in the quality of residential development paired with an increase in the amount of unplanned and/or uncontrolled such development. This will, in the long run, contribute to a higher degree of residential turnover, a greater degree of traffic congestion, a decreased sense of community cohesion, and ultimately a decrease in the quality of life in Castroville itself.

Opportunities

These potential future threats are not inevitable or unavoidable; quite the contrary. In fact, there is an equally potent list of future opportunities which, if realized, could result in more or less a mirror image of the one given in the previous section.

First and foremost is the tremendous opportunity provided through cultural and historical tourism, to capitalize on the historical areas and buildings present in Castroville and on the strong and persistent cultural history and heritage of the community. Castroville has the potential and opportunity to become a regional and international “destination” that provides an experience—whether in

shopping, food and drink, entertainment, or recreation—that cannot be found elsewhere.

This opportunity cannot be overemphasized. In an era of increasing homogenization of the American residential and commercial landscape, the distinctiveness of Castroville represents a significant economic (and not just cultural) resource; a resource which at the moment is under-utilized.

This untapped potential is multifaceted. It includes the potential for developing commercial and retail attractions along Highway 90 (whether or not the bypass is built); the potential for expanding of the airport and for synergistic businesses to locate nearby; the potential to increase awareness of the Castroville “image” or “brand” through strong marketing to targeted demographics; the potential to create a “Buy Local” and/or “Shop Castroville” meme (a mentality and behavior) for both residents and visitors that spreads via word of mouth, social networking; and the potential to create a specific set of historic guidelines which will support Castroville’s historical and cultural identity and thus ensure its survival.

Once again, proximity to San Antonio is a factor. In this case, it provides the opportunity to draw visitors from a very large target market. It also provides an opportunity for Castroville to capitalize on and thus benefit from the importance of tourism to the San Antonio economy.

For example, Castroville is within an hour’s drive of most of San Antonio. This means that it is not only a potential

destination for “day-trips” and “weekend getaways,” but with the right businesses, it can become a culinary destination for “evening trips” which involve food, drink, and entertainment. This could also enhance its strength as a wedding destination by becoming a social destination for “romantic trips” for couples (such as dinner dates or places to propose marriage).

Related to these strengths is the general strength that Castroville is still at an early stage in the planning process, and thus can decide how it wishes to grow and guide that growth. Some specific opportunities that could be incorporated in the planning process is a targeted tax incentives designed to attract businesses of a certain type and/or size, and the opportunity to have an “anchor” business which will have a “draw” factor.

A business of a certain size will draw customers from a large market area (the area depends on the specific sector and the size of the business itself). When other businesses are located nearby, a one-purchase trip can become a multi-purchase trip. As a result, a multiplier effect occurs; this is ideal for generating increased sales tax revenue.

The current strengths and weaknesses will help stakeholders in Castroville determine where they currently are, and the future threats and opportunities will help them decide where they want to be. Ultimately, it will be the citizens of Castroville and their leaders that will decide what direction it will go.

Current Economic Conditions

Like much of the country, Castroville experienced an increase in unemployment and poverty as a result of the economic downturn of 2008 and the recession afterward (Table 5).

In fact, when Castroville is compared to Medina County, Texas, and the United States, it has been more severely affected. The official unemployment rate almost tripled; population living below poverty level increased by a third; and median household income remained stagnant—in fact, it actually decreased slightly.

The three largest industries in Castroville in terms of their share of the workforce in 2010 were: (1) Educational, health, and social services; (2) Arts, entertainment, recreation, etc.; and (3) Finance, insurance, real estate, etc. (highlighted in yellow in Table 6). The only change in the top three between 2000 and 2010 was Construction, sliding from second to sixth (12.2% to 6.4%). Even with this decrease, two industries—Information (the fastest shrinking, shown in red) and Retail Trade—had sharper decreases in their share of the labor force.

More worrisome for Castroville is the increasing dependence on the public sector for employment. Not only did Educational, Health, and Social Services grow from 24.8% to 34.3%, but Public Administration (shown in green) was the fastest growing sector (growing from 4.0% to 7.5% of the workforce, an increase of 87.5%).

Table 5: Changes in Economic Measures - 2000-2010

Economic Measure	Castroville	Medina County	Texas	United States
Civilian Unemployment, 2000 (%)	2.7	5.2	6.1	5.8
Civilian Unemployment, 2010 (%)	7.8	8.6	7.0	7.9
Change, 2000-2010	188.9%	65.4%	14.8%	36.2%
Population below Poverty Level, 2000 (%)	9.1	15.4	15.4	12.4
Population below Poverty Level, 2010 (%)	12.2	15.9	16.8	13.8
Change, 2000-2010	34.1%	3.2%	9.1%	11.3%
Median Household Income (MHI), 2000	\$42,308	\$36,063	\$39,927	\$41,994
Median Household Income (MHI), 2010	\$42,283	\$49,138	\$49,646	\$51,914
Change, 2000-2010	-0.1%	36.3%	24.3%	23.6%

Source: U.S. Census Bureau

If the economic downturn continues, it is very likely that more public sector jobs in education and public administration will be lost due to budget constraints. This would have considerably more impact on Castroville than on Medina County or the State of Texas, as a whole.

Table 6: Castroville Employment by Industry, 2000-2010

Employment by Industry	2000	2010	Change
Agriculture, forestry, fishing and hunting, and mining	1.8	1.4	-22.2%
Construction	12.2	6.4	-47.5%
Manufacturing	6.4	6.2	-3.1%
Wholesale trade	3.7	2.7	-27.0%
Retail trade	8.9	4.6	-48.3%
Transportation and warehousing, and utilities	3.9	3.6	-7.7%
Information	1.3	0.5	-61.5%
Finance, insurance, real estate, and rental and leasing	8.3	9.3	12.0%
Professional, scientific, management, administrative, and waste management services	7.2	6.8	-5.6%
Educational, health and social services	24.8	34.3	38.3%
Arts, entertainment, recreation, accommodation and food services	11.8	10.6	-10.2%
Other services (except public administration)	5.8	6.1	5.2%
Public administration	4.0	7.5	87.5%

Source: U.S. Census Bureau

Castroville Gap Analysis

In business and economics, a gap analysis is a tool that helps companies, organizations, and communities compare actual performance with potential performance. At its core are two questions: "Where are we?" and "Where do we want to be?" If a city does not make the best use of current resources, or forgoes investment in capital, technology, or infrastructure, it may produce or perform below its potential.

Many communities use gap analysis as an informational tool to determine precisely where they have the most potential for improvement. For Castroville, this analysis ensures that city funds and efforts which are dedicated to improving performance can be applied in the most efficient and effective way.

This gap analysis for Castroville and the surrounding area is intended to identify particular sectors and/or industries in which Castroville has a comparative advantage, but which have not yet been developed to their full potential. It is not meant to be comprehensive, in the sense that all under-represented industries should be developed; rather, it is to be targeted and precise, in order to bring about the maximum return on investment (whether the investment is public or private). It is also designed to ensure the maximum possible benefit to the stakeholders of the Castroville community: businesses, government, and residents.

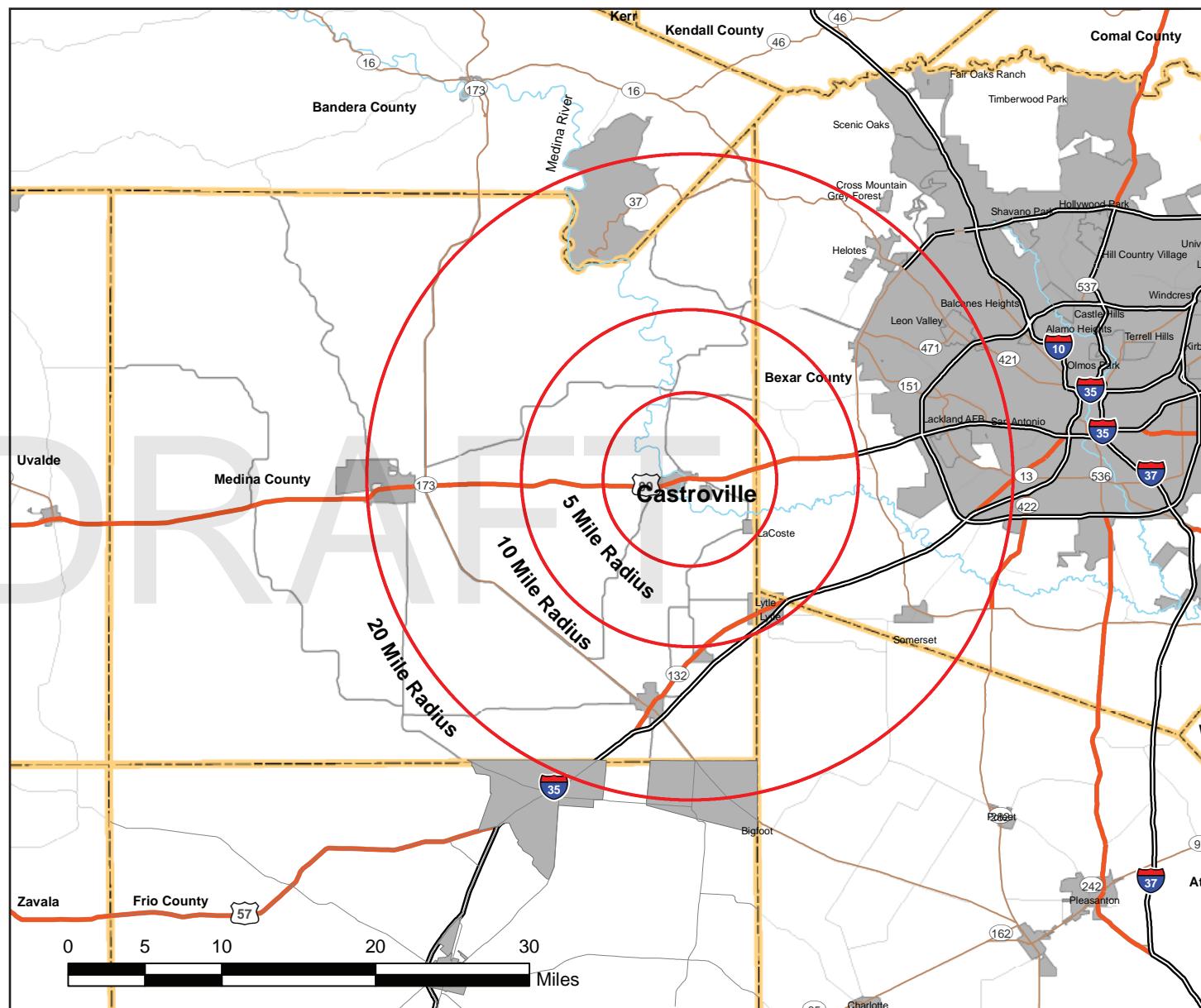


Figure 23: City of Castroville Markets with 5, 10, and 20-mile radii

This economic gap analysis of the City of Castroville and the surrounding area is based on data provided by a May 2013 report provided by the Rural Business Center at UTSA. This report also includes data from the Nielsen Company.

Demographic Trends

The population of Castroville was 2,680 in 2010. It is estimated to be 2,736 in 2012, which means its population grew 2.1% during that period. There were 1,024 households in the City of Castroville in 2010.

The population of its primary market area (0 – 5 mile radius) was 8,075 in 2010, and is projected to be 8,278 in 2013. This represents a growth rate of 2.5%. From 2013 to 2018 the growth rate is expected to be 5.6%. The number

of households is estimated to have grown from 2,856 to 2,950 between 2010 and 2013, representing an increase of 3.3%. Over the next five years, the number of households is expected to increase by another 6.3%.

The population of the secondary market area (0 – 10 mile radius) was 38,913 in 2010 and is estimated to be 41,692 in 2013, representing a growth rate of 7.1% in only three years. Over the next five years, the population is expected to grow another 10.9%. In 2010 the secondary market area had 12,488 households and in 2013 it is estimated that there are 13,379 households, which is a growth rate of 7.1%. The number of households is expected to grow by another 11.4% over the next five years.

The population of the tertiary market area (0 – 20 mile radius) was 582,942 in 2010 and is estimated to be 617,681

in 2013. The resulting growth rate is 6.0%. In addition, the population is projected to grow an additional 9.4% between 2013 and 2018. There were 189,924 households in its tertiary market area in 2010 and an estimated 201,249 households in 2013. This represents an increase of 6.0% over the three-year period. In the next five years, the number of households in the tertiary market area is projected to grow another 9.7%.

Retail Trade Analysis and Gap Analysis

A Retail Market Power Opportunity Gap Analysis was also performed for Castroville and its surrounding market area. The four zones examined were:

1. City of Castroville (area within city limits)
2. 0 – 5 mile radius (not the same as No. 1)
3. 0 – 10 mile radius (includes No. 2)
4. 0 – 20 mile radius (includes Nos. 2 and 3)

Of these four zones, two will be examined in detail: the 0 – 5 mile radius (also known as the primary market) and the 0 – 10 mile radius (also known as the secondary market). The City of Castroville zone is focused too narrowly to get a true picture of the Castroville market area; conversely, the 0 – 20 mile radius (also known as the tertiary market) has too broad a focus, as it encompasses roughly half of Medina County (including Hondo, the county seat) and roughly a third of Bexar County (including the western portion of San Antonio; parts of Helotes, Leon Valley, and Somerset; and the entirety of Lackland Air Force Base. (see Figure 23).

Table 7: Comparison of Basic Data for Castroville's Market Areas

Data	City of Castroville	Primary Market (0 - 5 mile radius)	Secondary Market (0 - 10 mile radius)	Tertiary Market (0 - 20 mile radius)
Population 2010	2,680	8,075	38,913	582,942
Population 2013 (est.)	2,736	8,278	41,692	617,681
Change %	2.1	2.5	7.1	6.0
Households 2010	1,024	2,856	12,488	189,924
Households 2013 (est.)	not available	2,950	13,379	201,249
Change %	not available	3.3	7.1	6.0
Consumer Expenditures 2013 (est.)	\$48,686,481	\$124,563,367	\$455,709,513	not available
Retail Sales 2013 (est.)	\$40,974,942	\$54,688,636	\$220,872,636	not available
Opportunity Gap	\$7,711,539	\$69,874,731	\$234,836,877	not available
Lost Consumer Expenditure (Percent)	15.84%	56.10%	51.53%	not available

Source: Rural Business Center

Gap Analysis 1: City of Castroville

The market area within the Castroville city limits has an estimated total of about \$48,686,000 in consumer expenditures for 2013. Of this about \$40,975,000 were in retail sales. This represents an opportunity gap, or retail supply deficit, of about \$7,712,000 (see Appendix C and/or Table 7). This means that about 16% of all consumer spending by residents of the City of Castroville occurs with businesses outside the city limits. This is reasonably low, and will help explain the data for the various sectors.

Of the 46 sectors with state sales data (and thus a measurable market potential), only four have a retail market potential of 1.00 or greater within the city limits. These are: Women's Clothing Stores (1.94), Pharmacies and Drug Stores (1.19), Furniture Stores (1.04), and Shoe Stores (1.01) (see Appendix C). All of these fall in the Medium Potential range, which is between 1.00 and 2.99.

A potential below 1.00 is considered Low; a potential of 3.00 or greater is considered High. Since the rest of the sectors have low or negative potential, and since a considerable portion of the population in the Castroville market area live outside its city limits, it is important to focus on its "intermediate" zones: the 5-mile and 10-mile radii.

Gap Analysis 2: Primary Market Area (0 – 5 Miles)

Overall, the area delimited within a 5-mile radius of the city center of Castroville has an approximate total of \$124,563,000 in consumer expenditures in 2013, and an estimated total of about \$54,688,000 in retail sales. This represents an opportunity gap, or retail supply deficit, of about \$69,875,000 (see Appendix C and/or Table 7). This data indicates that about 57% of all consumer spending by residents living within a five-mile radius of Castroville's city center goes to businesses outside the five-mile radius.

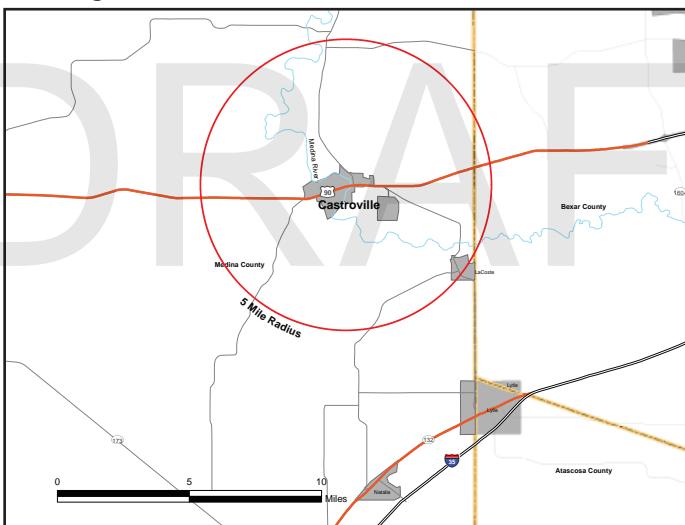


Figure 24: City of Castroville, Primary Market Area (within 5-mile radius)

However, the key number to address in this (or any) gap analysis is the retail market potential, which represents the opportunity provided by the gap relative to what already exists in the market area (not the absolute dollar amount of the opportunity). This is because of the disparity

in average business size from sector to sector. A sector with a very large average business size—in employees but more importantly in sales—will “eat up” much more of an opportunity gap than a sector with a very small average business size.

Table 8: Sectors with High Potential for Castroville's Primary Market Area (0-5 Mile Radius)

Sector	Opportunity Gap	TX Avg. Sales per Business	Potential
Pharmacies and Drug Stores	5,091,832	900,000	5.66
Women's Clothing Stores	1,029,665	200,000	5.15
Full-Service Restaurants	2,381,381	600,000	3.97

Source: Rural Business Center

The sectors with the highest potentials are therefore those in which businesses are most needed, given the average size of businesses in that sector. These sectors are the ones in which targeted economic development efforts can be most effective.

The three sectors with high potential (3.00 or greater) for the Castroville primary market area (0 – 5 mile radius) are shown above in Table 8. What is noticeable from the overall list of sectors (Appendix C) is that 19 sectors are shown as having medium potential (between 1.00 and 2.99), and only three with high potential (3.00 or greater).

Of these three sectors, Pharmacies and Drugstores has the largest opportunity relative to the average business size, with a potential of 5.66. This means that five average sized pharmacies could be located between five and ten miles from Castroville without exceeding consumer demand.

Women's Clothing is the next highest sector, with a potential of 5.15. Full-Service Restaurants has the third-highest potential as a sector. The next-highest sectors are those in the Medium potential range: Shoe Stores, with a potential of 2.73; Building Material and Supply Dealers, with a potential of 2.60; and Limited-Service Eating Places, with a potential of 2.56.

The shortage of retail supply in certain sectors of Castroville's economy should be remedied as soon as possible to "capture" a greater share of consumer expenditures within its primary market area. Ultimately, the goal should be to increase Castroville's economic tax base to a level corresponding to the population of its primary market—not just the population within the city limits—and thus offset the cost of providing services and infrastructure to that population.

Gap Analysis 3: Secondary Market Area

The fact that the secondary markets of both Hondo and San Antonio overlap with the secondary market of Castroville means that Castroville is in direct and indirect competition with those two cities for consumer expenditures.

This maps illustrates the importance for Castroville to secure at least its primary market area, and preferably its secondary market as well, to avoid losing customer expenditures and the associated sales tax revenues to neighboring cities and their markets. It will be particularly difficult for Castroville to compete with San Antonio in its secondary market area to the east.

It should also be clear, however, that although its secondary market area will be difficult to capture in its entirety,

Castroville should still make every possible effort to fully capture or maximize the potential of its primary market

Table 9: Sectors with High Potential for Castroville Secondary Market

Sector	Opportunity Gap	TX Avg. Sales per Business	Potential
Pharmacies and Drug Stores	22,634,431	900,000	25.15
Limited-Service Eating Places	11,241,230	500,000	22.48
Full-Service Restaurants	13,296,981	600,000	22.16
Women's Clothing Stores	3,781,732	200,000	18.91
Building Material and Supply Dealers	16,239,769	900,000	18.04
Gasoline Stations With Conv Stores	8,143,989	700,000	11.63
Specialty Food Stores	935,188	100,000	9.35
Furniture Stores	4,395,610	500,000	8.79
Shoe Stores	2,485,057	300,000	8.28
Special Foodservices	3,533,036	500,000	7.07
Other Miscellaneous Store Retailers	2,724,289	400,000	6.81
Florists	656,180	100,000	6.56
Computer and Software Stores	1,917,930	300,000	6.39
Gift, Novelty and Souvenir Stores	966,150	200,000	4.83
Lawn, Garden Equipment, Supplies Stores	1,897,522	400,000	4.74
Other Health and Personal Care Stores	1,863,691	400,000	4.66
Drinking Places -Alcoholic Beverages	1,344,268	300,000	4.48
Childrens, Infants Clothing Stores	888,946	200,000	4.44
Office Supplies and Stationery Stores	1,710,084	400,000	4.28
Book Stores	853,672	200,000	4.27
Sew/Needlework/Piece Goods Stores	392,389	100,000	3.92
Automotive Dealers	46,233,220	12,700,000	3.64
Other Clothing Stores	714,426	200,000	3.57
Clothing Accessories Stores	354,531	100,000	3.55
Family Clothing Stores	5,539,768	1,800,000	3.08
Automotive Parts/Accsrs, Tire Stores	1,228,693	400,000	3.07

Source: Rural Business Program, Institute for Economic Development

area—which in the direction of San Antonio ends just about at the Medina/Bexar County Line.

Overall, the area delimited within a ten-mile radius of the city center of Castroville has an estimated \$455,710,000 in consumer expenditures in 2010, and about \$220,873,000

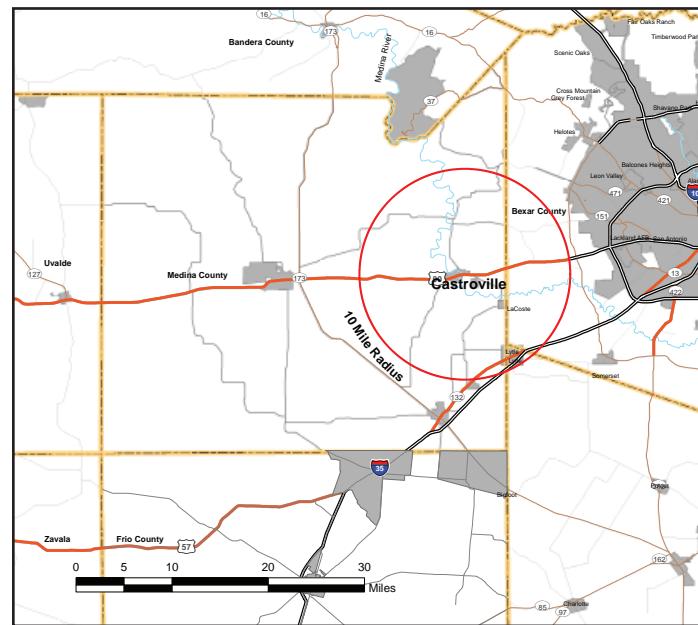


Figure 25: City of Castroville, Secondary Market Area (within 10-mile radius)

in retail sales in 2013. The result is a projected opportunity gap, or retail supply deficit, of about \$234,837,000 (see Table 7). This opportunity gap represents a loss of about 52% of consumer spending to businesses outside the ten-mile radius.

All three sectors listed in Table 8 (for the primary market area) also have a high potential for the secondary market

area, and are shown with a tan background in Table 9 above. In fact, these sectors occupy three of the top four places in the table. In addition to these three, 23 additional sectors have high potential for the secondary market area, even though they did not have high potential for the primary market. This brings the total number of sectors with high potential for the secondary market to 26.

Along with the three already mentioned, the sectors with the highest potential are: Limited-Service Eating Places (2nd place), with a potential of 22.48; Building Material and Supply Dealers (5th place), with a potential of 18.04; Gasoline Stations with Convenience Stores, which has a potential of 11.63; Specialty Food Stores, with a potential of 9.35; Furniture Stores, with a potential of 8.79; and Shoe Stores, with a potential of 8.28 (Table 9).

Gap Analysis 4: Tertiary Market Area (0 – 20 Miles)

The tertiary market area, defined by a 20-mile radius from the center of Castroville, is notable for the size of its population: about 15 times the population of the secondary market area and over 72 times the population of the primary market area.

This is of course due to the urban sprawl of San Antonio, which is approaching the Medina/Bexar County Line several miles east of Castroville. While Castroville's secondary market area overlaps with that of San Antonio, its primary market area is all but swallowed up by San Antonio's tertiary market area (using the San Antonio city limits as

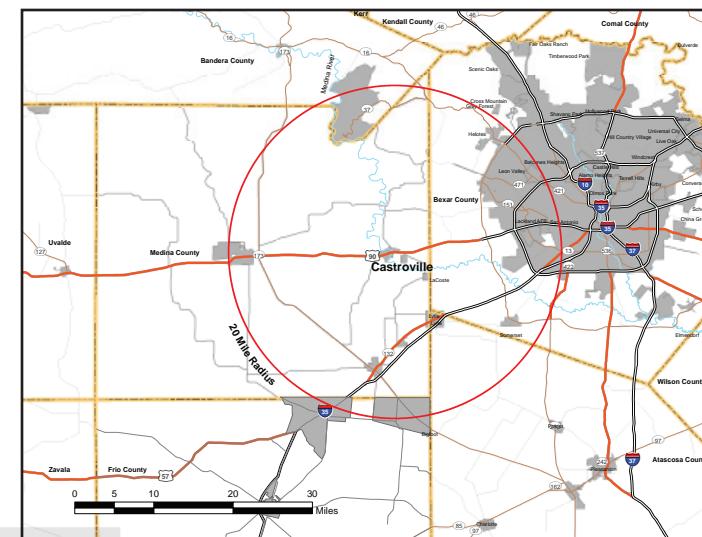


Figure 26: City of Castroville, Tertiary Market Area (within 20-mile radius)

a basepoint). While Castroville does face a great deal of competition from San Antonio and other communities in its market area, it should try to establish some kind of foothold in the market as it builds its local economy.

Summary

Although Castroville's tertiary market area does have some importance, it is the primary and secondary market areas which should receive the most attention in terms of economic development efforts. Both of these market areas have lost consumer expenditure of over 50%, meaning over half of consumer spending by residents of the respective areas does not accrue to businesses in the respective areas. This loss of sales tax means that Castroville is not bringing in sufficient revenue to match the costs of providing

services and infrastructure to residents and businesses within its extraterritorial jurisdiction (these are primarily located within the primary market area).

Castroville could reach the threshold of 5,000 residents if it were to succeed in annexing most of the land within a five-mile radius; this would have the additional effect of making home rule possible and therefore increase Castroville's economic (and therefore political) position relative to Hondo and San Antonio. In the short term, however, the best options are to attract new residents to the City of Castroville itself and to its primary market area. It should also need to attract new businesses to locate within the primary market area, and within the secondary market area to the north, west, and south (the eastern portion of the secondary market area lies within Bexar County and will likely be both economically and politically absorbed by San Antonio. As noted earlier this should be a targeted effort that is guided by a carefully thought out business development/attraction strategy.



Figure 27: Trick'd Out Nails & Boutique



Figure 28: Dziuk's Meat Market



Figure 30: Hotel Alsace & Spa Resort



Figure 29: Haby's Bakery



Figure 31: Wommack Chevrolet



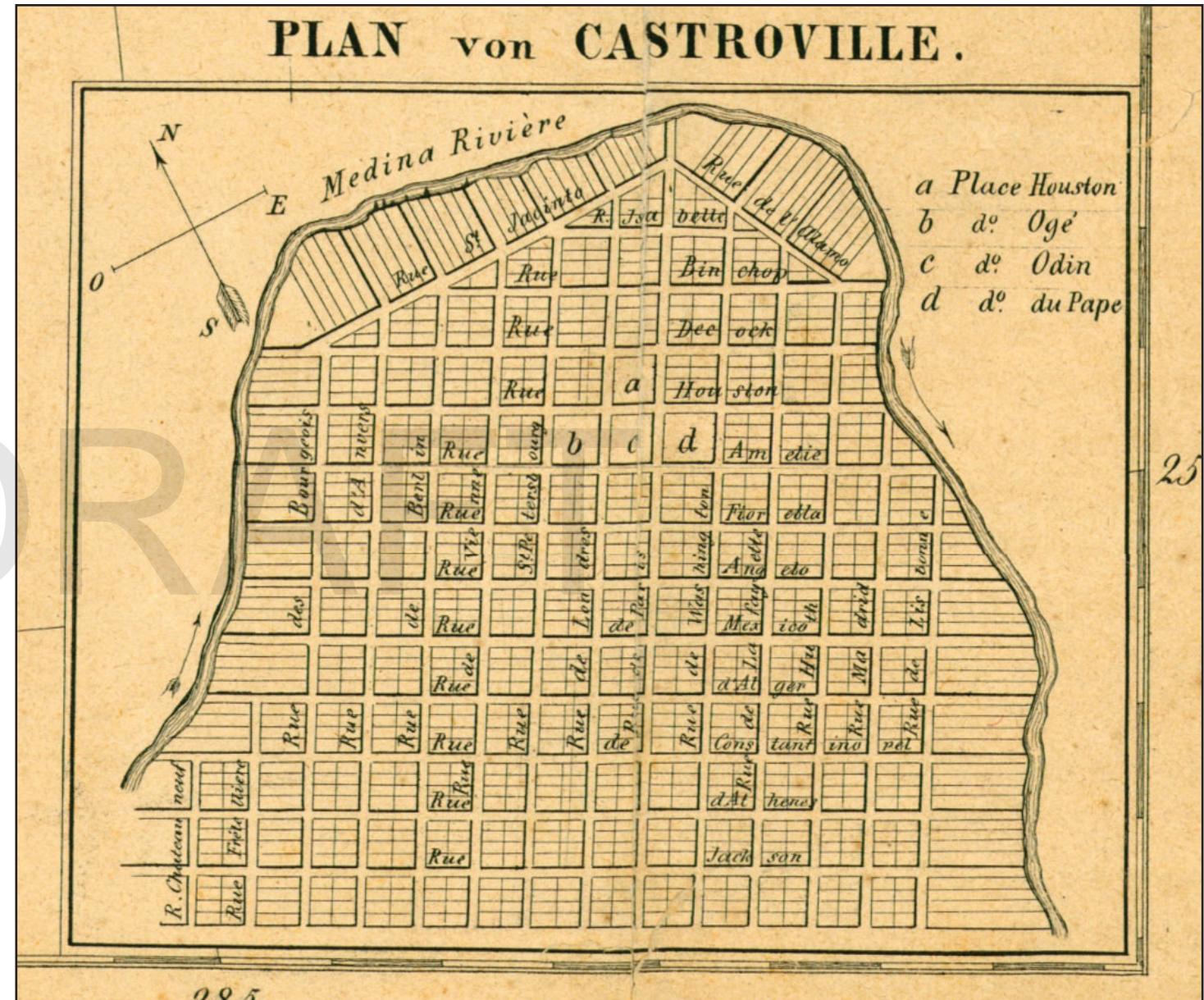
Options for the Future

Importance of the Downtown District

As with many town centers built before the age of the automobile, Castroville has a distinct grid pattern in its Downtown District in which the size of city blocks is noticeably smaller than blocks built after the automobile became the dominant form of transportation. These blocks, and the buildings within them (both commercial and residential) were built with the pedestrian in mind.

Historical Downtown Streets typically are not as wide as contemporary streets; most commercial buildings (and some residential) are located at the front of the lot, abutting sidewalks and easily accessible to pedestrian traffic. Although the buildings along historical streets have varying uses, they are usually consistent in form and character, giving the streets of communities like Castroville a recognizable, consistent identity.

Castroville also has a distinct advantage over many other cities and towns in Medina County and in the region, in that its historic center is relatively untouched by economic changes wrought by the advent of the automobile. Its historic center retains an Alsatian identity that no other town in the region shares. This centuries-old blend of French and German influences has yielded one of the most interesting cultures in Europe, as it synthesizes and combines French and German cuisine, language, and customs.



Source: University of Texas Libraries

Figure 32: Original Plat of Castroville

The historical center of Castroville has always been Houston Square, (Figure XX) along with St. Louis Catholic Church. The Historic District encompasses roughly the northeastern half of the original town plan seen in Figure XX.

Within the Historic District, a group of blocks constitute the historic Central Business District (CBD) of Castroville (Figure 33). This district includes Houston Square and the commercial businesses on three sides of the square. St. Louis Catholic Church and the Moye Center are along the remaining side of the square. Fiorella Street and Paris

Street serve as the primary axis of the Castroville historic CBD.

In the 1880s and 1890s, the railroad supplanted the stagecoach as the prevailing mode of transportation in Texas. This dominance more or less remained as such until 1945. During this period, Castroville was at a disadvantage economically because it was not along a railroad line. Moreover, and the railroad era in Texas roughly coincided with the time in which Castroville was unincorporated (1892-1948).

In the 1910s, the first automobiles began to appear. In the 1920s, the first United States Highway System was implemented, and the old Texas Highway 3 became today's U.S. Highway 90. During that time, U.S. 90 ran northwest along Fiorella Street to Houston Street, then southwest along Houston Street to the city limits.

In the 1950s, when the automobile became a dominant form of transportation, a new Interstate Highway System was created in which there were far fewer access points, and no stoplights. In some cases the previous U.S. Highways



Figure 33: The Castroville Downtown District

were rerouted to facilitate increased traffic speed. The current route of U.S. 90 through Castroville is one such case.



Source: Google Earth

Figure 34: The Historic District

It is important to note that during the early decades of the automobile, the average traveling speed—even on highways—was significantly slower than it is now. Even though parking places for cars were added to the main commercial streets in Castroville, the shops remained oriented to pedestrians rather than to cars, and the Downtown District was still the commercial heart of the city.

The new route for U.S. 90 sliced through the historical part of Castroville and impacted the original Downtown District in two ways. First, it shifted the primary traffic flow away from the pedestrian-oriented historic Main Streets (Fiorella, Paris, and Houston Streets, seen in Figure 35) and toward the faster (but less pedestrian-friendly) highway.

Second, it allowed for increased speed, which meant the likelihood of fewer drivers stopping in Castroville to shop, eat, or otherwise patronize local businesses.

Thus, it was the change in the infrastructure—particularly the road network—that led to the shift of commercial and retail activity away from the historic Main Streets and to the new U.S. 90.



Source: Google Earth

Figure 35: Main Streets in the Historic District

Center for Government, Culture, and Retail

In addition to being located along the main corridor for transportation during much of its history, the Downtown District of Castroville represented the center of government, culture, and retail business for the city and the surrounding area until recent decades. Government functions such as City Hall (formerly the County Courthouse) were located on Fiorella Street; the town saloon (one of the main gathering places) was on Fiorella Street; and, the Rainbow Theater (which showed movies) was around the corner on Paris Street.

These two streets and Houston Square represented the main civic gathering places, where people would meet informally for small events with family or friends, or more formally for community celebrations and commemorations. Having a place that functions as a “civic space” for the community is vital for the creation and nurturing of a distinct identity for the community. Such a space also gives a community both a physical heart—in terms of where the various activities of the community intersect—and an emotional heart, where people form their attachment to the community and the place.

This emotional heart or spirit of a community is part of the concept known as “sense of place”. (*Solnit*) Sense of place is a vague concept, but nevertheless a real thing. Generally, the citizens of a community know when it is

strong, and when it is weak or absent. For Castroville, Houston Square along with Paris and Fiorella Streets is the locus of the community’s sense of place and the nexus of the community itself.

Of these three functions - government, culture, and retail - retail was the first to go, shifting to the new route of U.S. 90 beginning in the 1960s and 1970s. Today, Houston Square and Fiorella Street are almost invisible in terms of retail activity. There are a few shops remaining on Paris Street, but most of the historic buildings are not being used or are being under-utilized.

Some of the government functions have relocated as well. The Post Office is located on U.S. 90; Medina County offices (such as the sheriff or commissioner) are located on Geneva Street in the far southern portion of the town, only a few yards from U.S. 90. Even though Castroville’s residents still need to go to City Hall on Fiorella Street



Figure 36: Existing City Hall

these historic buildings are still intact, some of them are in relatively poor repair, and nearly all of them are under-utilized in comparison to fully-functional downtowns or destination areas.

The church and its associated activities remain on and around Houston Square. This sort of continuity demonstrates the resilience of Castroville’s culture through all the economic and social changes that have occurred in the past century or more.

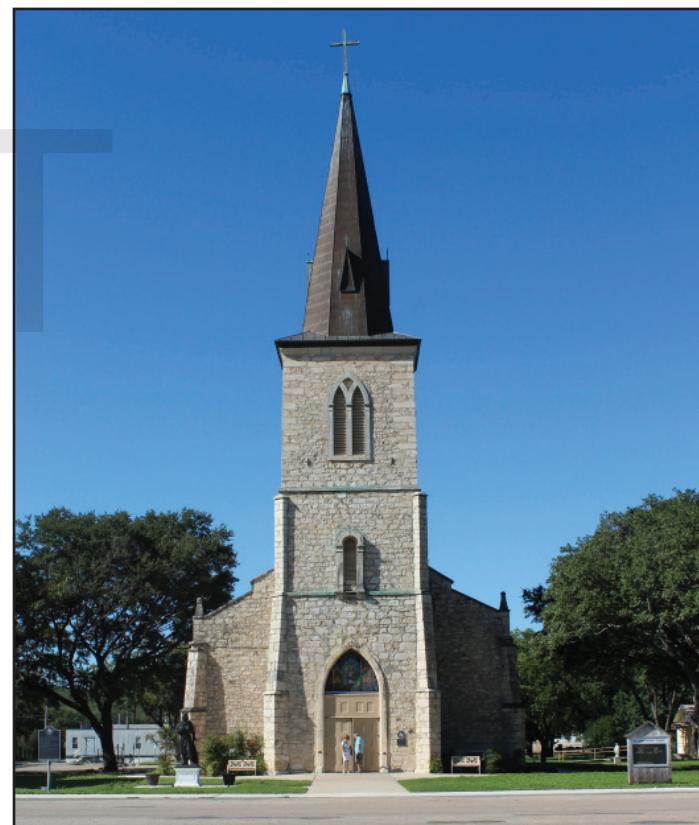


Figure 37: St. Louis Catholic Church

Downtown and Building Street Improvements

In order to bring Paris and Fiorella Streets back to their roles as Main Streets for Castroville, improvements can be made in all three of their functions: government, civic culture, and retail commerce.

To create a civic space where people can meet and gather, there should be some sort of space defined as public and which is appealing to the public. It should have trees to provide shade in summer; and benches or other such street furniture to allow people to sit and talk or people-watch. It should also have some sort of water feature to provide a visible and audible signal that the space is for recreation and enjoyment; and it should be “readable” as a public space without the need for signs. There may in fact be signage, but the space should be easily recognizable as inviting and social to everyone, including children, and so the signs should just provide confirmation of what has already been grasped without the written word.

To create a pleasurable, pedestrian-oriented retail environment and a genuine street experience, Paris Street and other streets in the Downtown District should have sidewalks wide enough for trees to be planted near the curb, for benches to be placed outside retail shops if desired, and still have enough room for two people to walk side-by-side. The pedestrian and human scale of the existing buildings should be supplemented with new

buildings of similar size and style. This is not intended to be rote imitation, but a revitalization of a lost tradition as a living continuation of the community’s identity and sense of place.

Castroville can encourage more pedestrian activity in its historical downtown by implementing shared parking along Paris Street and Houston Square, as well as non-residential side lots on intersecting streets. These parking areas should be easily accessible by car, but they should also be situated as to present the least possible interference to pedestrian activity in the Downtown District. In most cases parking for businesses could be located behind the businesses.

This is especially important for Fiorella Street and Paris Street, which were originally built for a pedestrian-scaled environment.

Shared parking occurs when lots are partially reserved for specified hours of a business or office, but become available to the public at other times. This is important for encouraging residents and visitors to come downtown to shop, as it would ensure enough supply of parking spaces to accommodate spikes in shopping activity for specific shops or for specific times of day. After hours, these same spaces can be used for other purposes.



Figure 38: Fiorella Street

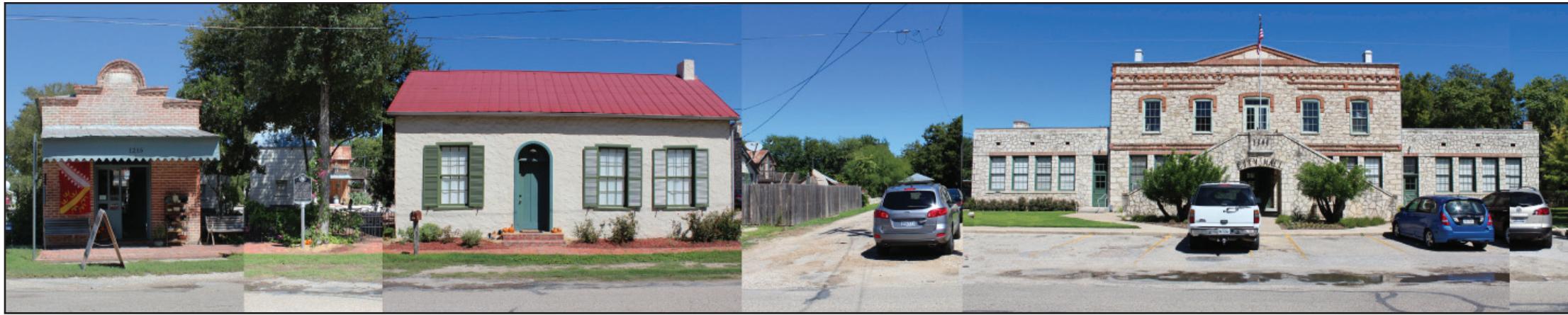


Figure 39: Existing City Hall Block - Fiorella Street

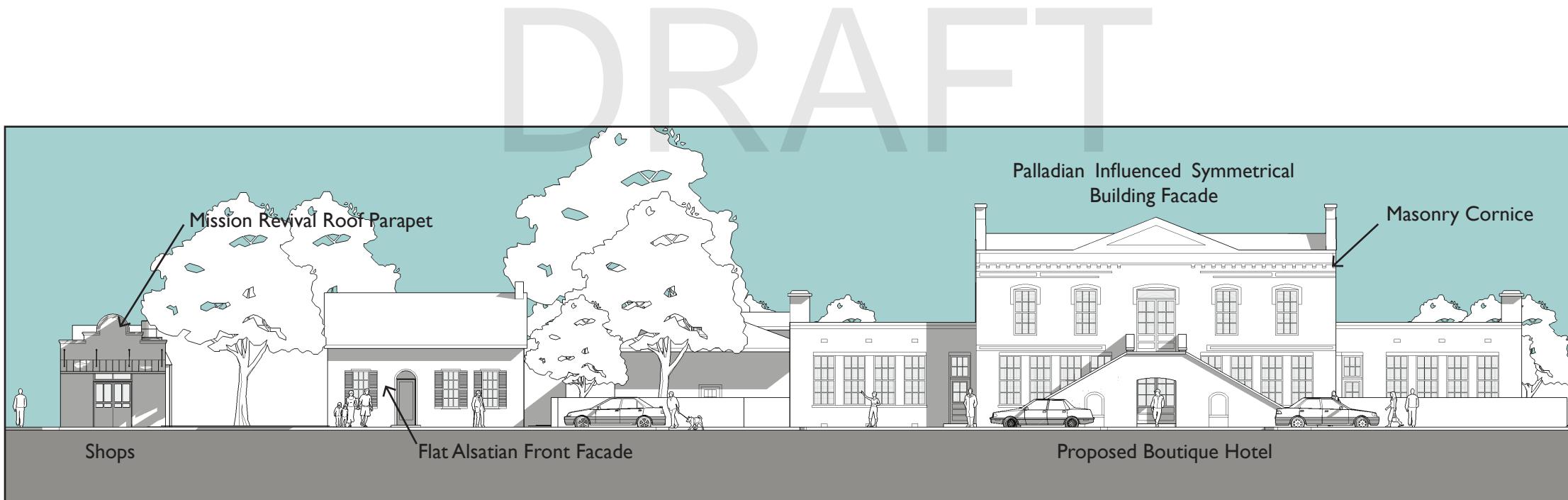


Figure 40: Adaptive Reuse of City Hall Building

A Proposed Civic Center and Plaza

In terms of its government spaces, the most pressing need is to increase the capacity of City Hall in order to meet the needs of the growing population. While the current City Hall has met the city's needs in the past, the city has since outgrown it. When a larger City Hall is built, it is important that it be located within the historic Downtown District, and ideally on a lot adjacent to Paris Street.

One possible location for a new City Hall is the block currently occupied by the Public Works Yard, bounded by Paris Street to the southeast, Naples Street to the southwest, Madrid Street to the northwest, and Amelia Street to the northeast.

Plaza is a Spanish word which describes an open urban public space. Similar to a town square, a plaza is usually the location where the community will gather for holiday celebrations, fiestas, town fairs, sports celebrations, weekend markets, and other civic and cultural events. Houston Square fulfills this purpose in some cases, but not for all of them.

A plaza associated with the proposed new location for City Hall (Figure 7) would provide a new civic space for Castroville and further enhance the Downtown District. It would be only a block from US 90 and thus be easily accessible by car; however, as with other locations along

Paris Street parking for City Hall and the new plaza would be located behind City Hall, so as to create a pedestrian-friendly environment on the plaza and in front of City Hall. The plaza would also be located only one and a half blocks from the Castroville Public Library located at Naples and London Streets (across U.S. Highway 90).

There are possibly three or four small historical buildings on the block, primarily along Madrid Street. These buildings would of course remain if a new plaza and City Hall were built.

The City Hall building itself would be two or three stories (no taller than the Moye Center) and could house all existing Castroville city offices. The ground floor could house the departments which the public frequents most often, including the city council chamber. The ground floor could also incorporate a passageway to allow easier access to the parking lot from the plaza area. Other federal and state government offices could also lease space in the building.

City Hall, its parking lot, and the historic buildings would more or less take up the northwestern half of the city block; the southeastern half would contain the plaza and possibly a small number of retail shops, such as a coffee shop with outdoor seating. Paris Street would thus be the focus of most pedestrian activity, and a continuous pedestrian-friendly Main Street corridor could be created along Paris Street in the Downtown District, between Naples Street and Fiorella Street.

The plaza space should be open, well-lighted, and easily visible to those passing by (for the most part driving) on both US 90 and Paris Street, whether they be residents or visitors. If the plaza itself is not visible, there should be signs (clearly visible to both drivers and pedestrians) indicating how to reach it. The goal is to communicate as clearly and simply as possible that "This area is the heart of Castroville, and it is a place worth visiting."

During special events and civic celebrations, this portion of Paris Street (at least from Naples Street to Angelo Street) could be closed to vehicular traffic by using removable bollards. This would create a special atmosphere for such events (particularly festivals) by allowing pedestrians to walk in the street. The rest of the time (with the bollards removed), this portion of Paris Street would function as a normal road with vehicular traffic.

Also, the historic commercial and government portion of the Downtown District—along Paris Street between Lorenzo and Fiorella Streets, and along Fiorella Street between London and Paris Streets—could be closed to vehicular traffic on selected occasions, such as Fiorella Fridays.

There could be additional streetscape treatments for the two areas such as distinctive sidewalks, lighting, street furniture (such as benches), crosswalks, and signage (wayfinding), so that both spaces are both easily identifiable and visually unified as part of the Downtown District. As already noted Castroville's historic Downtown District

is envisioned as a destination place for both residents and visitors. People will come to the downtown area for a variety of different reasons. The aim of creating these

distinctive public spaces is to give them multiple reasons to stay in the Downtown District and enjoy the public spaces however they wish, whether that be reading a book,

meeting a friend for coffee, attending a special lecture on taking a break from a car trip.

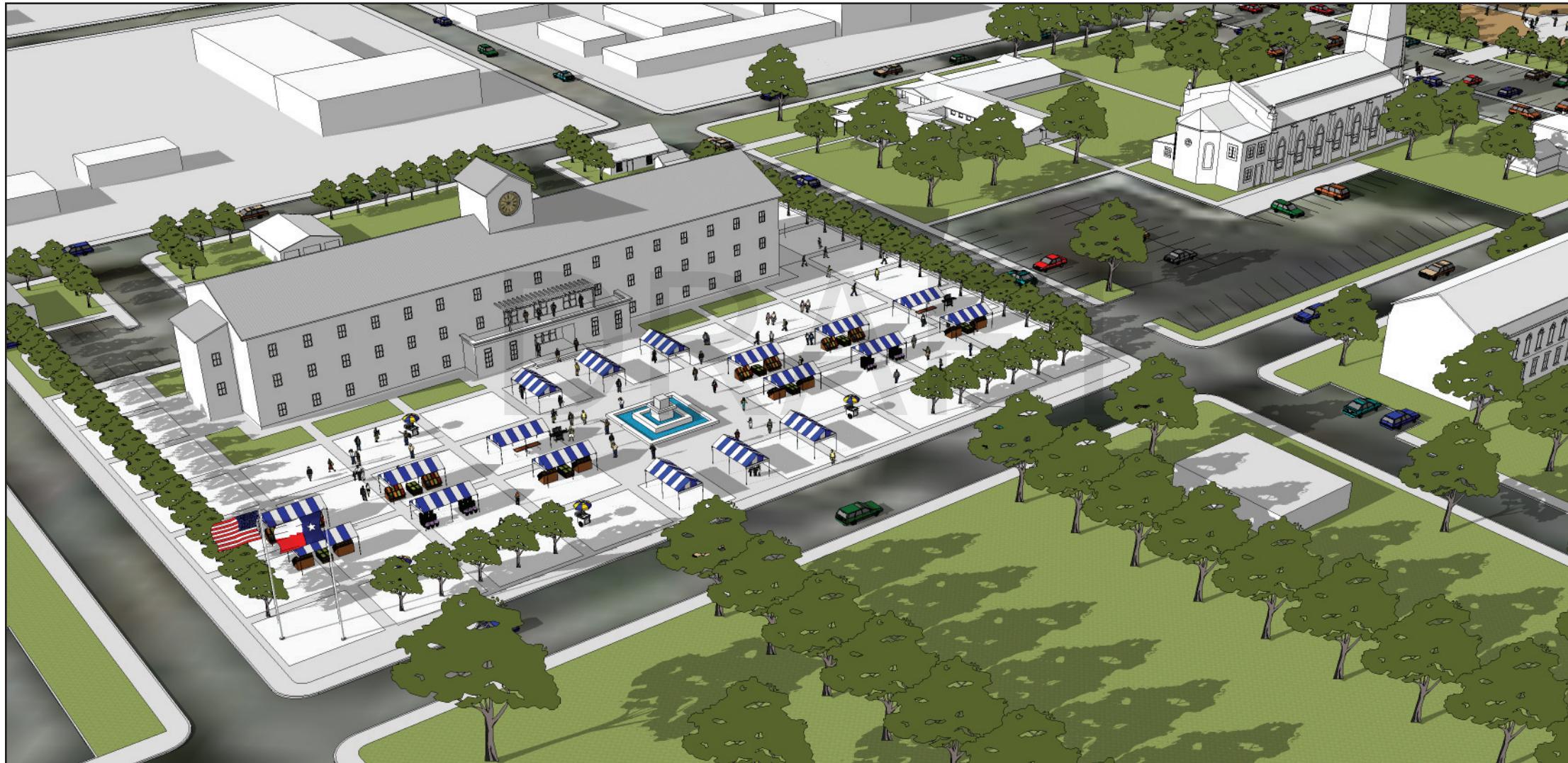


Figure 41: Proposed Civic Center and Plaza

Enhance Houston Square

Castroville's cultural identity is expressed perhaps most visibly by St. Louis Catholic Church and Houston Square. As such, Houston Square has long served as the location for important community events, such as Market Trail Days in March, June, and September, and Old Fashion Christmas in December. It was the center of civic life for much of Castroville's history, with the original post office, hospital, grocers and dry goods shops, and saloons being located along the edges of the square.

In order to facilitate pedestrian access to the center of the square while retaining adequate parking space for St. Louis Church and the other businesses on or near the square, the parking area should be structured so as to provide a clear distinction between Houston Square and the streets which border upon it.

Entrance/exits can be located near each of the four corners of the square, with access via Paris and Madrid Streets. The corners of the outer parking area and of the inner park area would serve to provide a defined location where pedestrians can easily cross between the parking area and the park area. Also, pedestrian walkways would be located within the park area of the square, and would link with the parking area at the midpoint of each side via an extension of the walkway with an ADA accessible ramp. A similar extension would be located at the midpoint of the outer portion of the square, opposite the inner extension. This would result in better coordination of pedestrian traffic

within the parking area, and establish specific crosswalk areas where it will be safer for pedestrians to cross from parking area to park area, and vice versa.

The park area itself would have a central area with a water feature or statue as a visual gathering place, and have benches located around this central area. There would also be benches facing the walkways near the pedestrian entrances to the park area.

The park area can serve as a gathering place for parishioners after church, as a place for appropriate evening or weekend music performances (such as quartets), as a focal point for

seasonal celebrations such as Easter and Christmas, and as a central location for events during Market Trail Days. It can also be used in conjunction with certain special events such as the Tour de Castroville or commemorations of important historical milestones.

An active public square brings vitality and energy to the public life of a community. It can also help to enhance the community's identity and sense of place. It can be a destination for visitors, especially those coming to Castroville for weddings or to see the historic Downtown District. In both cases, Houston Square can continue to be a thriving center of civic life in Castroville.



Figure 42: Proposed Improvements to Houston Square

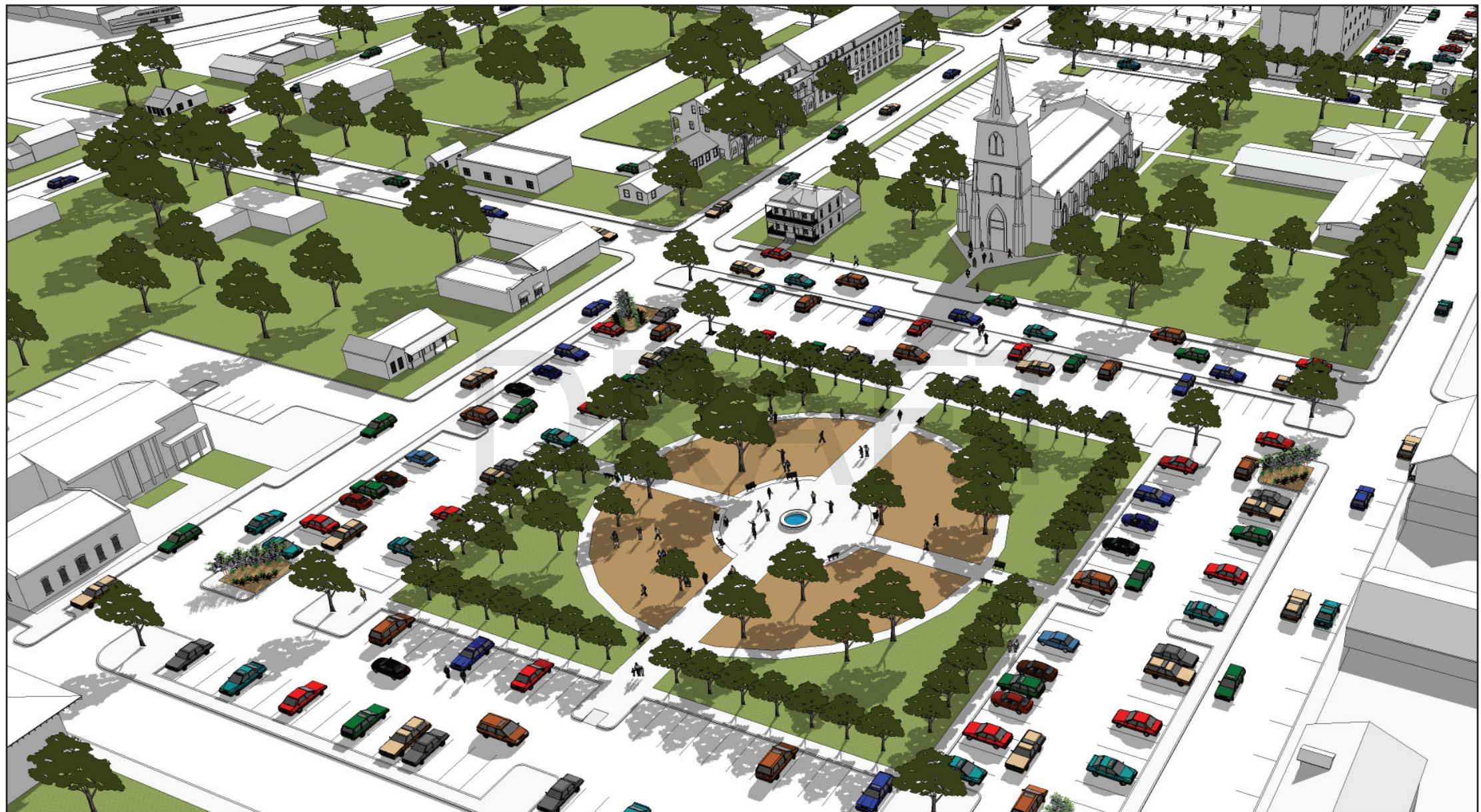


Figure 43: Proposed Houston Square

Enhance U.S. Highway 90

Castroville's Downtown District would also benefit—as would the rest of the city—from various enhancements of U.S. Highway 90. While the daily traffic count will remain high and the highway will remain a major transit corridor, there are steps the community can take within the Castroville's city limit—especially along the portion of the highway adjacent to the Downtown District—to make U.S. 90 more pedestrian-friendly.

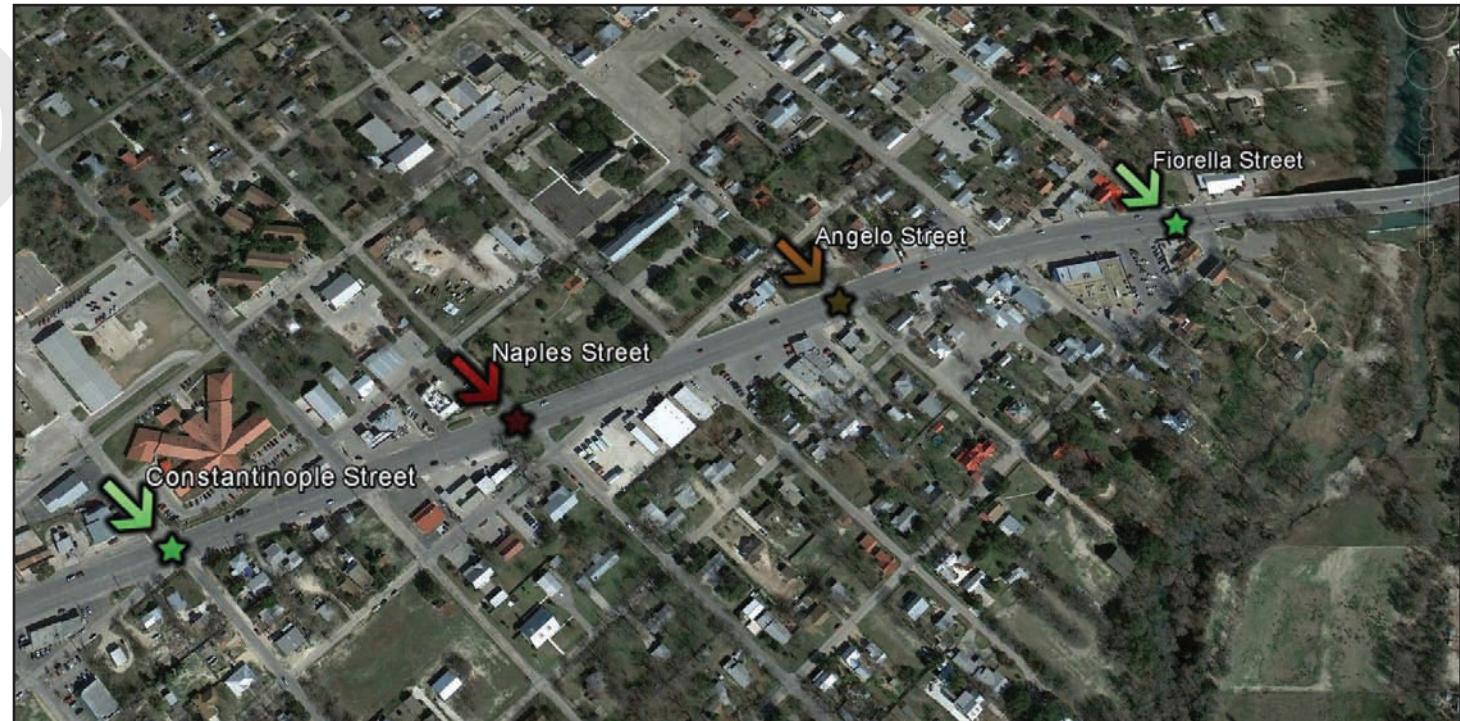


Figure 44: View from Dziuks Meat Market

Foremost among these is the implementation of continuous sidewalks on both sides of the highway, wide enough to allow two people to walk side-by-side. Currently, pedestrians walking along some portions of U.S. 90—including portions in the Downtown District—must either cross over uneven surfaces such as lawns, driveways, parking lots, drainage ditches, or walk along the shoulder of the highway feet away from traffic.

Another significant step would be to visually link the opposite sides of the highway corridor with a curbed

median where appropriate. The portion between Fiorella and Constantinople Streets would be most suited for this. The addition of full traffic stoplights and clearly marked crosswalks at Angelo Street, which currently has a partial stoplight; and Naples Street, which currently has no stoplight (shown in red in Figure 45) these stoplights would complement the full stoplights and crosswalks at Fiorella and Constantinople Streets (shown in green in Figure 45). These improvements would further enhance pedestrian safety along U.S. 90 and improve pedestrian accessibility to the historic Downtown District and the new City Hall and Plaza.



Source: Google Earth

Figure 45: Recommended Pedestrian Crossing Points



Figure 46: Enhanced Highway 90 Intersection at Fiorella Street

Developing Gateways for Castroville

Gateways provide an important visual cue that one is entering or exiting a city; and a distinctive symbol of the city to both residents and visitors. There are several key elements a gateway should have to be successful:

- It should be easy to understand and comprehend. Visual symbols (Figure 47) which reflect the culture and history of the place will be most effective. For Castroville, this could include an architectural style consistent with the Alsatian region of France and/or the Medina Valley.
- The gateway should be large enough to be seen from a distance by the visitor or resident—that is, in advance of the person actually entering the city limits or approaching the highway exit. This gives the person time to have the gateway “register” in his or her mind.
- It should be lit at night. This is especially important for cities that rely on food and accommodation services for a significant portion of their revenue. The lighting does not have to be elaborate; as long as it does the necessary job of illuminating the gateway so that it can be seen from a distance as easily as it can be seen during the day, nothing more is required.

- It should be placed at or near a location with sufficient traffic so that it can be most effective in achieving its task of attracting the attention of those who pass by it.
- The gateway should either be distinctive enough to not need text, or it should clearly identify the city in bold, bright letters. If there is a city name on the gateway, it can be either frontlit or backlit. It should be clearly readable at any time of day or night so that anyone who passes by or through the gateway can easily read the city name from a distance (especially if driving).
- As the “front door” to the community, the gateway should be well-maintained (or need relatively little maintenance).

When done correctly, the creation of a gateway can be of tremendous benefit to a city, and greatly enhance both its regional visibility and its community identity. One approach is to acknowledge the town’s history and incorporate that into a gateway theme.

For Castroville, there are some notable examples of gateway architecture from Alsace, the region of France from which most of Castroville’s first immigrants came. The *Porte des Forgerons* (Blacksmiths’ Gate) in Molsheim, Bas-Rhin, France serves as an example of a traditional market or tower gate. The *Chateau d’Eau* (Water Tower) in Colmar, Haut-Rhin, France, along with water towers in other Alsatian cities,

is an example of necessary infrastructure serving also as a distinctive identifier of the city, with each town using variations on an Alsatian theme.

Castroville does not need to duplicate these gateways to have a successful gateway of its own; instead they can provide inspiration for the community to examine what makes Castroville distinctive, and also to consider how to present Castroville’s identity to the outside world in a clear and attractive way.

One major consideration will be the placement of Castroville’s gateway markers. Currently, there are two small signs located along US Highway 90, but these are neither lit at night nor easily read from a distance. Also, they have relatively little space within the right-of-way with which to work.

The best locations for the gateways would be at major traffic intersections, so as to maximize the “viewership” associated with daily vehicle trips. For this reason, the two suggested locations are:

- The intersection of US Highway 90 with Houston Street, County Road 4516, and Farm to Market Road 1343 (Western Entrance);
- The intersection of US Highway 90 with Farm to Market Road 471 and Lower Lacoste Road (Eastern Entrance).

Details of these two locations are given in Figure XX. These two locations are among the top locations in the Castroville area in terms of Annual Average Daily Traffic (AADT) Counts. The eastern location has approximately 24,000 vehicle trips daily, while the western location has 17,300.(TXDOT) Both locations have full stoplights.



Figure 47: Proposed Gateway

In addition to being at well-trafficked intersections, the two gateways will have a very high visibility factor, such that they can be seen from a suitable distance while driving. They will function much as brand labels do, and so it is important that they convey as simply as possible not just

that the driver is in Castroville, but that Castroville is a distinctive place and worth a further look (and visit).

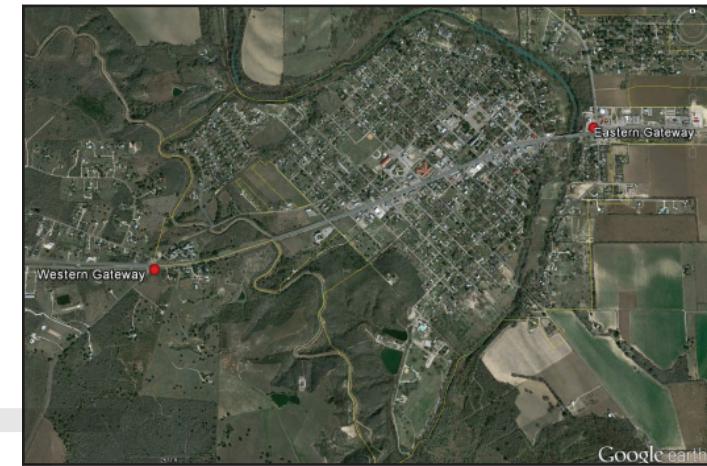


Figure 48: Proposed Gateway Locations

Source: Google Earth

Improve Lodging Options

Castroville has significant potential as a destination for historical and cultural tourism. In order to fully realize this potential, it should broaden the range of its lodging options and increase its hotel capacity (the total number of rooms available in the city). It can attract long-distance or cross-country travelers, who are typically passing through on the way to somewhere else. It can also attract short-distance or day-trip visitors from the San Antonio-Austin corridor, who are traveling specifically to Castroville and then to return home. The latter is especially important, as one of the primary aims of future economic development in Castroville is to differentiate itself from other small cities in the San Antonio metropolitan area and thus attract more visitors from the region.

The existing range of accommodations is somewhat limited: the Landmark Inn and the Hotel Alsace are the only hotel/motel style lodging options in Castroville. There are also a few bed and breakfasts, but for the most part the existing lodging capacity is not sufficient to support the potential amount of tourism that Castroville can generate.

The result is that many visitors to Castroville do not spend even one night, much less a whole weekend in the community. This represents a significant lost opportunity for generating revenue, as hotel stays generally result in revenue for restaurants, cafes, specialized shops, and arts and entertainment activities.

Fortunately, Castroville has a wealth of potential sites for lodging options which would enhance its appeal for historical and cultural tourism while honoring its distinct heritage. These potential sites are for the most part concentrated in the Historic District.

Converting Historic City Hall into a Boutique Hotel

One of the best options to enhance the city's lodging is by converting the existing City Hall property at 1209 Fiorella Street into a boutique hotel. The City Hall building itself was built in 1854 from native limestone, and served as the original Medina County Courthouse until 1892, when the county seat moved to Hondo.



Figure 49: Site of proposed Boutique Hotel

Source: Google Earth

The building itself would have several lodging rooms; the wings could house the manager's office, a lounge area, or other lodging-associated uses. In addition, individual cottage units could be built on either side of a central courtyard behind the hotel, and guest parking could be located at the back of the property along Isabella Street.



Figure 50: Landmark Inn - Castroville, TX

Inns, Hotels, and Group Event Lodging

The Landmark Inn is one of the oldest buildings in Castroville. The main building dates from 1850, with most of the other buildings on the property dating from the 1850s and 1860s. The property is now a State Historic Site and offers traditional inn-style accommodations for guests (no TV or telephones). Parts or all of the property can also be booked for special events such as weddings and family reunions.

The Moye Retreat Center was originally built as a convent to house the Sisters of Divine Providence. The oldest building on the property (and one of the oldest in Castroville) is the original St. Louis Catholic Church, dating from 1846. The three buildings used for guest accommodations are the Retreat House, built in 1870; the Main House, built in 1873; and the Rock House, built in 1890. (Moye Retreat Center)



Figure 51: Proposed Boutique Hotel

Over the decades, the Moye Center has functioned as a seminary, a novitiate, and a military boarding school. In 1985 it began serving its current function as a retreat facility and conference center for groups (primarily, but not exclusively, religious groups). As with the Landmark Inn, the rooms do not have TV or telephones, and most of them do not have private baths. The total capacity of the three buildings is 75 beds/persons: 35 beds in 3 dormitory rooms; 3 beds in 1 triple room; 14 beds in 7 double rooms; and 23 beds in 23 single rooms.

Given the stability of its ownership and its location in the Downtown District, the Moye Center is best suited to continue serving as a unique and historic destination for groups to hold small meetings, retreats, and conferences.

While the historic City Hall building, the Landmark Inn, and the Moye Center are all less than a quarter-mile from each other in the Historic District, the Hotel Alsace and Spa is located in the hills at the southwest edge of town with an impressive view of Castroville and the Medina Valley. It is relatively new compared to the other three sites, and hence it offers more modern (but still historically-minded) facilities, as well as health spa services. One of the main sources of revenue for Hotel Alsace is hosting wedding ceremonies and receptions.

Bed and Breakfasts and Guest Houses

A bed and breakfast is typically a private home opened to guests, where the owner provides breakfast. This has a distinct advantage in that most are already built and the

rooms simply need to be separated into individual units. Some of Castroville's historic homes already function as bed and breakfasts. These include:

- Castroville Cottages: 3 separate homes (6 beds)
- 3 Cedars Ranch Bed & Breakfast (6 beds)
- Old Standby Saloon (4 beds)
- River House (6 beds)
- Brock Haus (2 beds)

The total guest room capacity of these five establishments is 24. Guest houses are a variation of the bed and breakfast, in which the owners typically do not live on the premises or prepare breakfast for the guests. These allow more privacy than bed and breakfasts. Of the five establishments above, the River House is the only one that calls itself a guest house.

Castroville has a wealth of historic homes and other buildings. There is also substantial potential for more bed and breakfast or guest house lodging to be developed in the Historic District. These bed and breakfasts would be a draw to visitors interested in historic homes and the distinctive Alsatian culture of Castroville. Moreover, they would give the opportunity to have their accommodations situated close to the Downtown District (and its "boutique" shops and eateries).

Increased foot traffic and pedestrian activity downtown would in turn make the area a more desirable location for small shops and eateries to locate.

Economic Benefits of Enhancing Lodging Options

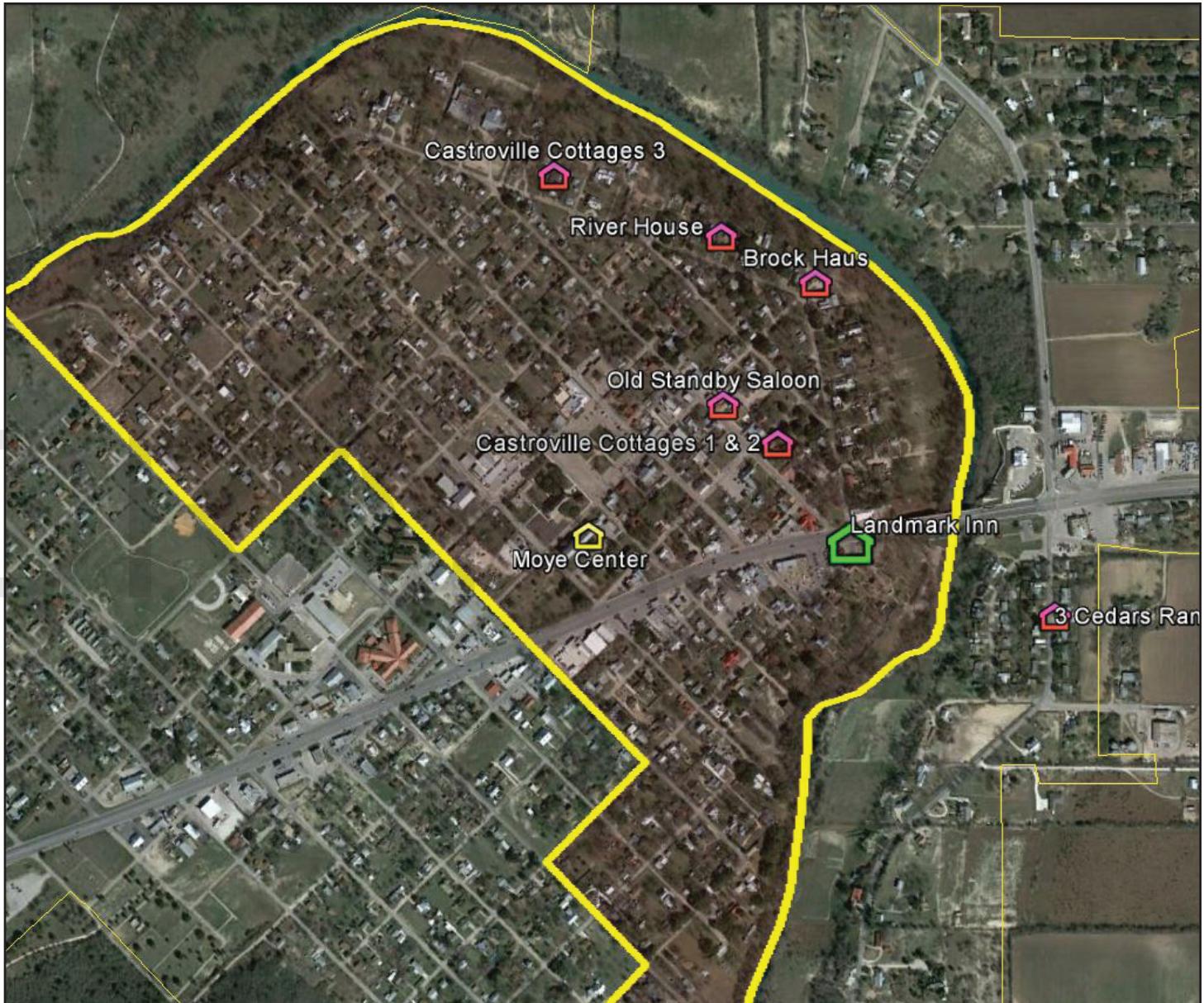
The addition of new lodging facilities can also provide additional revenue for Castroville from the Hotel Occupancy tax (HOT). This tax of 6% is imposed on a visitor paying for a room or space costing more than \$15.00 a day and can be subject to an additional tax by local authorities. This revenue, however, must only be used to directly enhance and promote tourism according to guidelines established by the State of Texas. (*Texas Comptroller of Public Accounts*)

For example, such revenue could help enhance the Steinbach Haus as a central place to provide information for visitors arriving in Castroville. This could include a dedicated phone to contact local hotels and restaurants to get information and to make a reservation. In addition, each accommodation could have an information desk or display with tourist maps of the city, information on local historical landmarks, parks, and guides to local restaurants or shops.

The hotel occupancy tax also can help fund advertising or promotions directly designed to enhance tourism or go towards programs that promote local arts and entertainment that also draw tourists. In addition, revenue from the tax can be used to increase signage and wayfinding in the city to help direct visitors to popular sights and attractions. It can also be used to fund historical preservation and restoration programs involving lodging facilities using historic buildings. This would definitely benefit Castroville, given its potential for historical tourism.

Castroville already has several regular events that occur on a monthly basis, such as Fiorella Fridays (first Friday of the month) and Friday Night Fever (second Friday of the month), in addition to seasonal or annual celebrations such as Market Trail Days (second Saturday in March, June, and September), the Tour de Castroville Walk/Run/Ride (April), the semi-annual City-Wide Yard Sale (first Saturday in June and November), the 4th of July Parade and Picnic, Concert in the Park (July), St. Louis Day (August), and Old Fashion Christmas (first Friday and Saturday in December).

Encouraging visitors who attend these events to spend a night or two in Castroville can help build positive word-of-mouth in South Texas, which in turn will increase the number of visitors, who will then spread the word even further. This will enable Castroville to establish itself as a destination for historical and cultural tourism and to improve its economic health.



Source: Google Earth

Figure 52: Lodging Facilities in Historic Downtown District

Castroville Architecture

Many of the older buildings in Castroville have distinct architectural elements that identify them as Alsatian. These include:

- An unusual, sloping roof line;
- A regular, rectangular shape (base);
- Wooden dormer and casement windows;
- Sparse placement of chimneys and exterior openings.

With regard to the sloping roof line, the front slope (facing the street) is typically much shorter than the back slope. The gable is thus much closer to the front of the house than to the back (Fig. XX)

Also noticeable is the lack of awnings on the houses as originally constructed. The distinctive roof shape and streetface of the house derive from the climate of Alsace, the home country of many of the Castroville settlers. In particular, the roofs were angled to shed snow; this feature continued, despite the vastly different climate of Texas, most likely because it is the vernacular style that the new settlers were most familiar with building (Ross).

A common adaptation seen in houses built later (or renovated in some cases) is the addition of a porch. This is a particular adaptation to the climate of Texas, where sun and heat are much more of a factor than cold and snow (Fig. XX)

The dimension of the earliest houses, which Henri Castro helped the settlers build, was commonly 16' by 32' (Ross). The material was usually stone or a combination of stone



Figure 53: St. Louis Society Building - c. 1850s

and logs or stone and frame, and often was covered in lime plaster (hence the white color of most houses).



Figure 55: Biry House c. 1850



Figure 54: G. L. Haass Store Building - c. 1850



Figure 56: The Old Standby Saloon - c. 1857

Enhance Access to Castroville Regional Park

Current access to Castroville Regional Park from Highway 90 passes through residential neighborhoods. Visitors to the Regional Park travel southeast on Athens Street to Lisbon Street which leads directly to the entrance to the Park at Alsace Avenue. This roadway path needs to be physically enhanced since it carries heavier traffic including recreational vehicles.

Alsace Avenue should also be eventually extended across the Medina River so that an alternative entrance and exit connection can be made to Constantinople Street (4713) and Road 4711.

In addition, signage (wayfinding) should be added along U.S. 90 to direct visitors to the park along the route. The signage should be distinctive, easily visible from a driver's point of view, and specifically mention Castroville Regional Park.



Figure 57: Regional Park - Castroville, TX



Figure 58: Regional Park - Castroville, TX

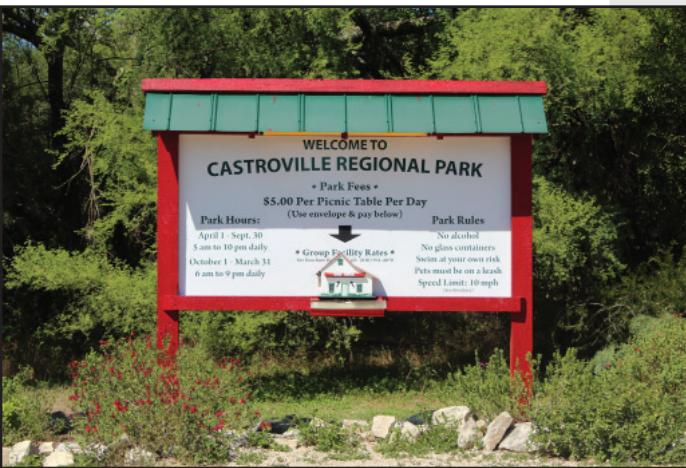


Figure 59: Regional Park - Castroville, TX

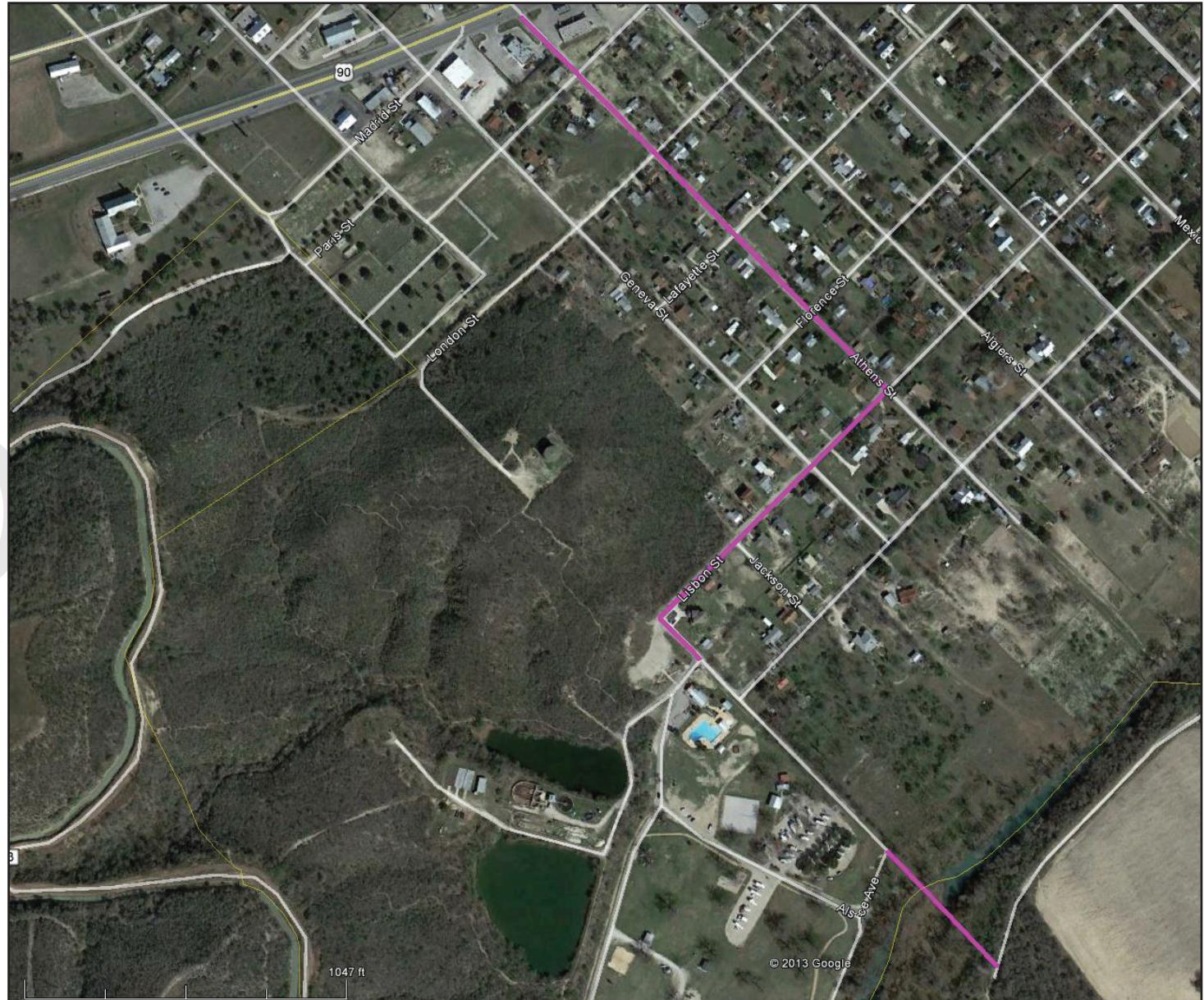


Figure 60: Proposed street development

Develop Commercial Activity in the Downtown District

Commercial development needs to be planned and targeted. It already happens at the level of the individual business. Most (if not all) businesses carefully research potential locations before they build or open a new store. They will often use data from the U.S. Decennial Census, the U.S. Economic Census, industry or trade groups, gap analyses that show them where there is unmet demand. They will also access economic forecasts for specific areas or locations, market area demographics, to improve their chances for success.

Establishments from each sector will have different characteristics, and they should be located not only where they will attract the most business, but also where they will have the least negative impact on the surrounding area. For example, a gasoline station with a convenience store would best be located along a road with relatively high traffic, such as US Highway 90 or Farm to Market Road 471 instead of a residential street or rural road outside the downtown district.

For this reason, it is wise for cities to also plan their commercial development. They can choose to highlight the business climate of the location in general, or they can target specific sectors or businesses that they feel would be a good match for their economy. The key is to locate businesses in areas that are appropriate and accessible.

As public agencies, cities are also responsible for the well-being of the community as a whole; therefore, they should also take into account the possible impacts that new businesses would have on traffic, parking, storm water management, and other concerns. The cost of reacting to the consequences of unplanned or poorly managed development is often higher, both economically and socially, than the cost of a proactive and responsible approach to the economic development process.

While big-box retailers usually locate along major roads and highways on formerly rural land at the edge of an urban area, smaller retailers—whether franchised or independent—will best be served by locating where the density of population is higher and where there is more likelihood of pedestrian activity.

Traditional commercial areas usually had a hotel, a dry goods store, a clothing store, a drug store and/or soda fountain, or other large businesses located at key intersections along Main Street. Between and around these larger establishments were smaller shops and businesses, that were more specialized. People would typically see these smaller shops while walking from one anchor store or destination to another.

Traditional Main Streets were also located adjacent to or a short distance from a town square or civic plaza. This provided another source of pedestrian traffic.

Sectors with High Potential for the Downtown District

The gap analysis for Castroville's primary market area (within a five-mile radius of the city) shows that three types of businesses have high potential for filling opportunity gaps in that market area: Pharmacies and Drug Stores;

Table 10: High-Potential Businesses for Castroville Primary Market (0-5 miles)

Sector	TX Avg. Sales per Business	Potential
Pharmacies and Drug Stores	900,000	5.66
Women's Clothing Stores	200,000	5.15
Full-Service Restaurants	600,000	3.97

Source: Rural Business Program; gap analysis data from Nielsen Corp., 2013)

Women's Clothing Stores; and Full-Service Restaurants (Table 10). As described in the gap analysis, the estimated 2013 population of Castroville's primary market area is 8,278 (about three times the size of the population of the incorporated City of Castroville).

Businesses which have a smaller statewide sales average tend to be the best option for downtown commercial districts in smaller cities such as Castroville. They have a relatively small footprint (compared to businesses with higher statewide sales averages such as Automotive Dealers and Family Clothing Stores) and thus are a good fit for the pedestrian-friendly scale of areas like Castroville's Historic Central Business District. Full-Service Restaurants in

particular would be a draw for visitors if they were distinct in enough ways to be a food destination.

While women's clothing stores, pharmacies and drug stores are not as directly connected to tourism as full-service restaurants, they also have significant potential for filling the gap in consumer expenditures.

The gap analysis for Castroville's secondary market area (within a ten-mile radius) shows a much longer list of business types with high potential. Also, the three business types from the primary market list are in the top four of the secondary market list. The one newcomer in the top four is Limited-Service Eating Places. As described in the gap analysis, the estimated 2013 population of Castroville's secondary market area is 41,692 (about five times the size of the population of the primary market area). This kind of population could support one or more of these business types.



Figure 61: Under the Rainbow Antiques

Table 11: High-Potential Businesses for Castroville Secondary Market (0-10)

Sector	TX Avg. Sales per Business	Potential
Pharmacies and Drug Stores*	900,000	25.15
Limited-Service Eating Places	500,000	22.48
Full-Service Restaurants*	600,000	22.16
Women's Clothing Stores*	200,000	18.91
Building Material and Supply Dealers	900,000	18.04
Gasoline Stations With Conv Stores	700,000	11.63
Specialty Food Stores*	100,000	9.35
Furniture Stores*	500,000	8.79
Shoe Stores*	300,000	8.28
Special Foodservices	500,000	7.07
Other Miscellaneous Store Retailers	400,000	6.81
Florists*	100,000	6.56
Computer and Software Stores	300,000	6.39
Gift, Novelty and Souvenir Stores*	200,000	4.83
Lawn, Garden Equipment, Supplies Stores	400,000	4.74
Other Health and Personal Care Stores	400,000	4.66
Drinking Places - Alcoholic Beverages*	300,000	4.48
Childrens, Infants Clothing Stores	200,000	4.44
Office Supplies and Stationery Stores	400,000	4.28
Book Stores*	200,000	4.27
Sew/Needlework/Piece Goods Stores*	100,000	3.92
Automotive Dealers	12,700,000	3.64
Other Clothing Stores	200,000	3.57
Clothing Accessories Stores	100,000	3.55
Family Clothing Stores	1,800,000	3.08
Automotive Parts/Accsrs, Tire Stores	400,000	3.07

Source: Rural Business Program; gap analysis data from Nielsen Corp., 2013

Developing the Airport Property

The Castroville Municipal Airport (KCVB) is located at 10500 Airport Road about two miles southeast of Castroville's downtown. The runway is 4600 feet long by 75 feet wide, and 37 aircraft are currently based at the field. (AirNav.com) The airport averages 80 flights (operations) per day; 72% are local general aviation and 27% are transient general aviation. (AirNav.com)

History

The site was originally developed during World War II as an auxiliary airfield for Kelly Army Airfield in San Antonio, and was transferred to the City of Castroville in 1949. (Airport Advisory Board) The runway surface was first grass, and then gravel, before the U.S. Air Force constructed a 5000 x 150 ft. runway in 1953. (Airport Advisory Board)

The airport changed very little until the mid-1990s, when the runway was shortened to 4600 ft. and narrowed to 75 ft. The city regained full control of the airport in 2000 and oversaw improvements such as additional hangars and an automated self-service fuel system. After a tornado destroyed the terminal/office building and a hangar in 2003, further improvements were made in 2004 and 2005. (City of Castroville)

The Castroville City Council recently approved a plan to extend the runway to 5000 ft., relocate County Road

4711 (which currently runs straight east-west along the northern edge of the city-owned land on which the airport sits), and allow construction of additional aircraft hangers.

Competing Airports

Castroville Municipal Airport has two main competitors for small aircraft services and facilities: Stinson Municipal Airport (KSSF) in San Antonio, and South Texas Regional Airport (KHDO) in Hondo.

With just one runway, it is important that Castroville Municipal Airport be able to accommodate corporate jets as well as traditional propeller aircraft if it is to be competitive with Stinson Municipal in San Antonio and South Texas Regional in Hondo in attracting more aircraft (and thus more revenue). This is the primary reason for restoring the runway to a length of 5000 ft. and adding hangar space to accommodate a greater number of both local and transient aircraft.

Developing the Airport Property

The airport is located within a large area of land owned by the City of Castroville. It is feasible for the city to use a good portion of this land to attract new businesses which would broaden the revenue base of the city and create additional multiplier effects from bringing in new businesses.

One possibility is to develop the already designated light industrial park in the northwestern portion of the land as

an Aviation Industrial Park as recommended in the City Master Plan. This is so that the industrial park is located relatively close to U.S. Highway 90 and Farm to Market Road 471, but still located on city-owned land.

Another possibility is to develop a solar field array in the southwest quarter of the property. By doing so, the city would take advantage of the comparatively sunny weather throughout the year to generate electricity, both for the airport and for the city itself. Making use of renewable energy sources would also signal to both potential businesses and potential visitors that Castroville is a dynamic and proactive city, ready to adapt to changing economic and environmental conditions.

There is already a plan to expand the available hangar space on the eastern portion of the property. This would ideally be done as soon as possible after the runway is lengthened. The existing recreational fields (for baseball and softball) at the northeast corner of the property could be supplemented with other recreational facilities in an area just to the southeast of the existing fields. These facilities would be available for the entire community to use.



Figure 61: Castroville Municipal Airport

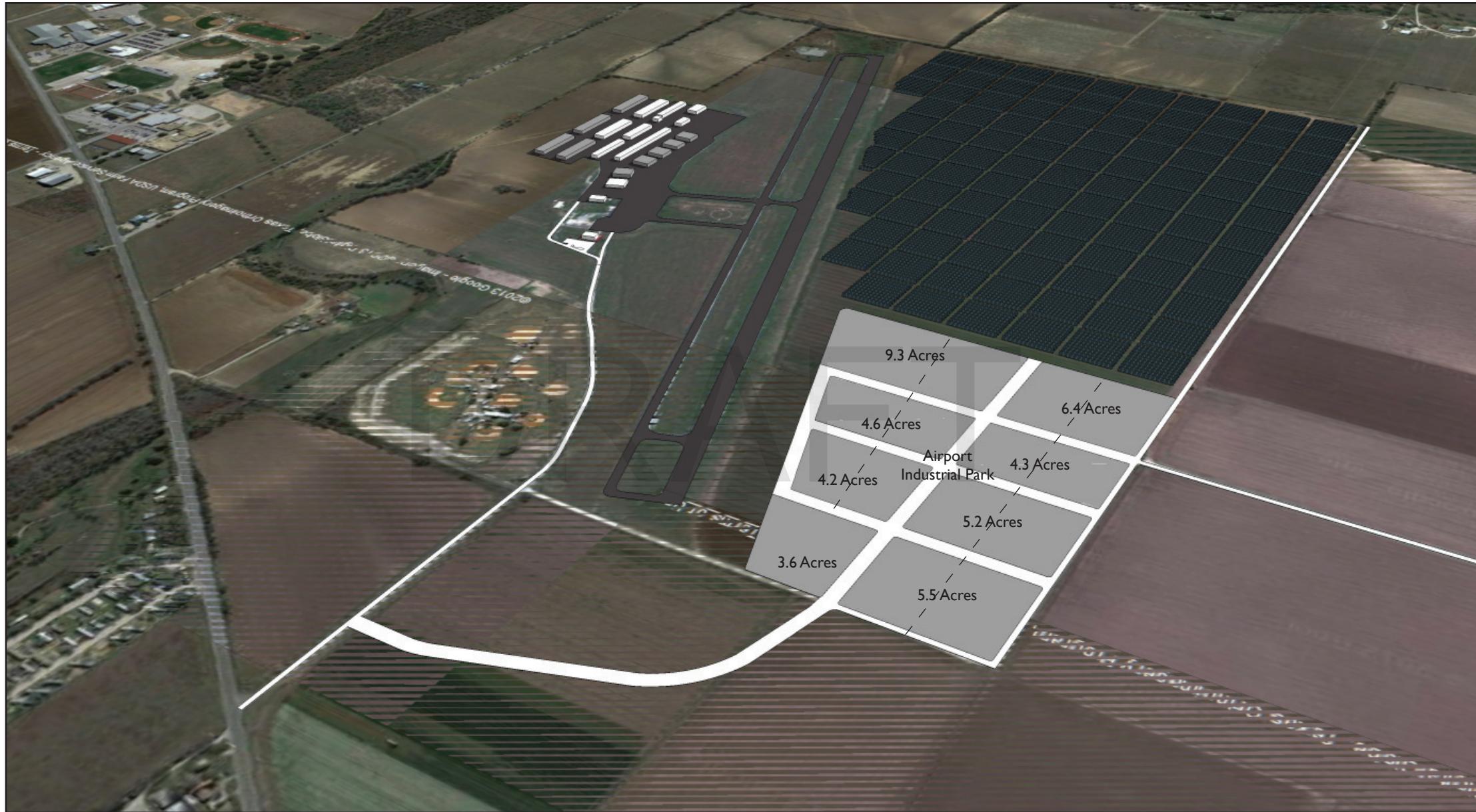


Figure 62: Proposed Development Castroville Municipal Airport

Working Towards Home Rule

One of the key factors affecting the ability of any city in Texas to effectively implement its plans is whether or not it is a home rule city. To establish home rule in Texas, a city needs to have a population of at least 5,000 and a home rule charter has to be approved by its citizens via an election. Home rule cities “have the inherent authority to do just about anything that qualifies as a ‘public purpose’ and is not contrary to the constitution or laws of the state.” (*Texas Municipal League*)

In contrast cities with populations under 5,000 have a much more restricted range of powers and are in fact “restricted to doing what the state directs or permits them to do.” (*Texas Municipal League*)

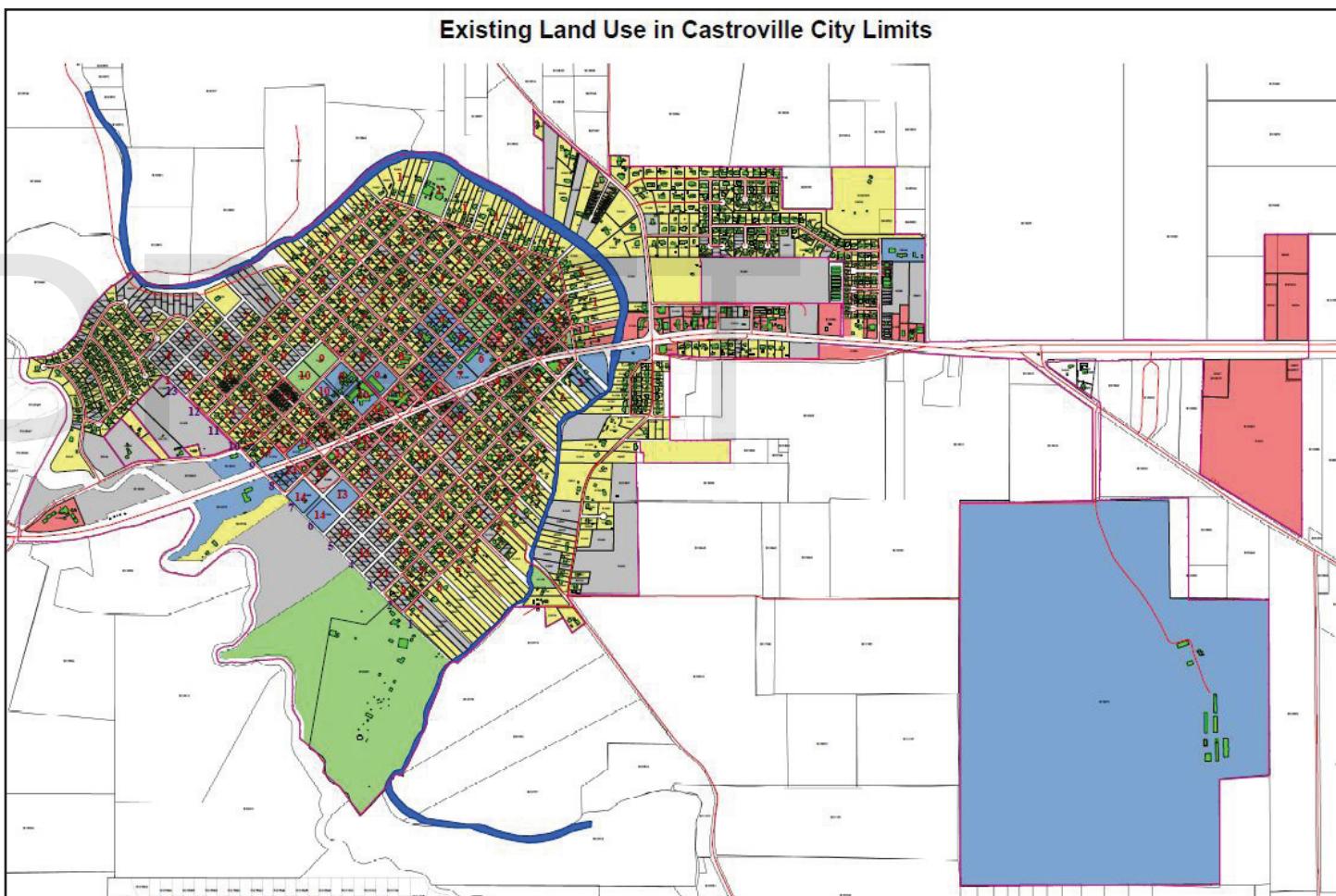
One of the key powers of home rule is unilateral annexation. With this power, cities “can bring an adjacent unincorporated area into the city without the permission of the persons residing in that area.” (*Texas Municipal League*) This is important because it helps a city guide the development of the land around it, and because it allows the city to expand its revenue base through property taxes (some of which goes toward providing municipal utilities such as water and power).

Without the power of unilateral annexation, cities are often subject to outside forces—such as urban sprawl and suburbanization—and have little control over how they can deal with them. In some cases they are responsible

for providing services to residents outside city limits but within the utility service district, which adds to cost without adding to revenue.

As of the 2010 U.S. Census, Castroville had a population of 2,680 within its city limits; this is approximately 53% of the

population needed for achieving home rule status. Given the existing city limits and the existing zoning, it may be problematic for Castroville to achieve home rule in time to successfully guide the long range development of the unincorporated land around it. Almost all of Castroville’s residential areas are currently zoned for single-family



detached housing; the only areas with existing multi-family housing are the Village Apartments located at Naples and Madrid Streets in old Castroville and the Country Villa development near U.S. 90 and Country Lane, about three quarters of a mile east of old Castroville. There are also three areas with existing manufactured home housing within city limits. Each of these five areas is the size of a city block or less. Castroville also has a large extraterritorial jurisdiction (ETJ) which extends to the Medina-Bexar County line.

The path of future urban growth around Castroville, especially commercial retail and industrial businesses, will, for the most part, follow U.S. 90. It is already clear that development is occurring sporadically, but if population growth in the San Antonio Metropolitan Area continues at its current pace, there will likely be no more rural land along U.S. 90 between Castroville and San Antonio in the near future. This growth will also include commercial, retail and industrial businesses. While development to the west may not be as dramatic, it will nevertheless continue along both U.S. 90 and County Road 4516. This development is likely to be more residential in nature.

The two alternatives to reach the threshold of 5,000 are (1) expand the city limits through voluntary annexation within the ETJ, and to increase the population within the existing city limits by approximately 2300 residents (almost doubling it). Either option will require a concerted effort by the City. The areas to the east and west of Castroville require land use plans to guide future development.

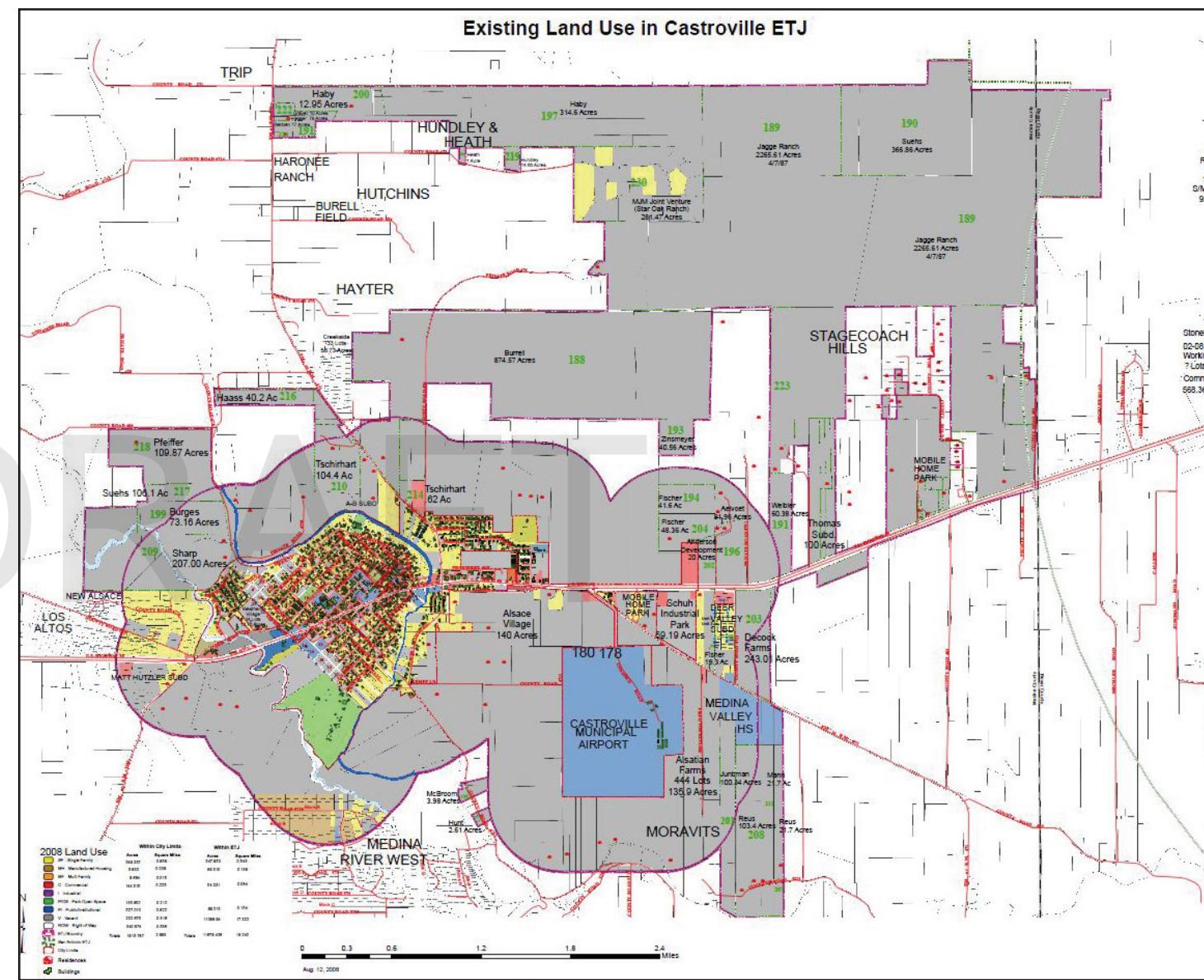


Figure 64: Existing Land Use Map of Castroville Extraterritorial Jurisdiction (ETJ)

Source: Castroville Master Plan



Proposed Implementation Plan

Putting in Place a Development Strategy

This study presents a number of strategic initiatives to revitalize Castroville. Equally important, it seeks to enhance the community's local economy while maintaining the unique historic character of the city. It also identifies and analyzes a number of factors that must be taken into account if Castroville is to grow its economy, create new job opportunities and attract additional investment.

A key point in devising any long-term strategy is the need to put in place a plan of action that takes full advantage of the community's civic and economic assets. Also important is the need to create an implementation effort that is centered on realistic and cost-effective initiatives. While this study outlines a vision for Castroville to pursue, the next step along this path is to define a workable course of action and lay the foundation for its long-term growth.

It is important to keep in mind that the recommendations included in this study are only a start. The next step is to discuss carefully the proposed recommendations and make adjustments as needed. Once this is done it will then be important to establish priorities for development. These priorities will always be governed by the availability of resources, and their relationship to other pressing needs that Castroville has to address.

Once priorities are decided upon, the next step is to put together an implementation strategy and plan. As this is done, elements of the proposed plan can be implemented. It is also useful to acknowledge that adjustments and changes in the plan are likely to be made as Castroville moves forward with its implementation. This means that whatever plan is decided upon, steps will have to be taken to carefully monitor and evaluate it over time to ensure that it remains relevant to the community.

However, the ultimate success of this plan will depend, in large part, on the kind of leadership that is provided over the course of its implementation. A combined public and private sector leadership effort is needed to accomplish goals and objectives.

Major Recommendations

- Physical improvements to streets in the Downtown District should be made to make them more pedestrian friendly and attractive to encourage more residents and visitors to shop downtown.
- As part of this revitalization and redevelopment effort in the Downtown District, it is also recommended that a new Civic Center and Plaza be developed to provide a central location for city offices and create a public square that will be visually identifiable as an additional central gathering place for public events and festivals.
- Improvements to Houston Square should be made to enhance its historical function as a public gathering space and to facilitate both pedestrian access and vehicle access while also maintaining the amount of available parking.
- Emphasis should also be given to the development of additional retail and commercial type activity in the Downtown District with a particular focus on destination type retail shopping, improvement of lodging options, and improvement of eatery, restaurant, and café options.
- Improvements should be made to the U.S. Highway 90 Corridor adjacent to the district to make it more pedestrian friendly and attractive. Emphasis should also be placed on improving accessibility to the Downtown District from U.S. Highway 90.
- Several gateway landmarks which clearly identify Castroville to those entering the city should be strategically located along the major highway (U.S. 90) serving the community.
- Access to Castroville Regional Park should be improved
- To deal with the future development of Castroville additional emphasis should be placed on those areas adjacent to it. Many of these areas are currently subject to encroachment by the City of San Antonio.
- To accomplish this, the City of Castroville and the community, as a whole, will have to focus on expanding its population base and move toward a comprehensive, long-term view of its potential

growth. This move toward Home-Rule status should be a high priority for the community.

Recommendations – Economic/Business Development

As part of the overall redevelopment strategy for Castroville several recommendations were also put forth to expand efforts to improve its economic and business assets.

High priority should be given to the development of an overall strategy to improve Castroville's economy by expanding its small business sector, enhancing local entrepreneurship, and attracting new investment to grow its tax base and generate additional revenue for the city. To accomplish these goals it is further recommended that:

- Steps be taken to capture a greater portion of local consumer expenditures by addressing the local market opportunity gap in specific sectors;
- Tourism-related assets are enhanced to increase non-local consumer spending in Castroville;
- Emphasis is placed on the development and revitalization of both the historic Downtown District and the U.S. 90 Corridor via in-fill development.

Based on the Economic Base/Gap Analysis included in this study for Castroville, it is further recommended that a high priority be given to the development of a targeted

business recruitment strategy to recruit several types of businesses that have been designated as having a high potential for growth in the local market. These include businesses related to:

- Pharmacy and Drug Stores;
- Limited-Service Eating Places;
- Full-Service Restaurants;
- Women's Clothing Stores; and
- Building Material and Supply Dealers.

In order to develop the Downtown District, businesses with a smaller footprint (square footage), a more pedestrian-scaled facility, and greater appeal to visitors would be most appropriate.

In conjunction with the above, it is also strongly recommended that steps be taken to develop an overall marketing strategy for Castroville describing its assets, resources and talent in order to recruit new businesses looking to relocate or expand operations in the area in order to grow its local economy and generate new investment.

The City of Castroville and the Castroville Area Economic Development Council (CAEDC), along with the Airport Advisory Board (AAB), should evaluate also the potential for establishing an industrial park at the northwest corner of the Castroville Municipal Airport property to attract more light industry to Castroville, improve its employment base, enhance the local economy and generate new investment.

The City, CAEDC, and AAB should also consider the possibility of establishing a solar field array on the southwest corner of the airport property, and adding to the community recreational facilities at the northeast corner of the property. Planned improvements to the Airport facility, such as restoring the runway to its original length of 5000 feet, realigning County Road 4711, and constructing additional aircraft hangars, should proceed as scheduled.

Because of its potential market base that includes portions of eastern Medina and western Bexar counties, it is further recommended that the City of Castroville and the CAEDC take measures to capture as much as possible the consumer expenditures of the population living in the primary and secondary market areas (within a 10-mile radius of the city limits) now being lost to the San Antonio market. This market outreach should be an integral part of a broader, comprehensive economic growth strategy for Castroville.

In order to better leverage its local history, and to take full advantage of its strategic location, community events, environmental assets and recreational facilities, it is recommended that the City of Castroville, the CAEDC, and the Castroville Chamber of Commerce develop a broad based tourism marketing/development strategy to attract visitors and tourists from the surrounding region and elsewhere.

As part of this effort, steps should also be taken to expand the supply of available lodging options to include more bed and breakfast and hotel/motel facilities, in order to

attract more overnight stays by visitors and create new employment opportunities and revenue sources within the local economy.

Implementation Strategy

To carry out the recommendations and the action steps discussed below it will be necessary to bring the Castroville community together to address matters of common concern and to develop a comprehensive implementation strategy. The implementing entity for this task will be the Castroville Area Economic Development Council (CAEDC). The CAEDC in turn will draw heavily on support from local citizens, business leaders, and public officials as it moves forward with the implementation of this plan. As noted earlier, the primary factor influencing the success of this implementation effort will be the community's leadership.

Three main areas are addressed in this plan: (1) the revitalization of Castroville's historic Downtown District, (2) the overall community development of Castroville, and (3) the development and implementation of an economic/business growth strategy for the community.

Another theme underlying this plan is the need to create a sustainable economy for Castroville that will also meet the needs of its citizens. This reinforces the concept of investing in the community to generate long-term growth and equity. Underscoring all of this is the need to create a vision for the future of Castroville. This study and the

discussion that follows it will provide a framework for that vision.

A combination of public and private effort will be necessary to effectively implement any long-term plan for the community. This public/private partnership is critical because no one entity has the resources needed to fully realize this kind of plan on its own. Each sector also has a set of responsibilities. These are briefly described below:

Public Sector – City of Castroville, CAEDC

The public sector in Castroville is mainly responsible for the planning and construction of infrastructure improvements, the development of a future land use plan supported by a unified development ordinance, and the development of incentive packages to provide the basis for long-term economic and business growth. Other public entities such as the Texas Department of Transportation and Medina County are responsible for developing, maintaining and upgrading the area's roads and highways.

The CAEDC is responsible for coordinating its community and economic development efforts. The CAEDC is also responsible for promoting economic development in Castroville, encouraging new businesses to relocate and/or expand into the community, creating partnerships to carry out development initiatives, and determining the specific assets and resources needed to carry out the development process.

Private Sector – Castroville Chamber of Commerce, Local Business Owners

The private sector in Castroville creates the basis for its local economy. It also generates the necessary revenue and investment that drives that economy. It is comprised mainly of local and area businesses that provide goods and services to the local population, and also to that population outside the local market (either through export or through the visit of non-local population to the local market).

The private sector also provides employment for local citizens, and depending on its health, for people from neighboring communities as well. In many respects, the private sector functions as the "engine" of the local economy.

Any community's ability to address its needs is dependent in large part on the capabilities of the local government. It is also dependent on the kinds of assets, talents and resources the community possesses and is able to utilize. One of the major problems confronting communities in the current economic climate is the relative lack of assets and resources they are able to utilize to actively engage in economic, business and community development activities.

Unless it can engage the community as a whole in the development process and realize the full potential of the community's assets, talents, and resources, a local government will be unlikely to realize its economic policy and development goals.

Fortunately, the Castroville community has a long history of civic engagement and participation. It is important to point out that communities can be successful only if they pull together when they need to do so. Pulling in different directions is counter-productive and it consumes valuable time and effort that could be better spent on working toward a common goal.

Successful communities are also proactive. They can anticipate change and problems rather than merely react to them. They are successful because they have learned to plan ahead and take charge of their future. This plan reflects Castroville's vision for the future, its desire to create new opportunities for its citizens, and its desire to set the stage for future growth.

Implementation Plan – City of Castroville

The Implementation Plan described below outlines each of the recommendations presented earlier and the steps needed to carry them out. It also provides information and guidance in obtaining the necessary resources needed for implementation. Additional information on possible funding sources to support these initiatives is included in Appendix B of this study. As noted previously, the primary coordinating and implementing entity for this plan is the Castroville Area Economic Development Council (CAEDC). As it moves forward, the CAEDC will

also draw in other partners and assets to facilitate the implementation process.

Implementation Plan – Downtown District Revitalization

The goal is to redevelop and revitalize Castroville's historic Downtown District to make it once again the center of community life and commerce, and to spur additional development in the community.

The CAEDC, in conjunction with the City of Castroville, should form a Downtown District Revitalization Task Force to spearhead the redevelopment/revitalization effort in the historic Downtown District. A key initiative of this Task Force will be to create a public/private partnership to mobilize the community's assets, talents and resources to develop a plan of action with time lines and areas of responsibility to rebuild the Downtown District.

Once the Task Force is in place it will focus on the development of a detailed action plan to:

- Improve Paris and Fiorella Streets to make them more pedestrian friendly and attractive in order to increase foot traffic and shopping by both residents and visitors;
- Create a Civic Center/Plaza Complex Committee to develop specific plans to build a new City Hall and Plaza as part of a broader effort to redevelop and revitalize the Downtown District;

- Develop a list of potential retail/commercial businesses that could be targeted and recruited for the Downtown District;
- Assemble an incentive package designed to attract targeted businesses to relocate and/or expand into the District, and to encourage existing businesses in the District to remain there;
- Work with existing businesses in the District to improve their operations, upgrade store fronts and enhance the appearance of the area based on concepts discussed in this plan.

The Task Force should also create a U.S. Highway 90 Corridor Committee specifically to work in partnership with the Texas Department of Transportation (TxDOT) and Medina County in order to develop and implement a plan for revitalization of the U.S. 90 traffic corridor in Castroville, specifically addressing the following:

- Work closely with the TxDOT District Office in San Antonio to develop a long-term plan to upgrade U.S. Highway 90 within the designated corridor.
- Initiate the development of the land use plan and related ordinances to improve the designated corridor design and make it more pedestrian-friendly and more pleasant to drive through.
- Create an incentive package designed to attract high-end retail and commercial business to the U.S. 90 Corridor.

This development will also strengthen the Castroville Downtown District and provide additional venues for new investment in the community. This effort is also important for the overall economic success of Castroville and the surrounding area.

Implementation Plan – Community Development

The goal here is to improve the quality of life for all residents in Castroville, not just by expanding the local economy, but by creating new recreational areas and parks and expanding its public infrastructure. Equally important as a goal is the need to look at the community's long-term requirements.

In creating a comprehensive plan for community development, the City of Castroville and the CAEDC will focus on improving the housing, public services, infrastructure network, accessibility, and aesthetic appeal of the community along with the local economy.

This should be done in conjunction with the development of a long-range economic growth strategy and land use plan. In preparing this plan emphasis should be placed on sustainable development practices, smart growth principles, the development of new recreational facilities, and the creation of a targeted investment strategy designed to support the community's long-range development. In carrying out this initiative, several areas also need to be addressed. These include the following:

Development of gateway landmarks located at strategic points on U.S. 90, in order to identify Castroville to those driving on U.S. 90 and to provide a distinctive signature for the community as a whole;

Implementation Plan – Economic/Business Development

The goal here is to expand Castroville's economy in its primary and secondary markets, generate new investments in the community, provide job opportunities for residents, and obtain additional revenue for the city.

To achieve these aims the CAEDC and the City of Castroville will need to put in place an economic/business development strategy that focuses on expanding its small business sector, enhance entrepreneurship, and brings in new investment to build the local economy. The CAEDC can also work with businesses to expand their operations, improve their efficiency and enhance their workforce. To accomplish these ends several specific initiatives are proposed.

- Develop a business support network in the community which can focus on training, providing technical assistance, location assistance, and market research support to member businesses;
- Encourage local businesses to work with the Small Business Development Center (SBDC) Network and the Rural Business Program (RBP) housed in the Institute for Economic Development (IED) at the University of Texas at San Antonio (UTSA) as development efforts continue;

- Recruit new businesses for Castroville, based on the Economic Base/Gap Analysis included in this study, with the aid of a marketing strategy;
- Develop appropriate incentives and tax abatement packages for business owners and entrepreneurs looking to establish a new business in Castroville, especially those in which there is a market opportunity gap;
- Provide a series of workshops to inform small business owners and entrepreneurs on how to start up and operate a business;
- Create a small business loan program to assist small business owners and entrepreneurs with additional capital to start up or expand their businesses;
- Develop a feasibility study to evaluate the potential for establishing a light industrial park and/or solar field array at Castroville Municipal Airport;
- If such a facility is feasible, take steps to seek appropriate financing for the project and evaluate the kinds of businesses that would be housed in the light industrial park;
- Design a tourism plan and marketing strategy to take advantage of the area's historical, environmental and cultural assets to draw in visitors and tourists from the surrounding region and other parts of the country.

Next Steps

The strategic initiatives, plans and recommendations presented and discussed at length in this section are designed to revitalize Castroville's Downtown District, expand its local economy and provide a means to enhance the community's quality of life and well-being. Earlier it was noted that a key point in devising any long-term strategy is the need to put in place a plan of action that takes full advantage of the community's civic and economic assets. Also important is the requirement to create an implementation effort that is centered around realistic and cost-effective initiatives. We believe that this plan reflects those points. The next step is to carefully review the recommendations and proposed action items to determine their merit. This will then set the stage for creating the appropriate mechanisms and utilizing the appropriate resources to move forward with implementation of this plan.

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Appendices

Appendix A - Summary of Community SWOT Session

Strengths

1. Historic Buildings/Historical Character
2. **Proximity to San Antonio** (draw tourists)
3. **Highway 90** (easy access to/from San Antonio)
4. Medina River
5. Distinct Culture
6. Quality School District
7. Regional Park
8. Sports Fields and Golf Course
9. Downtown Square (Houston Square)
10. COMMUNITY EVENTS:
 - Old-Fashion Christmas
 - St. Louis Day
 - Market Trail Days
 - Fourth of July Celebration
 - City-wide Yard Sale
 - Tour de Castroville
 - Volksmarch
 - Fiorella Fridays
 - Monthly Car Show
11. Good Hotel Spaces
12. Low Crime Rate
13. Airport (including land around airport)
14. Quality of Life
15. Feeling of "Home"
16. Amphitheater
17. Visual Arts Building at High School
18. Castroville EDC
19. City Council
20. City-Owned Water Supply
21. Visitor's Center/Steinbach House

22. Restaurants
23. Event Centers and Wedding Venues
24. Generational/Family Heritage
25. Solid, Stable Community
26. Agricultural Heritage
27. Low Crime
28. Growth from Within
29. Room for Growth (outside city limits)
30. **Low Tax (outside city limits)**

Weaknesses

1. Lack of Corporate Donors/Partners
2. Lack of Funding/Revenue for Plans/Projects
3. Lack of Needed Infrastructure (Water/Sewer)
4. Castroville ETJ (imposes costs but no revenue)
5. Inability to Supply Infrastructure to Outlying Areas
6. Lack of Marketing
7. Poor or Absent Signage
8. TxDOT Restrictions (on signage, etc.)
9. Lack of Manpower
10. **Highway 90** (speed of traffic, lack of scenery)
11. Poor Pedestrian Accessibility
12. Insufficient Number of Hotel Rooms (not meeting potential for tax revenue)
13. Lack of Railroad
14. No Large Supermarket (H-E-B) to Attract Shoppers
15. Not Enough Room for Growth within City Limits (for Big Retail Stores)
16. **Low Tax (outside city limits)**
17. CCN (Water) Obligations to Population outside City Limits
18. Ineffective/Fragmented Communication between Stakeholders
19. No Defined Entrance Along Corridor (Hwy 90)

20. Plans Completed but not being Implemented
21. City Funds not Spent as Efficiently as Possible
22. Bedroom Community/Lack of Political Participation/Not Enough Income Spent in City (**Proximity to San Antonio**)
23. No Effective Strategy to Bring In New Business
24. Lack of Unique Businesses

Threats

1. **Proximity to San Antonio**/Growth of San Antonio (ETJ approaching Castroville)
2. Low Quality of Residential Development
3. Too Many Projects (Not Enough Focus)
4. Possibility of Hwy 90 Bypass (Loss of Vehicle Traffic)
5. Lack of Community Consensus on Growth
6. Lack of Community Support for Plans/Projects
7. Unplanned Growth
8. Deteriorating Infrastructure
9. Fragmentation of Utilities and Political Jurisdictions (difficult to implement plans)
10. Limits of BMA Water Supply Will Constrain Growth
11. Macro-Economic Dependence on San Antonio/ Retail Competition from San Antonio
12. High Business Turnover/Businesses Leaving
13. Nothing to Keep Visitors and Visitor Spending in Town

Opportunities

1. Capitalize on Historic Areas/Historic Tourism
2. Very Strong Heritage/Cultural Identity
3. Potential for Commercial/Retail Development along Highway 90

4. Room for Expansion of Airport
5. Good Location for Small Businesses
6. Potential for Determining Historic Guidelines
7. Still at Early Stage and Can Decide How to Grow
(Guide Future Growth)
8. Strong Marketing Potential
9. Potential for Cultural Tourism
10. Potential to Draw from Large Target Market (San Antonio)
11. ***Proximity to San Antonio***
12. Opportunity for Tax Incentives to Bring in More Business
13. Potential as “Destination” for the Area (Unique Businesses that Draw Visitors to Shop, Eat, etc.)
14. An “Anchor” Business Will Have Multiplier Effect
15. Potential for “Buy Local” Strategy/Marketing

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Appendix B

Summary of Community Resources

U.S. Department of Agriculture-Rural Development Programs (USDA-RD)

Business and Industry Guaranteed Loans (B & I)

B&I loans are offered to improve the economic and environmental climate in rural communities. Cooperative organizations, partnerships, non-profits, public bodies, or individuals can apply for a loan provided that the funds are used for specific purposes. They can be used to acquire a business or industry if doing so will prevent employment loss or create employment opportunity. Funds can be used to modernize a business or purchase equipment, land, buildings, or easements. Further information can be found on the USDA-RD website: http://www.rurdev.usda.gov/BCP_gar.html

Rural Energy for America Program

This program is available to rural small businesses and agricultural producers through local lenders approved by the USDA. The loans and grants must be used to purchase renewable energy systems or make energy efficiency improvements. More information is available at: http://www.rurdev.usda.gov/BCP_ReapResEei_Eligibility.html

Rural Business Enterprise Grants Program (RBEG)

The RBEG Program gives grants to rural projects for the development of rural businesses, funding employment rated adult education programs, and distance learning networks in order to give employees access to adult

education programs. Examples of eligible projects include construction or renovations, training and technical assistance, and distance adult learning for training and advancement. More information can be obtained by visiting the RBEG Program website: http://www.rurdev.usda.gov/BCP_rbeg.html

Intermediary Relending Program (IRP)

The Purpose of the IRP is to alleviate poverty and increase economic activity and employment in rural communities. Low-interest loans are given to community organizations for the establishment of revolving loan funds. The local organizations can then provide loans for activities like construction or repair of businesses, purchasing and development of land, or pollution control and abatement. More information can be found at: http://www.rurdev.usda.gov/BCP_irp.html

Rural Business Opportunity Grants (RBOG)

RBO grants are designed to promote sustainable economic development in rural communities with exceptional needs. Funds can be used for strategic planning, feasibility studies, leadership and entrepreneur training, and more. This program is designated for any area not within the boundaries of a city that has a population of more than 10,000: http://www.rurdev.usda.gov/BCP_RBOG.html

Community Facilities Grants

This program grants funds to develop essential community facilities in rural areas up to 20,000 in population. Funds may be used to build healthcare facilities, child care facilities and other public amenities: http://www.rurdev.usda.gov/HAD-CF_Grants.html

U.S. Department of Housing and Urban Development (HUD)

HUD's mission is to create strong, sustainable communities and ensure everyone has access to an affordable home. They accomplish this through a variety of grants and programs that offer assistance for a variety of needs including disaster recovery, home-improvement, and housing for the elderly.

HOME Investment Partnerships Program

This program offers grants to states and local governments to implement local housing strategies for increasing homeownership and affordable housing opportunities for low-income Americans. Funding can be used for the rehabilitation of housing, provide assistance to homebuyers and facilitate the construction of new housing. Participating jurisdictions must match 25% of HOME funds. More information can be found at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-12.pdf>

Good Neighbor Next Door

Law enforcement officers, teachers, firefighters, and emergency medical technicians are given the opportunity to buy homes in revitalization areas at a significant discount. The goal is to make the neighborhoods safer and stronger. More information can be found at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-21.pdf>

Community Development Block Grant Program(CDBG)

The CDBG Program is a national program whose goal is to develop viable communities by providing decent housing, suitable living environments and expanding

economic opportunities principally for those of low to moderate income. Funds can be allocated for several uses including disaster relief, water and sewer infrastructure improvements, and renewable energy pilot programs. More information is can be found through the Department of Housing and Urban Development website at: <http://portal.hud.gov/hudportal/HUD?src=/hudprograms/toc>

Rural Housing Stability Assistance Program

This program offers competitive grants to private non-profits, counties, and local governments for re-housing of individuals placed in emergency or transitional housing, and for improving the housing situation of low-income families in a geographical area. Funds can also be used to help low-income residents keep their homes and/or improve their access to affordable housing. Additional information is available at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-15.pdf>

Self-Help Housing Property Disposition

This program makes surplus federal properties available to state and local governments at less than fair market value for the purpose of building self-help housing for low-income residents. Residents of the property must make a substantial contribution of labor towards the construction, rehabilitation, or renovation of the property. More information can be found by visiting the HUD website at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-47.pdf>

Community Challenge Planning Grant Program

These grants are given in partnership with the U.S. Department of Transportation and the Environmental Protection Agency for the development of affordable, economically vital, and sustainable communities. Funds go

to the modifications of master plans, zoning, and building codes to promote mixed finance development and re-use of older buildings with the goal of promoting sustainability at the local or neighborhood and at the community level. More information can be obtained at: <http://portal.hud.gov/hudportal/documents/huddoc?id=HUDPrograms2013-85.pdf>

Economic Development Administration (EDA)

The EDA has several programs designed to improve communities throughout the country. The Public Works Program provides funding to revitalize, expand and upgrade infrastructure in distressed communities to draw new business and job opportunities to an area. They also provide planning and economic development strategies for local organizations like Economic Development Districts. More programs and information are available at: <http://www.eda.gov/>

Small Business Administration (SBA)

The SBA offers many financial assistance programs for small businesses. They set guidelines for loans through lenders and community development organizations, help small business contractors obtain surety bonds, and provide mentors and counseling through its Service Corps of Retired Executives (SCORE) Program. While they do not directly provide grants, they have several sources of funding listed on their website at: <http://www.sba.gov/content/what-sba-offers-help-small-businesses-grow>

Federal Emergency Management Administration (FEMA)

FEMA offers a variety of grants not only for victims of natural disasters, but for mitigation activities that avert future damage. They also offer grants to local fire departments

for staffing, volunteer firefighter retention, and reducing injuries and deaths among high-risk populations. More information can be found at: <http://www.fema.gov/grants>

Texas Historical Commission Programs

Texas Main Street Program

The Texas Main Street Program was founded over 30 years ago and is operated by the Texas State Historical Commission. The programs goal is to provide technical expertise, resources and support for Texas communities for the preservation and revitalization of historic downtowns and commercial neighborhood districts. Communities can apply annually with no fee and each year up to five cities are selected for Texas Main Street designation. Once accepted, cities pay a nominal annual fee based on population and have access to strategic planning reports, design services, resources for funding projects, and much more. More information can be obtained by visiting: <http://www.thc.state.tx.us/preserve/projects-and-programs/texas-main-street> or by contacting the Texas Main Street State Coordinator by calling (512)463-6092.

Museum Services

The Texas State Historical Commission helps small history museums through its Museum Services Program. The staff can offer free consultations and assistance in any number of areas including reorganization, strategic planning, exhibit design, fundraising and volunteer recruiting and training. Additionally they offer training on various museum topics both in workshops and online. If more information is needed, visit: <http://www.thc.state.tx.us/preserve/projects-and-programs/museum-services> or contact the Museum Services Coordinator at (512)463-6427.

Cemetery Preservation

Castroville has several cemeteries listed as historical sites with the Texas Historical Commission. The Historic Texas Cemetery designation protects these cemeteries by recording boundaries in county records to alert present and future owners of land surrounding the area of its existence. This designation does not impose any restrictions on private use of land. The site must be designated as an HTC before it is eligible for a historical marker. More information is available at: <http://www.thc.state.tx.us/preserve/projects-and-programs/cemetery-preservation>.

Texas Historic Courthouse Preservation

The THCP Program was established in 1999 to help counties restore their historic courthouses. The program provides partial matching grants and is regularly funded by the Texas Legislature. Training and education is also provided to county staff for future preservation needs. Further information can be found at: <http://www.thc.state.tx.us/preserve/projects-and-programs/texas-historic-courthouse-preservation>

Certified Local Government Program

The CLG Program is a partnership for historic preservation involving of state, federal, and local government. Local governments work independently to develop and maintain a successful preservation program. To qualify, a city or county must enforce legislation that protects historic properties, establish a qualified review commission, maintain a survey and inventory of historic properties, and provide for public participation in the preservation process. More information is available at: <http://www.thc.state.tx.us/preserve/projects-and-programs/certified-local-government>

Texas Commission on the Arts (TCA)

The TCA offers a variety of grants to municipal and county arts agencies to provide services and support in the advancement of the cultural arts. Information and deadlines can be found at: <https://www2.arts.state.tx.us/tcagrant/TXArtsPlan/TAPTOC.asp>

Texas Department of Agriculture Programs

Texas Capital Fund

This program allocates funds to incorporated cities and county governments that do not meet the standards the U.S. Department of Housing and Urban development's Community Development Block Grant program. Funds can be used for real estate development, infrastructure improvements, and downtown revitalization efforts. The TCF can help attract new business and grow the local economy. More information can be found at: <http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund.aspx>

GOTEXAN Rural Community Program

This program is designed to encourage the growth of rural communities throughout Texas. It is a membership-based program that promotes economic activity in rural areas through restaurants, tourism, and special recognition of products made in Texas. Restaurants as well as items manufactured or grown in Texas receive the special GO TEXAS label: <http://www.gotexan.org/ForMembers/GOTEXANPartnerProgram.aspx>

State Office of Rural Health (SORH)

The SORH works with local healthcare providers, county leaders and state partners to support access to quality healthcare for rural Texans. They assist healthcare providers through programs that assist with information

and referrals, medical licensing, grants, and educational awards. A complete list of programs can be found at: <http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/StateOfficeofRuralHealth.aspx>

Texas Education Agency (TEA)

The TEA provides grants to schools and school districts throughout Texas for the academic enrichment of students. Examples of grants offered are the Algebra Readiness for Small and Rural Schools Grant, the Online College and Career Preparation Technical Assistance Grant, and the Public Charter School Start-up Grant. More Information can be found at: <http://www.tea.state.tx.us/index2.aspx?id=2147487872>

Texas Department of Housing and Community Affairs (TDHCA)

The mission of the TDHCA is to improve the quality of life of all Texans through the development of better communities. They act as an intermediary for federal grant funds for housing and community services. They also act as a financial and administrative resource that provides essential services and affordable housing to those who qualify and provides resources for first-time home buyers. <http://www.tdhca.state.tx.us/index.htm>

Texas Department of Transportation (TXDoT)

TXDoT offers a number of grants for infrastructure and accessibility improvements. The Safe Routes to Schools Grant is designed to improve the safety of children in grades K-8 that walk or bike to school. The routine Airport Maintenance Program matches local government grants up to \$50,000 for basic improvements like parking lots, fences, or other similar needs at local airports. TXDoT

also administers funds from several federal grant programs designed to help cities with planning and research, rural public transportation, and transportation for individuals with disabilities. Further information can be found at: <http://www.txdot.gov/government/funding.html>

Texas Water Development Board (TWDB)

The TWDB offers grants and loans for planning, design, and construction of water related infrastructure and improvement programs. They offer grants to local governments for programs and technical assistance for agricultural water conservation, flood mitigation, and clean drinking water programs. More information can be found at: <http://www.twdb.state.tx.us/financial/programs/AWCG/index.asp>

Texas Commission on Environmental Quality (TCEQ)

The TCEQ offers both competitive and non-competitive grants to local governments for a variety of uses. Funds can be given for cleanup or prevention of pollution, research into pollution reduction, or for replacing old municipal vehicles with newer, more efficient models. The Texas Clean School Bus Program gives money to school districts to replace old school buses with new ones or retrofit them with new technology to reduce the pollution from diesel exhaust. More information can be found at: http://www.tceq.texas.gov/agency/governments_main.html

Texas State Soil and Water Board (TSSWCB)

The TSSWCB offers a matching funds program for soil and water conservation assistance. Through local conservation boards they also offer technical and planning assistance to agricultural producers to incorporate best management practices on their farms and ranches. Additional

information can be found at: <http://www.tsswcb.texas.gov/programs/swcdassistance>

Texas Parks and Wildlife (TPWD)

The TPWD offers 50% matching grant funds to municipalities, counties, and other units of government for development of parks, nature centers, urban outdoor recreation, and recreational trails. They also offer 75% matching funds for the construction of public boat ramps throughout Texas. Further information on programs and deadlines can be found at: <http://www.tpwd.state.tx.us/business/grants/trpa/#outdoor> .

Texas Veterans Commission (TVC)

The TVC awards reimbursement grants to local government agencies and Veterans Service Organizations that provide direct assistance to Texas veterans and their families. Grants are offered for limited financial assistance, transportation services, housing assistance and family and child services. More information, grant applications and deadlines can be found at: <http://www.tvc.texas.gov/Apply-For-A-Grant.aspx> .

Economic Development Initiatives - Type A/B Economic Development Sales Tax

These voter-approved taxes are used by cities to promote economic development. To date, more than 583 cities in Texas have collected over \$500 million annually in sales tax revenue. There are key differences between the Type A and Type B sales tax mainly in the ways cities can adopt a sales tax, use tax revenue, and the oversight of project expenditures. Not every city can collect Type A sales taxes, but every city in Texas can collect Type B.

Type A is considered more restrictive and allows more traditional types of economic development initiatives that assist manufacturing or industrial activity. It can fund things like buildings, equipment, facilities, distribution centers, and infrastructure improvements. It can also fund business related airports, port facilities, and some airport activities within 25 miles of an international border.

Type B Sales Taxes fund the same projects that Type A can, as well as projects considered to be community initiatives. Facilities and expenditures for a professional or amateur sports park, entertainment facilities, tourist facilities, and affordable housing are allowed under Type B funds, but with additional procedural requirements. More information is available through the Office of the Attorney General of Texas at: https://www.oag.state.tx.us/AG_Publications/pdfs/econdevhb2013.pdf

Hotel Occupancy Tax (HOT)

The HOT is imposed on anyone paying for a room or space in a hotel, motel, or bed and breakfast costing \$15 or more per night. It also applies to condominiums, apartments, and houses that are rented for less than 30 consecutive days. The State of Texas charges 6% of the cost of the room and local city and county taxing authorities are allowed to impose an additional percentage provided it does not go above 15% of the room rate. Funds collected must be used to directly enhance and promote tourism and must also fit into one of the nine statutory categories outlined in the tax code. These categories include the funding of a visitors center, tourism related advertising, funding programs that enhance the arts, historical preservation, and others. Additional information can be found at: <http://www.window.state.tx.us/taxinfo/hotel/index.html>

Property Tax Incentives

Attracting new businesses and encouraging economic growth can be accomplished using the right property tax incentives. Property tax abatement, tax increment financing, and the Texas Economic Development Act are three ways a municipality can grow economically, attract new industries, and retain existing employers.

Property tax abatement is where incorporated cities, counties, and special districts are permitted to enter into an agreement with a taxpayer that exempts all or part of the increase in property value from taxation over a period of up to ten years.

Tax increment financing can be used by a city or county to publicly finance needed improvements to infrastructure and buildings within a designated reinvestment zone. The cost of improvements is financed by future tax revenues levied against property in the improved area.

The Texas Economic Development Act gives school districts the ability to create jobs and attract investment. A school district can provide tax credits and an 8-year limitation on appraised value of a property on the school district property tax to eligible corporations or limited liability companies (LLC). In return the companies are required to use the property for manufacturing, research and development, clean energy generation and other similar uses. More information on property tax incentives can be found at https://www.oag.state.tx.us/AG_Publications/pdfs/econdevhb2013.pdf

County Development District (CDD)

Counties with a population of 400,000 or less can be petitioned by landowners to establish a CDD in an effort

to promote and develop tourism in the county. They are allowed to levy taxes for such purposes provided that they do not exceed the 2% cap on local tax rates. More information can be found at: <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.383.htm>

Public Improvement Districts (PID)

PID's provide a way for cities make necessary public improvements by allowing them to collect special assessments on property within the city and its extraterritorial jurisdiction. A PID can be formed to improve drainage and wastewater facilities, construct or improve libraries or off-street parking, acquire and install pieces of art, or other similar projects that improve public safety and economic development. More information of PID's can be found at: http://www.texasahead.org/tax_programs/pubimprovement/

Municipal Management Districts (MMD)

Also called a downtown management district, a MMD is created within an existing commercial area as a supplement to municipal services in the area. Improvements to infrastructure and facilities are paid for by a combination of self-imposed property taxes, impact fees, and special assessments. Many cities in Texas have used this tool with great success. Additional information can be found at: https://www.oag.state.tx.us/AG_Publications/pdfs/econdevhb2013.pdf

Neighborhood Empowerment Zones (NEZ)

A NEZ can be established by a city to promote economic development activities within a designated area. The zone must promote the creation of affordable housing, an increase in economic development, an increase in quality of social services, education, and public safety,

and the rehabilitation of affordable housing. The city has certain development powers within the zone to draw in economic activity. They may grant waivers for building fees, issue municipal sales tax refunds, offer property tax abatements, and establish baseline performance standards and environmental goals on construction projects. More information can be found at: <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.378.htm>

NAFTA Impact Zones

Cities with areas affected by the North American Free Trade Agreement are authorized to establish this zone. The rules are nearly identical to Neighborhood Empowerment Zones. Additional information can be found at: <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.379.htm>

Appendix C - Executive Summary and Gap Analysis

Executive Summary 2013

Area ZIP Codes (see appendix for geographies), Total



- The population in this area is estimated to change from 7,268 to 7,488, resulting in a growth of 3.0% between 2010 and the current year. Over the next five years, the population is projected to grow by 6.3%.

The population in the United States is estimated to change from 308,745,538 to 314,861,807, resulting in a growth of 2.0% between 2010 and the current year. Over the next five years, the population is projected to grow by 3.3%. The current year median age for this area is 40.0, while the average age is 39.0. Five years from now, the median age is projected to be 39.8.

The current year median age for the United States is 37.5, while the average age is 38.3. Five years from now, the median age is projected to be 38.3.

Of this area's current year estimated population: 89.4% are White Alone, 1.0% are Black or African Am. Alone, 0.8% are Am. Indian and Alaska Nat. Alone, 0.6% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 5.8% are Some Other Race, and 2.2% are Two or More Races.

Of the United States's current year estimated population: 71.5% are White Alone, 12.7% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 5.0% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.6% are Some Other Race, and 3.1% are Two or More Races.

This area's current estimated Hispanic or Latino population is 43.5%, while the United States current estimated Hispanic or Latino population is 17.3%.



- The number of households in this area is estimated to change from 2,561 to 2,656, resulting in an increase of 3.7% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 6.9%.

The number of households in the United States is estimated to change from 116,716,292 to 119,206,509, resulting in an increase of 2.1% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 3.5%.



- The average household income is estimated to be \$70,986 for the current year, while the average household income for the United States is estimated to be \$69,637 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$70,986 to \$78,355.

The average household income in the United States is projected to change over the next five years, from \$69,637 to \$71,917.

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Executive Summary 2013

Area ZIP Codes (see appendix for geographies), Total



- For this area, 90.5% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows: 0.4% are in the Armed Forces, 53.5% are employed civilians, 5.6% are unemployed civilians, and 40.4% are not in the labor force.

For the United States, 90.1% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows: 0.5% are in the Armed Forces, 57.9% are employed civilians, 6.4% are unemployed civilians, and 35.3% are not in the labor force.

The occupational classifications for this area are as follows: 22.4% hold blue collar occupations, 63.1% hold white collar occupations, and 14.5% are occupied as service & farm workers.

The occupational classifications for the United States are as follows: 20.6% hold blue collar occupations, 60.8% hold white collar occupations, and 18.6% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: 2.7% are in Architecture and Engineering, 0.6% are in Arts, Entertainment and Sports, 3.7% are in Business and Financial Operations, 3.1% are in Computers and Mathematics, 10.3% are in Education, Training and Libraries, 6.6% are in Healthcare Practitioners and Technicians, 4.6% are in Healthcare Support, 0.0% are in Life, Physical and Social Sciences, 9.8% are in Management, 10.5% are in Office and Administrative Support.

3.4% are in Community and Social Services, 2.6% are in Food Preparation and Serving, 0.0% are in Legal Services, 1.9% are in Protective Services, 12.4% are in Sales and Related Services, 2.7% are in Personal Care Services.

2.5% are in Building and Grounds Maintenance, 8.7% are in Construction and Extraction, 0.1% are in Farming, Fishing and Forestry, 5.2% are in Maintenance and Repair, 5.0% are in Production, 3.6% are in Transportation and Moving.

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories: 1.8% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.7% are in Business and Financial Operations, 2.5% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.4% are in Healthcare Practitioners and Technicians, 2.5% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.7% are in Management, 14.0% are in Office and Administrative Support.

1.7% are in Community and Social Services, 5.6% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.1% are in Sales and Related Services, 3.5% are in Personal Care Services.

4.0% are in Building and Grounds Maintenance, 5.3% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.3% are in Maintenance and Repair, 6.0% are in Production, 6.0% are in Transportation and Moving.

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Executive Summary 2013

Area ZIP Codes (see appendix for geographies), Total



- Currently, it is estimated that 6.8% of the population age 25 and over in this area had earned a Master's Degree, 1.0% had earned a Professional School Degree, 0.9% had earned a Doctorate Degree and 18.0% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.3% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.2% had earned a Doctorate Degree and 17.7% had earned a Bachelor's Degree.



- Most of the dwellings in this area (81.9%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (65.0%).

The majority of dwellings in this area (61.1%) are estimated to be structures of 1 Unit Detached for the current year. The majority of dwellings in the United States (61.5%) are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in this area (30.9%) are estimated to have been Housing Unit Built 1990 to 1999 for the current year.

The majority of housing units in the United States (16.1%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

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Executive Summary 2013

Area ZIP Codes (see appendix for geographies), Total

Area Name:

Type: List - Area ZIP Codes Reporting Detail: Aggregate Reporting Level: Area ZIP Codes

Geography Code **Geography Name**

78009 Castroville

Geography Code **Geography Name**

Project Information:

Site: 1

Order Number: 971834743

Retail Stores	Texas		City of Castroville				0 - 5 mile radius				0 - 10 mile radius			
	TX Avg Employee Size per	TX Avg Sales per	Consumer Expenditures	Retail Sales	Opportunity Gap or (Surplus)	Potential	Consumer Expenditures	Retail Sales	Opportunity Gap or (Surplus)	Potential	Consumer Expenditures	Retail Sales	Opportunity Gap or (Surplus)	Potential
Total Retail Sales Incl Eating and Drinking Places			48,686,481	40,974,942	7,711,539		124,563,367	54,688,636	69,874,731		455,709,513	220,872,636	234,836,877	
Motor Vehicle and Parts Dealers-441			8,899,982	2,965,865	5,934,117		22,715,272	7,112,122	15,603,150		76,447,408	26,515,663	49,931,745	
Automotive Dealers-4411	33	12,700,000	7,880,553	2,634,327	5,246,226	0.4	20,073,842	6,369,078	13,704,764	1.1	68,112,233	21,879,013	46,233,220	3.6
Other Motor Vehicle Dealers-4412	8	1,800,000	424,900	1,282	423,618	0.2	1,166,649	210,436	956,213	0.5	3,009,219	539,389	2,469,830	1.4
Automotive Parts/Accrs, Tire Stores-4413	6	400,000	594,529	330,256	264,273	0.7	1,474,781	532,608	942,173	2.4	5,325,955	4,097,262	1,228,693	3.1
Furniture and Home Furnishings Stores-442			954,890	809,841	145,049		2,314,648	848,301	1,466,347		8,581,357	1,582,710	6,998,647	
Furniture Stores-4421	6	500,000	518,446	0	518,446	1.0	1,243,507	0	1,243,507	2.5	4,612,578	216,968	4,395,610	8.8
Home Furnishing Stores-4422	7	2,000,000	436,444	809,841	-373,397	-0.2	1,071,140	848,301	222,839	0.1	3,968,779	1,365,742	2,603,037	1.3
Electronics and Appliance Stores-443			1,000,173	687,900	312,273		2,487,879	811,642	1,676,237		9,266,130	4,107,715	5,158,415	
Appliances, TVs, Electronics Stores-44311			736,891	687,900	48,991		1,832,736	811,642	1,021,094		6,821,165	4,004,833	2,816,332	
Household Appliances Stores-443111	10	1,200,000	177,587	620,347	-442,760	-0.4	441,599	649,136	-207,537	-0.2	1,638,350	673,140	965,210	0.8
Radio, Television, Electronics Stores-443112	8	3,500,000	559,304	67,553	491,751	0.1	1,391,138	162,506	1,228,632	0.4	5,182,814	3,331,693	1,851,121	0.5
Computer and Software Stores-44312	5	300,000	217,135	0	217,135	0.7	540,367	0	540,367	1.8	2,020,812	102,882	1,917,930	6.4
Camera and Photographic Equipment Stores-44313	4	500,000	46,147	0	46,147	0.1	114,776	0	114,776	0.2	424,154	0	424,154	0.8
Building Material, Garden Equip Stores -444			4,382,594	6,281,767	-1,899,173		10,923,390	8,897,849	2,025,541		40,314,323	22,177,031	18,137,292	
Building Material and Supply Dealers-4441	20	900,000	3,977,065	5,228,059	-1,250,994	-1.4	9,875,270	7,532,493	2,342,777	2.6	36,553,437	20,313,668	16,239,769	18.0
Home Centers-44411			1,594,589	0	1,594,589		3,963,800	0	3,963,800		14,726,513	6,293,511	8,433,002	
Paint and Wallpaper Stores-44412			98,816	0	98,816		243,338	0	243,338		900,548	0	900,548	
Hardware Stores-44413			388,827	413,586	-24,759		984,751	432,780	551,971		3,669,634	1,605,583	2,064,051	
Other Building Materials Dealers-44419			1,894,833	4,814,473	-2,919,640		4,683,381	7,099,713	-2,416,332		17,256,742	12,414,574	4,842,168	
Building Materials, Lumberyards-444191			720,807	1,882,458	-1,161,651		1,778,716	2,775,987	-997,271		6,478,645	4,854,099	1,624,546	
Lawn, Garden Equipment, Supplies Stores-4442	6	400,000	405,529	1,053,708	-648,179	-1.6	1,048,120	1,365,356	-317,236	-0.8	3,760,886	1,863,364	1,897,522	4.7
Outdoor Power Equipment Stores-44421			52,108	33,304	18,804		140,829	110,017	30,812		383,672	244,358	139,314	
Nursery and Garden Centers-44422			353,421	1,020,404	-666,983		907,291	1,255,339	-348,048		3,377,214	1,619,006	1,758,208	
Food and Beverage Stores-445			6,306,735	11,440,022	-5,133,287		16,480,854	12,609,487	3,871,367		61,598,393	86,308,116	-24,709,723	
Grocery Stores-4451	13	4,300,000	5,740,149	7,694,889	-1,954,740	-0.5	15,035,397	8,582,199	6,453,198	1.5	56,219,599	81,753,957	-25,534,358	-5.9
Supermarkets, Grocery (Ex Conv) Stores-44511			5,463,461	7,694,889	-2,231,428		14,312,113	8,537,459	5,774,654		53,575,957	80,863,229	-27,287,272	
Convenience Stores-44512			276,688	0	276,688		723,284	44,740	678,544		2,643,642	890,729	1,752,913	
Specialty Food Stores-4452	3	100,000	178,519	208,525	-30,006	-0.3	470,767	321,643	149,124	1.5	1,759,638	824,450	935,188	9.4
Beer, Wine and Liquor Stores-4453	4	400,000	388,067	3,536,608	-3,148,541	-7.9	974,690	3,705,644	-2,730,954	-6.8	3,619,156	3,729,708	-110,552	-0.3
Health and Personal Care Stores-446			3,132,774	1,722,884	1,409,890		7,864,974	1,909,312	5,955,662		30,473,737	4,568,450	25,905,287	
Pharmacies and Drug Stores-44611	13	900,000	2,716,993	1,644,550	1,072,443	1.2	6,812,703	1,720,871	5,091,832	5.7	26,428,943	3,794,512	22,634,431	25.1
Cosmetics, Beauty Supplies, Perfume Stores-44612	4	300,000	114,906	78,334	36,572	0.1	287,176	188,441	98,735	0.3	1,120,040	443,461	676,579	2.3
Optical Goods Stores-44613	5	800,000	98,807	0	98,807	0.1	256,800	0	256,800	0.3	951,886	221,301	730,585	0.9
Other Health and Personal Care Stores-44619	5	400,000	202,068	0	202,068	0.5	508,296	0	508,296	1.3	1,972,868	109,177	1,863,691	4.7
Gasoline Stations-447			4,748,610	9,055,022	-4,306,412		12,483,482	11,133,416	1,350,066		45,156,428	26,853,090	18,303,338	
Gasoline Stations With Conv Stores-44711	9	700,000	3,523,413	8,120,089	-4,596,676	-6.6	9,262,687	10,152,170	-889,483	-1.3	33,491,860	25,347,871	8,143,989	11.6
Other Gasoline Stations-44719			1,225,197	934,933	290,264		3,220,795	981,246	2,239,549		11,664,568	1,505,219	10,159,349	
Clothing and Clothing Accessories Stores-448			2,161,180	10,178	2,151,002		5,595,110	1,669,997	3,925,113		20,972,576	4,476,081	16,496,495	
Clothing Stores-4481			1,541,918	10,178	1,531,740		4,056,536	1,669,173	2,387,363		15,219,980	3,435,870	11,784,110	
Men's Clothing Stores-44811	10	3,000,000	96,374	0	96,374		247,213	0	247,213		922,159	417,452	504,707	0.2
Women's Clothing Stores-44812	5	200,000	388,459	0	388,459	1.9	1,029,665	0	1,029,665	5.1	3,841,592	59,860	3,781,732	18.9
Childrens, Infants Clothing Stores-44813	8	200,000	91,379	0	91,379	0.5	245,290	0	245,290	1.2	946,433	57,487	888,946	4.4
Family Clothing Stores-44814	15	1,800,000	824,484	10,178	814,306	0.5	2,164,310	1,669,112	495,198	0.3	8,125,246	2,585,478	5,539,768	3.1
Clothing Accessories Stores-44815	4	100,000	36,881	0	36,881	0.4	95,559	0	95,559	1.0	356,033	1,502	354,531	3.5
Other Clothing Stores-44819	4	200,000	104,341	0	104,341	0.5	274,499	62	274,499	1.4	1,028,517	314,091	714,426	3.6
Shoe Stores-4482	6	300,000	303,219	0	303,219	1.0	817,776	0	817,776	2.7	3,069,740	584,683	2,485,057	8.3
Jewelry, Luggage, Leather Goods Stores-4483			316,043	0	316,043		720,798	823	719,975		2,682,856	455,528	2,227,328	
Jewelry Stores-44831	4	700,000	291,540	0	291,540	0.4	658,920	823	658,097	0.9	2,454,608	455,528	1,999,080	2.9
Luggage and Leather Goods Stores-44832	5	500,000	24,503	0	24,503	0.0	61,878	0	61,878	0.1	228,248	0	228,248	0.5
Sporting Goods, Hobby, Book, Music Stores-451			862,335	304,786	557,549		2,164,851	319,694	1,845,157		8,017,555	4,005,550	4,012,005	

Sporting Goods, Hobby, Musical Inst Stores-4511		608,255	304,786	303,469		1,541,241	319,694	1,221,547		5,788,049	3,375,357	2,412,692		
Sporting Goods Stores-45111	5	300,000	295,474	202,488	92,986	0.3	753,285	212,649	540,636	1.8	2,817,989	2,290,883	527,106	1.8
Hobby, Toys and Games Stores-45112	4	1,500,000	200,390	0	200,390	0.1	508,427	0	508,427	0.3	1,925,958	896,679	1,029,279	0.7
Sew/Needlework/Piece Goods Stores-45113	3	100,000	52,955	102,298	-49,343	-0.5	133,651	107,045	26,606	0.3	499,434	107,045	392,389	3.9
Musical Instrument and Supplies Stores-45114	4	300,000	59,436	0	59,436	0.2	145,877	0	145,877	0.5	544,668	80,750	463,918	1.5
Book, Periodical and Music Stores-4512		254,080	0	254,080		623,610	0	623,610		2,229,506	630,193	1,599,313		
Book Stores and News Dealers-45121		167,994	0	167,994		411,199	0	411,199		1,441,111	498,775	942,336		
Book Stores-451211	7	200,000	158,354	0	158,354	0.8	386,563	0	386,563	1.9	1,352,447	498,775	853,672	4.3
News Dealers and Newsstands-451212	10	500,000	9,640	0	9,640	0.0	24,635	0	24,635	0.0	88,663	0	88,663	0.2
Prerecorded Tapes, CDs, Record Stores-45122	7	600,000	86,086	0	86,086	0.1	212,412	0	212,412	0.4	788,396	131,418	656,978	1.1
General Merchandise Stores-452		6,294,719	0	6,294,719		16,289,834	3,353	16,286,481		61,294,243	16,426,193	44,868,050		
Department Stores Excl Leased Depts-4521	109	41,000,000	3,060,438	0	3,060,438	0.1	7,903,078	1,695	7,901,383	0.2	29,870,049	7,861,403	22,008,646	0.5
Other General Merchandise Stores-4529	21	9,300,000	3,234,281	0	3,234,281	0.3	8,386,756	1,658	8,385,098	0.9	31,424,193	8,564,789	22,859,404	2.5
Miscellaneous Store Retailers-453		1,213,231	1,088,394	124,837		3,113,240	1,439,542	1,673,698		11,415,381	4,570,430	6,844,951		
Florists-4531	3	100,000	93,448	120,858	-27,410	-0.3	231,239	139,212	92,027	0.9	854,144	197,964	656,180	6.6
Office Supplies, Stationery, Gift Stores-4532		483,375	461,142	22,233		1,198,834	482,631	716,203		4,413,709	1,737,475	2,676,234		
Office Supplies and Stationery Stores-45321	12	400,000	275,744	0	275,744	0.7	678,170	0	678,170	1.7	2,486,968	776,884	1,710,084	4.3
Gift, Novelty and Souvenir Stores-45322	3	200,000	207,631	461,142	-253,511	-1.3	520,664	482,631	38,033	0.2	1,926,741	960,591	966,150	4.8
Used Merchandise Stores-4533	3	600,000	99,832	101,234	-1,402	0.0	252,952	116,126	136,826	0.2	935,871	147,622	788,249	1.3
Other Miscellaneous Store Retailers-4539	4	400,000	536,576	405,160	131,416	0.3	1,430,216	701,573	728,643	1.8	5,211,658	2,487,369	2,724,289	6.8
Foodservice and Drinking Places-722		5,079,497	6,608,283	-1,528,786		12,911,067	7,931,820	4,979,247		47,569,190	18,153,676	29,415,514		
Full-Service Restaurants-7221	18	600,000	2,295,106	2,595,551	-300,445	-0.5	5,819,020	3,437,639	2,381,381	4.0	21,437,215	8,140,234	13,296,981	22.2
Limited-Service Eating Places-7222	12	500,000	2,141,095	3,983,467	-1,842,372	-3.7	5,459,831	4,178,620	1,281,211	2.6	20,129,301	8,888,071	11,241,230	22.5
Special Foodservices-7223	12	500,000	419,575	1,459	418,116	0.8	1,068,278	239,309	828,969	1.7	3,938,845	405,809	3,533,036	7.1
Drinking Places -Alcoholic Beverages-7224	7	300,000	223,721	27,806	195,915	0.7	563,937	76,252	487,685	1.6	2,063,829	719,561	1,344,268	4.5
GAFO *		11,756,672	2,273,847	9,482,825		30,051,155	4,135,619	25,915,536		112,545,570	32,335,724	80,209,846		
General Merchandise Stores-452		6,294,719	0	6,294,719		16,289,834	3,353	16,286,481		61,294,243	16,426,193	44,868,050		
Clothing and Clothing Accessories Stores-448		2,161,180	10,178	2,151,002		5,595,110	1,669,997	3,925,113		20,972,576	4,476,081	16,496,495		
Furniture and Home Furnishings Stores-442		954,890	809,841	145,049		2,314,648	848,301	1,466,347		8,581,357	1,582,710	6,998,647		
Electronics and Appliance Stores-443		1,000,173	687,900	312,273		2,487,879	811,642	1,676,237		9,266,130	4,107,715	5,158,415		
Sporting Goods, Hobby, Book, Music Stores-451		862,335	304,786	557,549		2,164,851	319,694	1,845,157		8,017,555	4,005,550	4,012,005		
Office Supplies, Stationery, Gift Stores-4532		483,375	461,142	22,233		1,198,834	482,631	716,203		4,413,709	1,737,475	2,676,234		

Low-No Potential 0.99 < 
 Medium Potential 1.0 - 2.99 
 High Potential 3.0 > 

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