

SA TOMORROW

comprehensive plan

Adopted: AUGUST 11, 2016



CITY OF SAN ANTONIO

Comprehensive Plan



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SECTION 1

Background and Vision

Chapter 1: Introduction

Chapter 2: Assets, Issues and Opportunities

Chapter 3: Vision Framework





Chapter 1: Introduction

San Antonio is planning boldly. We're tackling the tough issues and making the hard choices because "business as usual" isn't good enough. We're planning now to ensure that the great City of San Antonio captures the type of growth and economic development that is compatible with our community's vision of the future and provides benefits to all our current and future residents.

In 2014, our community embarked on the momentous effort of developing a modern Comprehensive Plan for our city. Comprehensive planning is a coordinated community-based process that will help us achieve the goals that are important to our residents. It promotes sound development, as well as public health, safety and welfare.

Chapter 213 of the Texas Local Government Code enables a municipality to adopt a comprehensive plan for the long-range development of a municipality. A comprehensive plan may include, but does not have to be limited to, provisions on land use, transportation and public facilities. Comprehensive plans often consist of a single plan or a coordinated set of plans and may be used to coordinate and guide the establishment of development regulations. In light of this, a

municipality must develop standards for determining the consistency required between a plan and development regulations.

The city's current comprehensive plan is the 1997 Master Plan Policies. It is important to review and update comprehensive plans periodically in order to meet the changing goals and needs of a community. Any future update will include resident and stakeholder input as the Comprehensive Plan is a community-based plan. The primary objective in undertaking the current Comprehensive Plan was to engage the community in the refinement and implementation of our vision for growth and development in San Antonio that was established by the SA2020 process.

The SA2020 vision originated with a series of public forums in 2010 to develop goals for improving

San Antonio by the year 2020. Thousands of San Antonians participated in the visioning process, which culminated in a detailed report, released in 2011, that outlined a bold strategic vision for San Antonio's future.

Our vision reflects the community's desire to support economic development and new jobs while fostering community arts, education, health and culture. SA Tomorrow is the city's innovative, three-pronged planning effort established to implement the SA2020 vision through 2020 and beyond, and includes three concurrent and complementary plans: the updated Comprehensive Plan, a Sustainability Plan, and a Multimodal Transportation Plan. These plans all work in concert to guide the city toward smart, sustainable growth.

Why Plan Now?

Projected growth for Bexar County is expected to add up to 1.1 million new residents, with 500,000 new jobs, and 500,000 new dwelling units by 2040. We need to update the city's Comprehensive Plan to prepare our community for this anticipated population and employment growth, and to help us understand what that growth will look like and how it will affect our daily lives. With a relatively fixed area available for future development, the anticipated

population and employment growth will certainly have an impact on our community's overall quality of life and livability. We also have to ask ourselves if it's now time to expand our boundaries or focus on development within the city's existing footprint.

To be successful and truly address the long-term issues facing San Antonio, the Comprehensive Plan has to tackle those difficult questions that arise

from an honest assessment of our community's challenges and clearly state the hard choices we must make to achieve the community's vision for the future. Many of these hard choices are rooted in the fact that a "business as usual" approach is beginning to result in systems and patterns that are unsustainable or that produce results counter to our community's stated vision and goals. Reversing decades-old habits and changing entrenched systems is difficult. The uncertainty and complexity associated with planning for the next 25 years is daunting.

Perhaps the most important task tackled by our community in crafting this Comprehensive Plan was determining where growth should be directed and encouraged, and doing so in a way that protects vital historic, cultural, social and natural resources. By engaging an array of community stakeholders, jurisdictions and communities, the planning process has allowed us to articulate where growth should be encouraged and where it should be discouraged. With these areas identified, we can deploy policies and regulatory techniques that encourage development in the desired areas. Such efforts are predicated on a new way of thinking about growth that requires significant cooperation and coordination between different jurisdictions, utilities and other members of the community at a citywide and regional level.



If San Antonio continues to develop along recent trends and using existing development patterns, our quality of life will decrease significantly over time leading to increases in cost of living, commute times and congestion levels.

If guided properly, the influx of new residents and jobs will enhance our city and all our residents. Planning now will allow us to direct growth consistent with the community's vision and our goals for the future. The goals of the Comprehensive Plan effort are to:

- Update the 1997 Master Plan Policies;
- Re-affirm the community's vision for the future;
- Implement and expand on the SA2020 vision for the built environment;
- Articulate the form of future physical growth;
- Accommodate and distribute projected population growth;
- Guide strategic decision making;
- Guide infrastructure investments and incentives;
- Reconcile existing plans, policies, and assumptions; and
- Update the city's current comprehensive planning program.

Planning Area

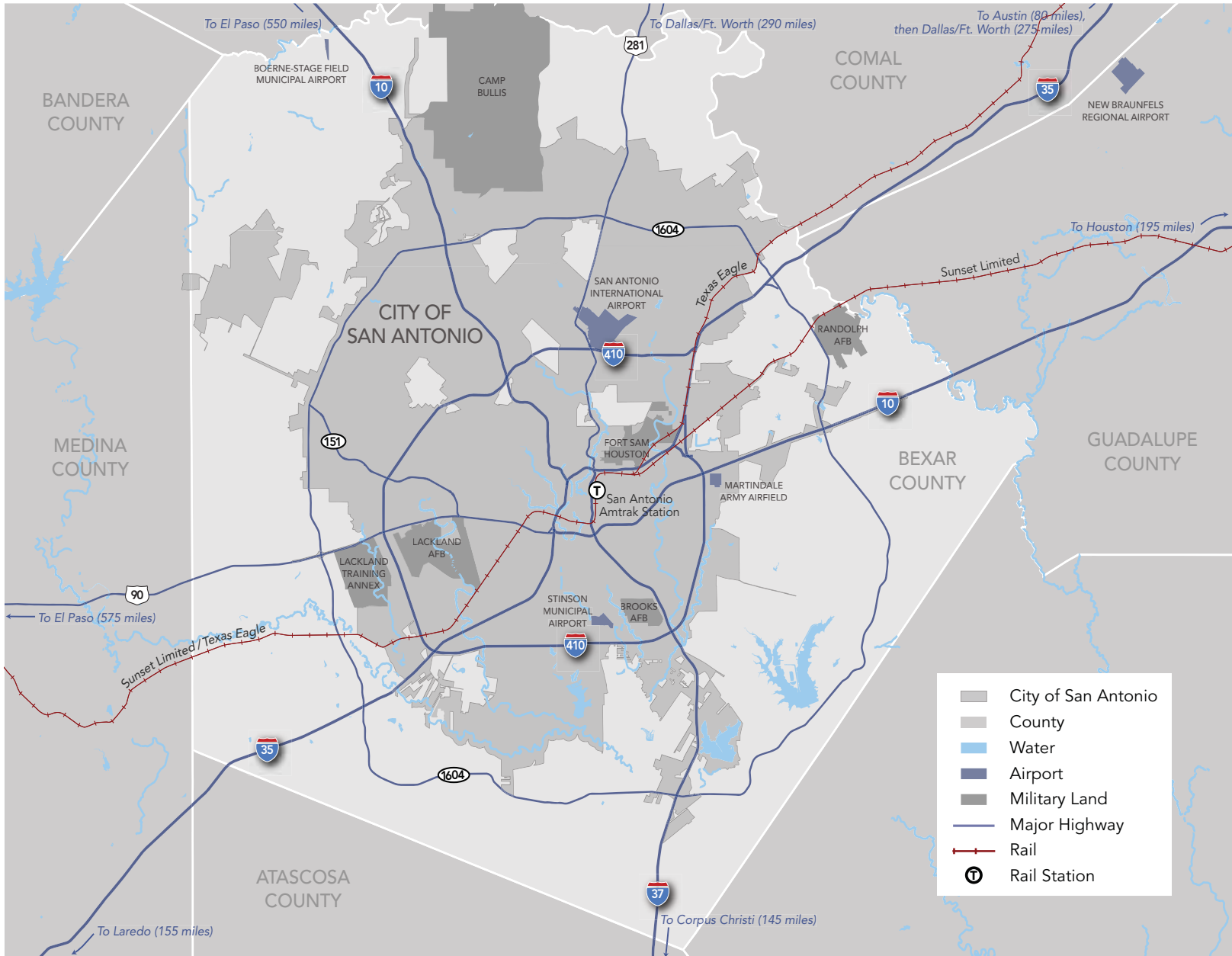
The planning area for SA Tomorrow is the corporate limits of the City of San Antonio and its extraterritorial jurisdiction (ETJ) in unincorporated Bexar County. When implemented, the plan will also affect and inform planning with the Alamo Area Metropolitan Planning Organization (AAMPO) and other regional agencies. While the Comprehensive Plan is an umbrella policy and planning document with citywide implications, it does not alter or negate our existing neighborhood plans, community plans, sector plans or any other land use plans.

Rather, the Comprehensive Plan and the larger SA Tomorrow effort provide an overarching planning framework, big picture direction and the tools necessary for our residents to create, coordinate, update and implement plans and strategies for regional centers, corridors, and neighborhoods, along with many other existing and future places throughout the city.

What is a Comprehensive Plan?

A comprehensive plan is an official, long range planning document that provides strategic direction for decision making and community investment. San Antonio's comprehensive planning effort was developed with support and collaboration from our city's residents, local organizations, the Department of Planning & Community Development (DPCD) and other city entities. The purpose of this plan is to unify the visions, goals, and policies of San Antonio's other plans and initiatives and identify specific issues, challenges and needs. It presents preliminary concepts, strategies, and recommendations for various elements of the community.





Plan Area



Plan Background

A variety of previous and concurrent efforts were critical inputs to the Comprehensive Plan process. Several of those efforts are highlighted below.

1997 MASTER PLAN POLICIES

The previous umbrella document is the San Antonio Master Plan Policies, adopted May 29, 1997. These policies provided guidance in the evaluation of future decisions on land use, infrastructure improvements, transportation and other issues, setting broad, long-range goals for San Antonio. The 1997 Master Plan Policies have been largely implemented through more detailed levels of planning by means of other citywide functional plans, sector plans, neighborhood and community plans and community development plans.

SA2020

The SA2020 process was a community-wide visioning effort guided by a steering committee of community leaders and representatives. The Steering Committee consisted of three Tri-Chairs and 22 respected members of the community, representing the public, private and nonprofit sectors. The Steering Committee drew from the diversity of San Antonio, including a broad range of interests and areas of expertise. The process was supported by the City of San Antonio and the Office of the Mayor, whose staff was responsible for meeting logistics, publicity and coordination.

The SA2020 process began with a Vision Scan to honor and build upon past community visioning efforts, including both broad-based visions and targeted vision statements from various community sectors. The Vision Scan process identified common themes and values, and provided the foundation of a structural framework for the SA2020 process, which is organized into 11 areas:

- Arts & Culture;
- Community Safety;
- Downtown Development;
- Economic Competitiveness;
- Education;
- Family Well-Being;
- Government Accountability & Civic Engagement;
- Health & Fitness;
- Natural Resources & Environmental Sustainability;
- Neighborhoods & Growth Management; and
- Transportation.

SA2020 resulted in an overarching vision for our community, as well as more detailed visions, targets and strategies for each of the 11 areas. SA2020 provides a significant foundation for the Comprehensive Plan and the larger SA Tomorrow efforts.



COMPREHENSIVE PLAN INITIAL STUDIES

The city completed several technical studies before initiating the more formal SA Tomorrow effort. These studies provided a baseline understanding of how San Antonio fares in terms of capacity, land buildout and costs associated with different growth scenarios and community goals. The three major components to the initial studies are summarized below.

Component 1: Land and Development Capacity Study

This study assessed the land and infrastructure capacity necessary to accommodate additional employment and housing development within the existing city limits and the city's extraterritorial jurisdiction (ETJ). The study found a lack of residentially-zoned land to accommodate the forecasted demand for housing in several portions of the city. There isn't enough land to capture housing development, particularly within the north part of the city—if development continues under the same density and development patterns. Increasing the density of neighborhoods and the average density of single-family development will help reduce some of the demand for land. Additionally, there is an oversupply of land in underutilized commercial- and industrial-zoned parcels. Areas with large concentrations of vacant and underutilized commercial and industrial-zoned parcels can be repositioned as residentially-focused, mixed-use neighborhoods that will increase the supply of residential land in these inner subareas.

The analysis of housing preferences and existing housing conditions indicated there is unmet demand for walkable neighborhoods, based on existing conditions and consumer preferences. San Antonio lacks walkable neighborhoods. Despite limited newly constructed single-family development projects that have a more walkable design, local demand exists for more walkable development. The recent inner city development and the strength of the city's historic neighborhoods—which, on average, are more walkable than the rest of San Antonio—are indicative of this demand.

San Antonio has reached the limits of unconstrained outward growth due to land availability, high cost and difficulty of developing infrastructure and utility service. There is land capacity within the county to accommodate the growth forecasted by 2040; however, it will likely require investment in currently under performing parts of the city and development at slightly higher densities in targeted locations.

Component 2: Future Jobs, Economic Opportunity and Housing Study

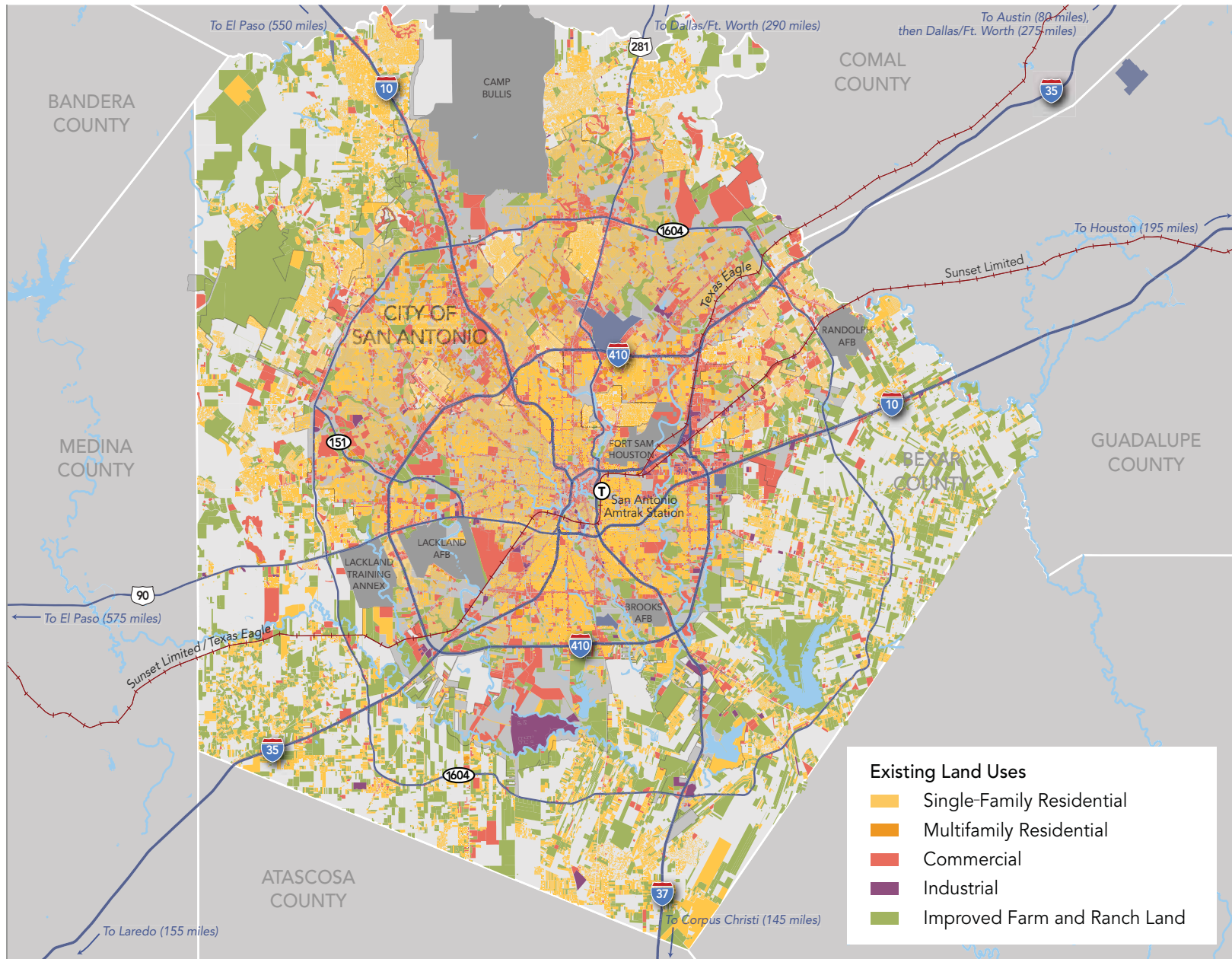
This study analyzed the demand for jobs and housing over the next 25 years and the impact of forecasted demand on development patterns and geographic locations. Employment in San Antonio has a polycentric geographic pattern, with clusters of employment dispersed throughout the city. This reflects the dispersed nature of the major economic drivers of the city's economy (military, healthcare, education and tourism). There are currently

inadequate land use controls or incentives, and a lack of appropriate master plans to guide and attract employment growth. This has made it difficult for the city to leverage these assets to their full potential.

However, jobs within the city have somewhat organically concentrated into 13 centers or nodes, largely along major transportation routes. This configuration offers an opportunity to align economic development efforts with land use planning and infrastructure investment. Focusing economic development within these centers will help transform these areas from employment centers to true mixed-use activity centers.

Component 3: Fiscal Impact of Alternative Growth Scenarios

This fiscal analysis had two main findings regarding new development. First, infill development was found to have a lower cost (infrastructure, services, etc.) to the city relative to potential tax revenues than greenfield development (in vacant areas). Second, the density of a development is key. The potential costs and benefits of five existing development patterns were also assessed. The denser programs tested had the greatest revenue relative to costs for the city. Bexar County also recently analyzed the fiscal impact of development. The County found that it is not equipped to provide an adequate level of urban services due to limitations in its revenue generation and service provision tools provided by the State, which will ultimately create a burden for the city.



Existing Land Uses

- Single-Family Residential
- Multifamily Residential
- Commercial
- Industrial
- Improved Farm and Ranch Land

Existing Land Uses





SA TOMORROW PLANS

To achieve our community’s vision as expressed and tracked by SA2020, the city launched a robust, three-pronged planning effort: SA Tomorrow. SA Tomorrow encompasses this Comprehensive Plan, as well as a Multimodal Transportation Plan and a Sustainability Plan. All of these efforts focused on addressing the challenges and opportunities associated with adding over one million people to our region by 2040.

Sustainability Plan

The community and stakeholders described a sustainable San Antonio as an inclusive and fair community with a thriving economy and a healthy environment. The Sustainability Plan highlights seven focus areas and five cross-cutting themes. Each focus area has its own vision, outcomes, strategies and measures of success. The cross-cutting themes—identified by reviewing past surveys, current plans and policies and public input—identify and highlight key priorities. These priorities create the framework on which every identified strategy was evaluated to ensure that upon implementation, the state of these priority areas is improved or, at a minimum, not negatively impacted. Additionally, these cross-cutting themes have been considered and integrated into each of the major components and elements of the Comprehensive Plan and the Transportation Plan.

Multimodal Transportation Plan

The city worked with stakeholders, partner agencies and the larger community to develop a Multimodal Transportation Plan that builds upon and operationalizes Comprehensive Plan goals and policies, incorporates all modes of transportation and recommends a sustainable, safe and efficient transportation system that can support the new residents, housing and jobs anticipated for our community over the coming decades.

Its recommendations are consistent with the Comprehensive Plan's vision for the city's transportation system. It communicates the city's transportation strategy for the future, proposes improvements that address all modes and provides methods for prioritizing projects.

1.8

The Multimodal Transportation Plan includes policies, strategies and projects intended to promote a more balanced transportation system.



The Sustainability Plan includes recommendations in seven focus areas addressing environmental sustainability, economic resiliency and social equity.

VIA'S VISION 2040

Vision 2040 is a community-driven process to update VIA Metropolitan Transit's Long Range Comprehensive Transportation Plan through the year 2040. Through its planning process, VIA customers and stakeholders, along with residents in the larger San Antonio region, have helped develop our region's vision for the future of public transportation. VIA's Vision 2040 planning process occurred alongside SA Tomorrow and other significant planning efforts by the City of San Antonio, Lone Star Regional Rail and Alamo Area Metropolitan Planning Organization. Developing these multiple plans together ensures unprecedented synergies across all efforts for our city and region.

Vision 2040 identifies a range of transit solutions to serve our region's busiest and most vibrant areas of activity, employment and housing. The plan will present various modes of transportation, and develop system alternatives to understand how transit could affect our region. By engaging the community, Vision 2040 will work to evaluate all alternatives and identify a preferred system plan that meets the transit needs of today and tomorrow. The preferred system plan could result in a mix of high-capacity transit, express bus, skip-stop, circulator and local bus services.



Based upon community input, VIA's Vision 2040 plans for the future of transit connectivity in San Antonio over the next 25 years includes a substantial expansion of the existing Primo bus service and enhanced premium and express service.

What's the Link Between Density and Transit?

Collaborative efforts between the city and VIA will align major land use and transportation initiatives in San Antonio for decades to come. Our Comprehensive Plan calls for projected growth to be captured primarily in regional centers, urban centers, and key multimodal corridors. These focused areas of greater residential and job concentration benefit from more dynamic and connected mobility opportunities. VIA's Vision 2040 Long Range Plans seeks to enhance our transit network with high-capacity and high-frequency options that operate most effectively when connecting high-density stops and stations. Ongoing strategic coordination must ensure that VIA's expanding network overlaps and connects with our existing and emerging mixed-use and activity hubs.



Plan Process and Engagement

The planning process for the Comprehensive Plan began in Fall of 2014 and extended over a year and a half. A variety of opportunities were offered for key partners, stakeholders and the larger community to provide input and feedback. Four major phases of the planning effort were supported with stakeholder interviews, Plan Element Working Groups, neighborhood workshops, public meetings and other outreach efforts. The following provides an overview of the planning phases and timeline, as well as several key sources of the community input that informed and inspired the contents of this document.

PHASES AND TIMELINE

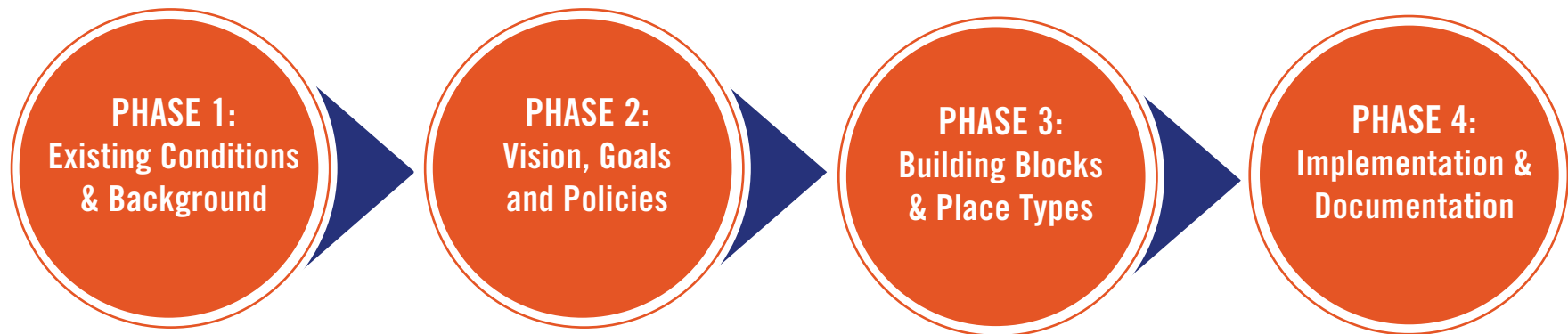
Building on the Comprehensive Plan Initial Studies, the first phase of the process focused on the development of the Existing Conditions Technical Background Report. That report presents data and summaries of document and plan reviews for each of the nine content-specific elements of the Comprehensive Plan.

With the Existing Conditions Technical Background Report complete, the process shifted toward policy analysis and the development of goals and policies. The existing conditions report, the subsequent policy analysis and several rounds of working group revisions informed a framework of goals and policies for each plan element.

In the third phase of the process, plan element goals and policies were further refined in conjunction with a concurrent process of identifying and developing place types that will help guide and shape growth, redevelopment, and preservation in neighborhoods, regional centers, and major corridors throughout the city. In the end, the goals and policies reflect and support our community's vision and the key guiding principles that characterize the city's ambitions for the next 25 years.

The final phase of the process was to draft a new Comprehensive Plan specific to San Antonio that will be adopted by the City Council. Throughout the process, there was ongoing community involvement and stakeholder input that is woven into the final plan.

1.10



COMPREHENSIVE PLAN COMMITTEE

The SA Tomorrow Comprehensive Plan Committee (CPC) is a subcommittee of City Council that provided high level direction to staff and the larger planning efforts throughout the planning process.

COMPREHENSIVE PLAN ADVISORY GROUP

The Comprehensive Plan Advisory Group (CPAG) is a collection of leaders from over 65 community partner organizations and agencies. The CPAG met on several occasions during the planning process to review draft materials and identify creative ways for community organizations to engage in the planning process and partner in implementation of the Comprehensive Plan. The CPAG membership nominated members of their organizations to participate in the Plan Element Working Groups described below.





STEERING COMMITTEE

The overall SA Tomorrow process was guided by a Steering Committee composed of three Tri-Chairs, the chair or co-chairs of each of the nine Plan Element Working Groups, three Planning Commissioners, and a representative from VIA. The Steering Committee provided guidance for the tone and direction of the plan, how best to respond to and incorporate community input and feedback, and the continued coordination of the Comprehensive Plan, Multimodal Transportation Plan and Sustainability Plan efforts. The Steering Committee also provided critical direction on the overall Implementation Strategy and specific aspects of the indicators, targets and actions associated with each plan element.



PLAN ELEMENT WORKING GROUPS

Each of the nine plan elements of the City of San Antonio's Comprehensive Plan was guided by a Plan Element Working Group (PEWG) composed of community leaders and representatives of relevant city departments, partner organizations, utilities, colleges and universities, neighborhoods and advocacy groups. Each PEWG included between 15 and 30 members who met a minimum of eight times throughout the planning process. The issues, goals, policies and implementation strategies specific to each plan element were largely developed through the individual and collective work of the PEWGs.



NEIGHBORHOOD ENGAGEMENT

Our neighborhoods are the bedrock of the San Antonio community. A series of neighborhood outreach activities and workshops was a critical element of the overall community awareness and engagement strategy of the Comprehensive Plan. The city held a series of community workshops at various locations at several key milestones. Neighborhood workshops were instrumental in the development and refinement of place types, regional centers, corridors and neighborhood preservation and enhancement strategies.

COMMUNITY OUTREACH

Broader community outreach included a variety of activities ranging from stakeholder interviews and focus groups to large community events and from surveys to a variety of web-based activities and social media. A large SA Tomorrow kick-off event linked the Comprehensive Plan effort to concurrent planning for the Multimodal Transportation Plan, Sustainability Plan, SA2020 and VIA's Vision 2040 Plan Update. Stakeholder interviews, focus groups and surveys were used to take a deeper dive into issues and opportunities related to housing, mixed-use development, regulatory hurdles and incentives, new policy direction and the future of existing and future regional centers. A website was developed for the larger SA Tomorrow effort with an interactive section devoted to the Comprehensive Plan. Twitter, Facebook and Instagram were used extensively throughout the planning process to promote events and drive participants to surveys and the website for more information and opportunities to get involved.



Plan Organization

The Comprehensive Plan is organized into four major sections. Each section contains multiple chapters. The purpose of each major plan section is summarized below.

SECTION 1: BACKGROUND AND VISION

The first section provides an orientation to the purpose, structure and foundation of the Comprehensive Plan. This section includes a plan introduction, an overview of assets, challenges and opportunities, and the vision framework. The vision framework includes the updated vision for the San Antonio of 2040, a set of guiding principles and the cross-cutting themes that guide the entire SA Tomorrow effort.

SECTION 2: PLAN FRAMEWORK

The second section of the plan provides the overarching framework for the physical form of San Antonio. The Building Blocks chapter outlines how regional centers, corridors and neighborhoods work in concert to create the San Antonio we envision over the coming decades. The overview of 12 place types shows how they build upon and protect existing and future community assets by creating places that are livable, inclusive and sustainable. A final chapter in the section provides guidance on the application of place types throughout our community.

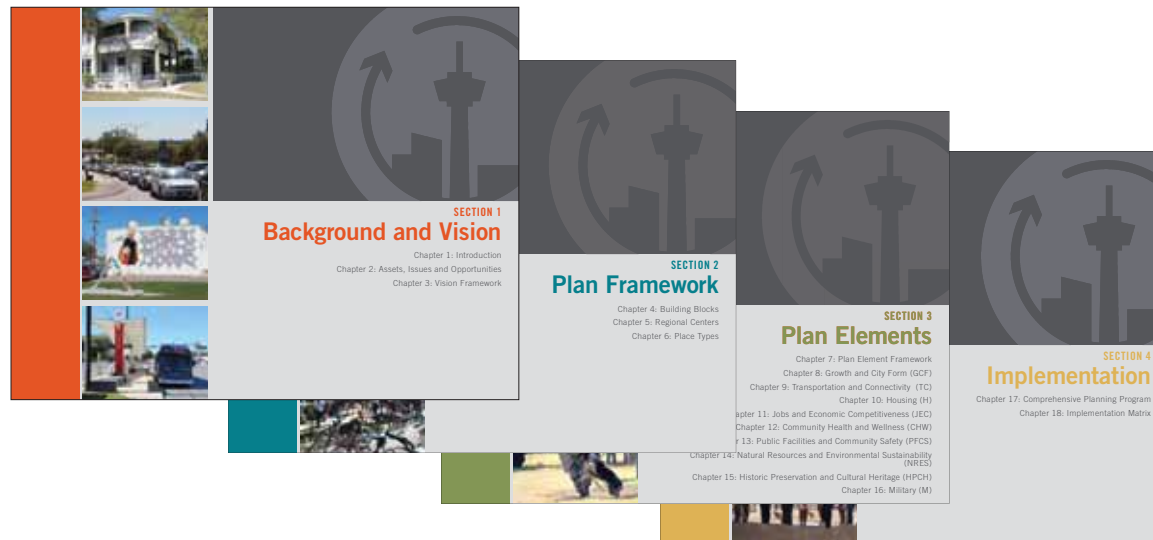
SECTION 3: PLAN ELEMENTS

Section 3 of the Comprehensive Plan dives into the individual plan element topic areas. After the presentation of an overarching plan element framework, the section devotes a chapter to each of the nine Plan elements shown on page 1.15. Each chapter includes an overview of major issues and challenges specific to each element with a set of goals and policies to set the direction for how our community will respond to or address the challenges before us.

SECTION 4: IMPLEMENTATION

The final section of the Comprehensive Plan focuses on implementation. It includes an overarching Implementation Strategy that is built on an updated approach to the Comprehensive Planning Program for the city. The section then provides detailed indicators, targets and actions that are overarching and specific to each plan element.

1.14





Growth and City Form



Transportation and Connectivity



Housing



Jobs and Economic Competitiveness



Community Health and Wellness



Public Facilities and Community Safety



Natural Resources and Environmental Sustainability



Historic Preservation and Cultural Heritage



Military





Chapter 2: Assets, Issues and Opportunities

The City of San Antonio has many assets that make it a desirable place to live and a place that is estimated to capture a significant number of new residents and employees over the coming decades. These assets serve as the basis for future opportunities.

However, changes in demographic trends, land supply, development patterns and other factors have generated challenges that the city must address to develop sustainably, to be economically competitive and to retain a high quality of life for our residents. The city's assets, challenges and opportunities are summarized throughout this chapter and supplemented with plan element specific strengths and weaknesses in Section 3.

Assets and Opportunities

The underlying assets, opportunities and challenges that this plan must address are driven by the forecast for new growth for the city and region. San Antonio, with a total population of 1.44 million (2014 US Census), is the seventh largest city in the nation. The City of San Antonio surpassed Dallas in the early 2000s to become the second largest city in Texas. Both San Antonio and Bexar County have experienced strong population and employment growth over the past decade. These trends are expected to continue as an additional 1.1 million people and over half a million jobs and households are forecast by the Alamo Area Council of Governments for Bexar County between 2010 and 2040. This amount of growth would represent

a 65% increase in the population in Bexar County, much of which has the potential to be within San Antonio city limits.

The forecasted amount of growth represents significant opportunity for our community. The city will have a range of demand for housing types from a growing diversity of residents. This growth will generate a variety of new jobs needing varying sites and buildings in which to locate. Aligning the land use plan for San Antonio to match market demand and consumer and employer preferences will allow the city to provide more housing choice, generate additional economic opportunity, and help address issues such as affordable housing, income/economic segregation and health goals and objectives.



The Eagle Ford Shale formation has stimulated the economy and generated new development of jobs, housing, goods and services.

EMPLOYMENT AND ECONOMY

San Antonio is home to primary employment centers and economic engines in the greater San Antonio-New Braunfels Metropolitan Statistical Area. Our core economic assets are the major drivers for our four traditional industries (tourism/hospitality, healthcare, education, and military). We also have other major economic assets, both long standing and emerging, that provide us with a diversity of opportunities for future economic growth.

San Antonio is also an attractive place to do business. The business-friendly and low-tax environment in Texas appeals to many companies considering locating here. Also adding to the appeal are the city's municipally-owned utilities (CPS Energy and San Antonio Water System), which provide affordable energy and water and the ability to innovate their approach to long-term service.

Over the past ten to fifteen years, San Antonio's economy has grown steadily and is predicted to continue this course. This economic growth will drive demand for housing and hopefully improve opportunities for existing residents. With a polycentric economic geography and multiple large concentrations of employment throughout the city, living near work is easier for many residents.

Yet this polycentric employment pattern can pose problems such as establishing a coordinated approach to job growth and connecting residents to jobs through multiple modes of transportation. Continued growth in these centers of employment and housing will help keep travel distances and commute times lower for residents and provide potential opportunities for better multimodal connectivity.

San Antonio's geographic location is also an asset to our economy and makes us an attractive place to live. Proximity to the Eagle Ford Shale formation and the fracking of natural gas is a major asset to our city. The primary active area for drilling is along I-37 between San Antonio and Corpus Christi has made San Antonio a major hub for business, services, goods and housing needed to support the drilling activities in the Eagle Ford. Additionally, our city's location near major sea ports in Houston and Corpus Christi and major interstates is also significant. Connectivity to those ports via roadway and rail makes San Antonio a competitive logistics location facilitating national and international trade. San Antonio's close proximity to Austin, also experiencing significant growth, provides an opportunity for a coordinated approach that may generate larger opportunities for growth in the Central Texas region.



TOURISM

San Antonio is a major tourist destination in the U.S. and hosts more than 31 million visitors annually, 24.9 million of which come for leisure activities. Anchored by its unique history and culture, San Antonio is home to the Alamo, River Walk and other major attractions such as SeaWorld San Antonio, Six Flags Fiesta Texas, the Henry B. Gonzalez Convention Center, the Museum and Mission reaches on the River Walk, the Tobin Center for the Performing Arts and the Pearl Brewery development. Our San Antonio Missions are a National Historical Park and were recently named a World Heritage Site by the United Nations Education, Scientific and Cultural Organization (UNESCO).

QUALITY OF LIFE

Another significant asset to our community is our high quality of life. Our below-national-average cost of living and home prices and our strong economic growth, relatively short average commute times make our city appealing to new residents. In addition, San Antonio's strong cultural heritage gives us a unique sense of place.

Our historic neighborhoods are another example of how our heritage impacts housing and neighborhoods. The demographic makeup of the San Antonio's 27 historic districts is largely reflective



SeaWorld San Antonio and historic assets like the King William Historic Neighborhood are destinations for residents and visitors alike.

of the city as a whole. The historic districts are some of the most desirable neighborhoods in the city. A study commissioned by the city's Office of Historic Preservation in early 2015 found that the property values in the historic districts have increased over the past 15 years more than the city as a whole. The historic districts have many of the characteristics of neighborhood types that are in demand nationally, including walkability (all the historic districts have a higher Walk Score than the citywide average), a greater mixture of uses and even shorter commute times to work.

DEVELOPMENT OPPORTUNITIES

Our community has remarkable opportunities for infill development in the urban core. The Comprehensive Plan Initial Studies found that there are a large number of vacant and underutilized parcels within the inner core of the city (inside Loop 410) that are zoned commercial and industrial. Allowing for these commercial and industrial-zoned areas to redevelop with a wider mix of uses and introducing housing can help revitalize these areas and improve the surrounding existing neighborhoods.



2.4

GROWING MOMENTUM

Our city has a number of large, transformational development projects—important sites that have the potential to change the prevailing direction of growth within our city. Four of these transformational development sites include Hemisfair, Brooks City Base, Port San Antonio and the Texas A&M University-San Antonio campus and associated development. The future development, or redevelopment, of these sites has the potential to catalyze development in portions of the city where recent growth has been relatively limited. More significantly, these sites are located in areas where an ample supply of developable land exists. The large size, limited number of owners, and public and political backing for these sites allows for the opportunity to create model development projects that can serve as a guide for future growth.



The recent economic upturn has resulted in significant investment in existing and new housing throughout San Antonio, as well as redevelopment or expansion of several transformational development sites.

Challenges

Despite our numerous assets, San Antonio does lack some key features and faces challenges that impact the future growth and health of our community.

UNCHECKED EXPANSION

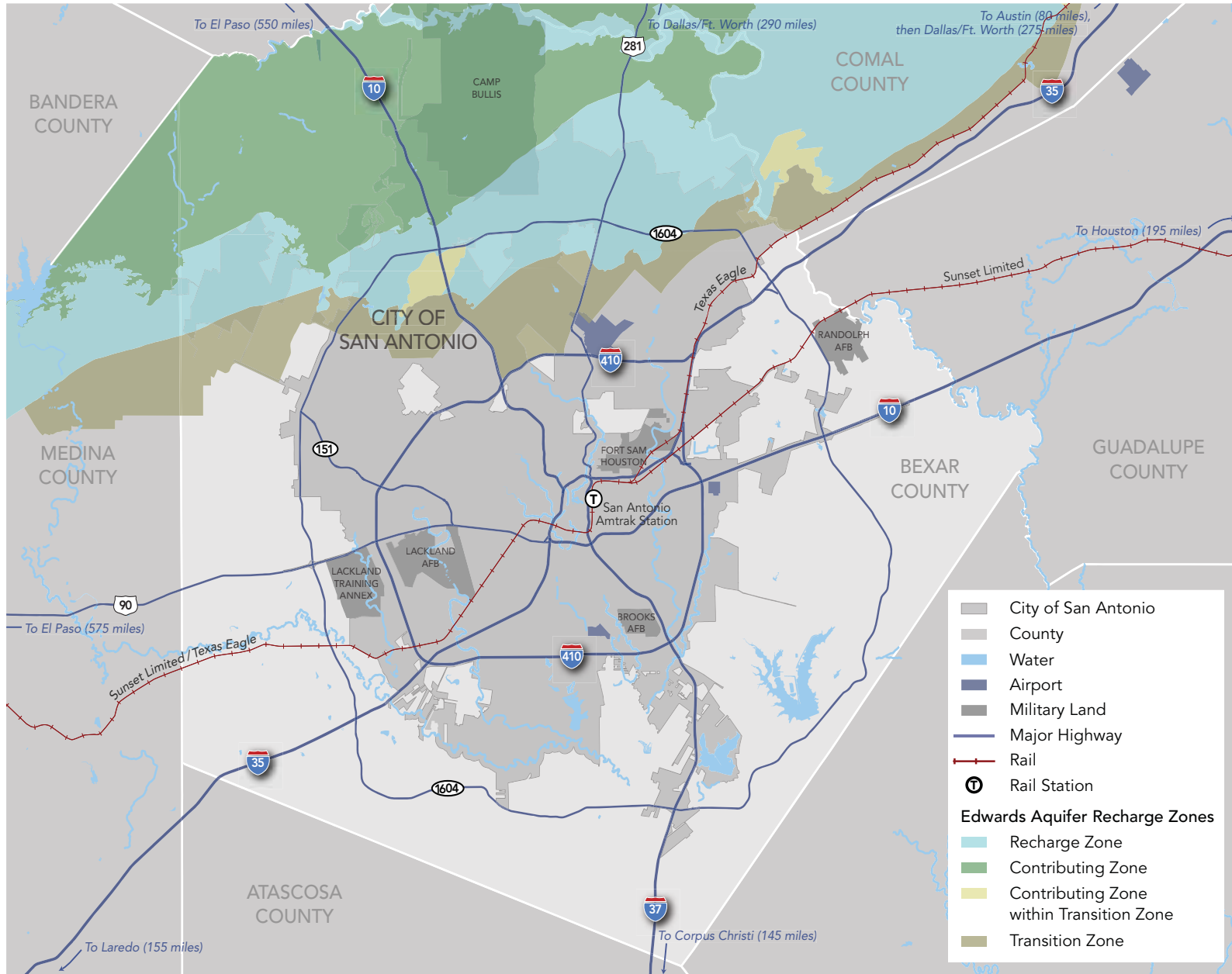
Historically, San Antonio has had no major physical or political constraints to outward expansion. However, this is no longer the reality for the city. The boundary in the north and northeastern parts of the city have effectively reached the edge of Bexar County and the boundaries of multiple jurisdictions on the north including Boerne, Bulverde, Converse, Live Oak, Schertz, Universal City and others. The western edge of the city has begun to enter Medina County. This continued outward expansion has led to the perception of disinvestment in the urban core.

Changes to annexation law in 1999 made annexation more onerous for the city. As a result, San Antonio greatly curtailed its annexation efforts from 2000 to 2012. In the absence of annexation, a large amount of development occurred in the unincorporated portion of Bexar County, where the County has limited oversight. This has led to an inability to adopt zoning, perform residential building inspections, and raise any revenue to offset the new development costs to the County. Any development within the city's extraterritorial jurisdiction (ETJ) is subject to some of the city's development standards, but no mechanisms exist for enforcement once subdivision plats are approved.

DEVELOPMENT CAPACITY

San Antonio's developable land capacity is constrained by physical and environmental barriers such as the 100-year floodplain, the Edwards Aquifer Recharge zone, steep slopes and environmentally critical habitats. It is estimated that these barriers create an estimated 27% reduction in development capacity. The northern portion of our city and Bexar County are particularly impacted by these barriers. For example, development potential in certain areas of San Antonio was met with concerns over potential impact of the Edwards Aquifer Recharge zone. In other areas, steep topography makes the provision of sewer service costly and challenging.

Moving forward, our community must work towards a more coordinated approach for identifying areas of development and coordinating the provision of utilities.



Edwards Aquifer Recharge Zones



COMPETITION AND TRENDS

Over the past decade, San Antonio has been capturing a decreasing share of single-family home development within the Metropolitan Statistical Area (MSA) and now captures less than half of such new development. Developers have begun working in unincorporated parts of Bexar County for reasons including favorable public financing structures provided by the County, leading to a large amount of development outside the city's boundaries and control. Single-family home buyers over the past decade have transitioned to the suburbs where lower homes prices and new infrastructure have allowed for easy access in and out of the city's periphery.

However, market trends and land capacity analysis indicate that these recent growth patterns are changing. The north and northwestern portions of the county that saw so much recent growth are nearing build-out due to the lack of available land, topographic constraints, traffic congestion and corresponding challenges for utility service. A shift to the west, and to some degree to the south, is expected to occur. The city's ability to create policies and infrastructure (utilities, schools, services, etc.) may provide additional shifts either to locations within the city limits or expansion into other counties.

AUTO-ORIENTED CITY FORM

The prevalence of highways and single-family neighborhoods in San Antonio created an auto-centric city form. A car is needed for most daily trips and the existing highway system is a significant barrier for non-auto travel modes. While our topography is generally flat, and we have a strong street grid system in older neighborhoods, our outward growth has been precipitated by a highway development pattern. Given the road network and limited multimodal access, subdivision development of this nature is often more isolated than neighborhood-focused development types that incorporate multiple options for travel.

Older subdivisions often lack basic pedestrian amenities, but have more road connections between the interior system and the main arterials. Newer subdivisions have very poor internal connectivity, often with many cul-de-sacs and a limited number of intersections. External connectivity is also very poor due to numerous new subdivisions relying heavily on the same arterial and collector roadways for basic travel outside the subdivisions to downtown, activity centers and other subdivisions.



The auto-oriented nature of existing development around the community increases dependency on the automobile and results in increased congestion and time on the road.

CONGESTION

Projected population growth and an increase in vehicle miles travelled (VMT) will lead to congestion throughout our city, especially on the far west side, downtown and the far north side. To manage this congestion many of the improvements included in regional infrastructure plans focus on the region's interstate highways. Yet as interstates become continually congested, stress will be placed on our streets, specifically major and minor arterials, as people look for alternate routes. For example,

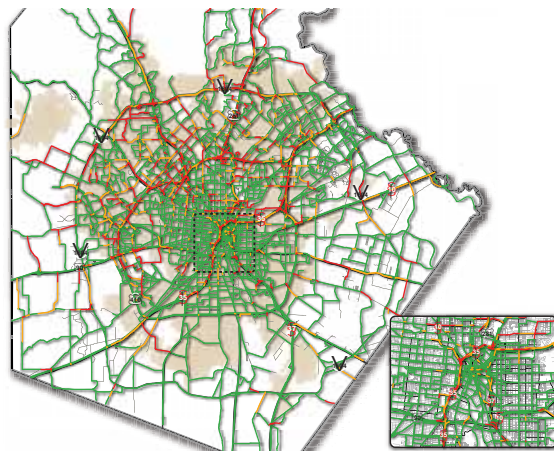
the north side of the city is expected to be heavily congested by 2040, with all major roads on the north and west sides of the city outside of Loop 410 over capacity with the exception of Wurzbach Parkway. The south side will experience significant congestion as well, with most major north-south roads operating at a failing level of service. The inner east and southwest sides are the only areas of the city that would still have available capacity (20% or greater) on their road network.

MOBILITY AND ACCESS

Equitable access to a well-developed multimodal network and a connected city are critical aspects of our future growth. While walkable neighborhoods have been a goal in urban areas across the U.S. for years, San Antonio did not fully take on this planning initiative until the SA Tomorrow effort began. The goal of a walkable neighborhood is to provide residents safe and convenient access by walking, bicycling, or transit increasing connectivity to many of the places and services they use daily. In short, it's a neighborhood where residents can have a high quality of life without needing to rely on a personal vehicle for all trips.

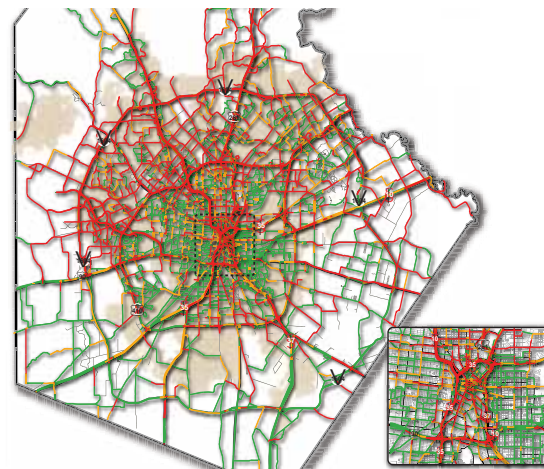
San Antonio's low walk score of 34 (on a scale of 100) is a clear sign of our car-dependent community. Walk scores are based on measures of pedestrian friendliness including population density, block length and intersection density and points are awarded based on a location's proximity to a variety of amenities in different categories. A score of 90-100 would indicate a "Walker's Paradise." Our community's relative low number of bike lanes and insufficient amount of public transportation options are additional barriers we must address when working towards walkable and accessible neighborhoods.

2.8

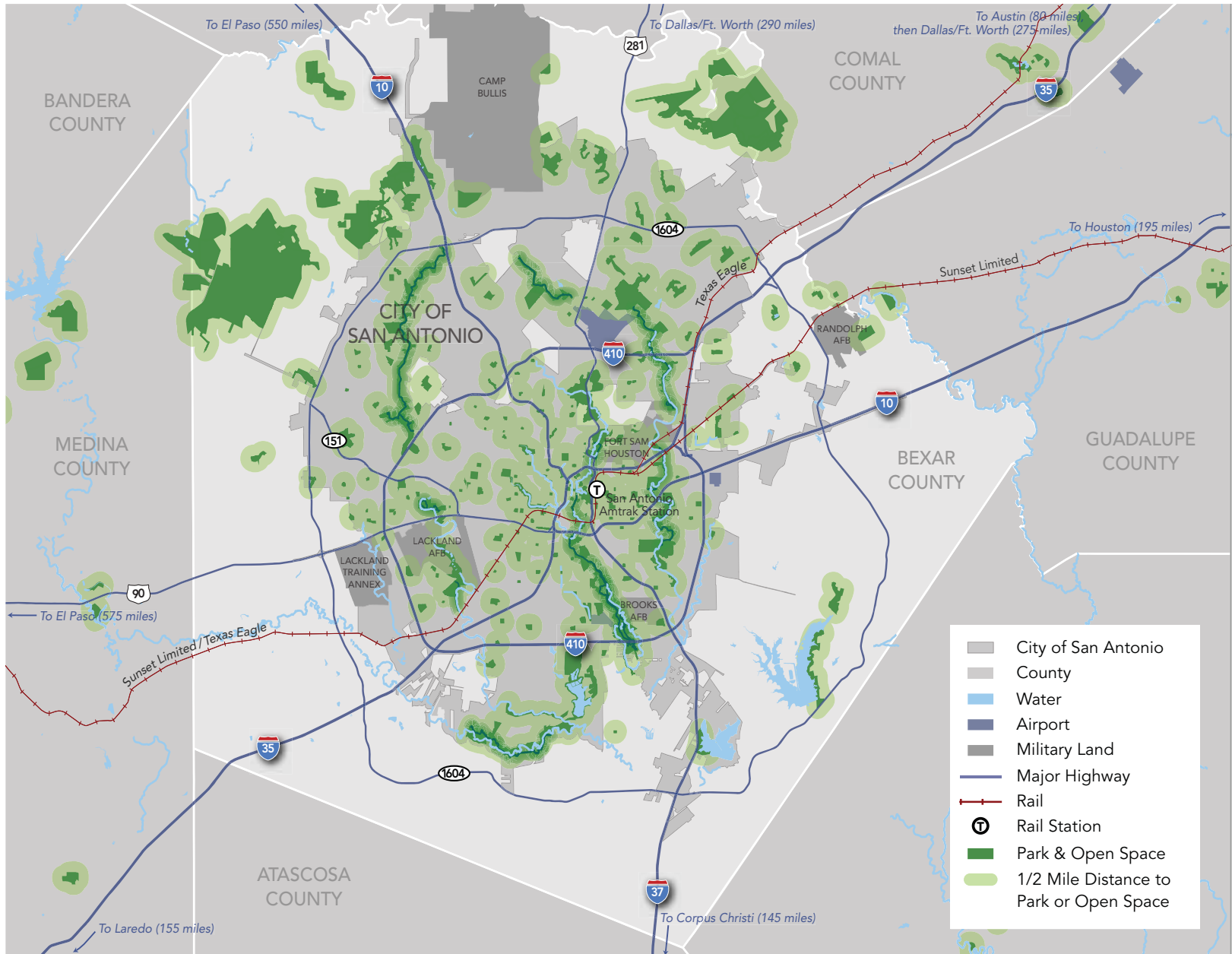


2010 Congestion Levels

— Low Congestion
— Medium Congestion
— High Congestion



2040 Congestion Levels



Access to Existing Parks and Open Space



While walkability and connectivity of each neighborhood is important, our city also needs to address larger scale issues of green space integration. We need to support residential development within 1/2 mile of parks and other public recreation facilities, as well as find ways to better integrate and connect waterways, drainage ways and the buffer zones around military installations.

SOCIAL EQUITY AND AFFORDABLE HOUSING

Our city has among the highest levels of income segregation in the country. Often accompanied by clear geographic concentrations of poverty, economic segregation has numerous deleterious effects on the less fortunate members of our community. Lower-income individuals typically have reduced rates of economic mobility and often live

in areas that struggle to attract jobs and residential amenities. In addition, these families tend to live in areas with lesser educational opportunities and their children often struggle in school.

Economically segregated groups in the San Antonio area may also face challenges achieving and maintaining healthy lifestyles. Generally speaking, racial and ethnic minorities and those with lower educational and income levels have the poorest health outcomes. This is attributed to difficulty in accessing healthcare, healthy food options and recreational opportunities. As of 2014, 28% of adults and 12% of children were uninsured in Bexar County and it is estimated that almost 20% delayed medical care due to unaffordable costs. In addition, healthcare resources are not equally accessible in all parts of our city—access by non-automobile modes is often difficult or impossible.

A higher proportion of San Antonio's low-income residents (13%) live at least one mile from a grocery store, compared to 12% in Texas and 7% nationwide. Finally, several areas, particularly in the west and southwest, offer significantly fewer acres of parks facilities per 1,000 residents than other areas of our city. Our community must work to minimize economic segregation, provide equal opportunities and access to resources and foster programs that empower low-income residents.



Habitat for Humanity of San Antonio (HFHSA) works with hardworking, low-income families who would not otherwise be able to afford a home to help them build affordable houses for themselves and their families at no interest and no profit.

Economic segregation is also a factor contributing to our city's affordable housing gap. The city's Comprehensive Needs Housing Assessment and Strategic Housing Plan (2013) concludes that San Antonio's housing market is increasingly unaffordable; fewer than 50% of homes on the market are priced attainably for families with median incomes. Areas with higher concentrations of affordable housing are primarily located in the near-east and near-west side neighborhoods around downtown and in the southern part of the city. Housing affordability issues are further compounded for many of our residents when transportation costs are included. Less than 30% of households in the San Antonio-New Braunfels Metropolitan Statistical Area (MSA) live in areas that are considered affordable when total housing plus transportation costs are considered.

DECLINING NEIGHBORHOODS

A cycle of disinvestment has perpetuated the problems witnessed in our community's declining neighborhoods today and contributed to under-performing schools and depressed infrastructure. The southern and central portions of San Antonio are especially at risk for high income disparity. San Antonio's rapid growth to the north has diverted much of the city's capital investment and other resources away from core neighborhoods inside Loop 410. These areas generally have an auto-oriented urban form with low walkability and few destinations easily accessed without a vehicle. This creates an environment that limits many residents' mobility and access to crucial important needs such as education, healthcare, recreation and job opportunities.

ENVIRONMENTAL SUSTAINABILITY

Population growth and business expansion will increasingly strain our city's environmental health. Air quality, water supply, drainage and mitigating impacts from climate change and extreme weather are all challenges we face. Our air quality has been worsening for many years. San Antonio must lead the region in striving to maintain compliance with state and federal requirements that help ensure the safety and health of our residents, especially with an additional 500,000 cars on our roads by 2040.

Water supply, water quality and drainage are critical issues. The San Antonio Water System (SAWS) has made great strides ensuring a diversified water supply and helping our city lead the nation in water conservation and recycling programs. However, the city and all its residents and businesses must collaboratively continue and strengthen our efforts. Drainage and water quality are also ongoing challenges that may be intensified by increasing instances and severity of extreme weather events. Flooding is a historic problem in the area and, in addition to safety and property damage implications, it can have serious negative effects on the health of our rivers and streams.

2.12





Chapter 3: Vision Framework

This chapter summarizes the vision, guiding principles and cross cutting themes that were developed throughout the SA Tomorrow planning process and comprise the Vision Framework of the Comprehensive Plan.

Collectively, the Vision Framework provides the direction for all subsequent chapters and sections of this document. The Plan Framework, the Plan Element goals and policies, as well as the specific implementation strategies are intended to position the City of San Antonio, its partners and the larger community to realize the future envisioned throughout this chapter.

Vision

The vision for San Antonio in 2040 is based upon the robust foundation provided by SA2020. The original SA2020 vision originated with a series of public forums conducted throughout 2010 to develop goals for improving San Antonio by the year 2020. Thousands of San Antonians participated in the visioning process, which culminated in a detailed report released in 2011 that outlined a bold vision for San Antonio's future.

The vision articulated in SA2020 has been augmented to reflect the community's vision that has been extended through 2040 and integrates many of the key themes that emerged throughout the Comprehensive Plan process and the larger SA Tomorrow effort. Key additions include the important components of regional centers and corridors, historic and cultural assets and inclusivity. The following summarizes our community's vision for San Antonio in 2040.



SA Tomorrow is the story of a great American city.

San Antonio is a **dynamic city with neighborhoods** that are complete with **unique places** that define their **character** and **celebrate our history**. Our corridors **unite our residents** and our businesses, using **cutting-edge multimodal options** that **connect our neighborhoods to vibrant regional destinations**. Our infrastructure supports a **healthy and safe** lifestyle while making **San Antonio an efficient, resilient city**. Our economy is the envy of the country, with a **thriving and ever expanding business sector**. San Antonio maintains an elite status in the country, **supporting the military missions** that keep our country safe while supporting the vast number of **military personnel** that call San Antonio **home**. We **nurture our future**, with a **thriving natural environment** as well as **quality education** and opportunities for all children...they will inherit **a truly great and sustainable city**.

San Antonio is a **diverse and thriving** community, with a local government that's **accountable, innovative and responsive**.

This is the story of a great American city...SA Tomorrow.



Guiding Principles

The following principles establish a higher-order decision-making framework to guide the growth and evolution of the City of San Antonio for the next 25 years. The guiding principles were developed throughout the Comprehensive Plan process to support the vision and set clear priorities for plan development. The guiding principles articulate the overarching direction for the plan recommendations while also framing a set of criteria for evaluating unanticipated opportunities and potential deviations from the specific direction set in this document. The nine guiding principles include:

1 Maintain the character and integrity of existing San Antonio neighborhoods, parks, open space and trails by focusing growth in mixed-use regional centers and along attractive multimodal corridors with high performing transit service.



2 Ensure that all residents living in existing and new neighborhoods have safe and convenient access to jobs, housing, and a variety of amenities and basic services including great parks, strong schools, convenient shopping and nearby regional centers.

3 Connect safe and stable mixed-income neighborhoods with a system of walkable and bikeable streets, trails and pathways that celebrate and link natural greenways and drainage ways.



4 Ensure an inclusive San Antonio by providing affordable housing and transportation choices throughout the city.



Provide an ongoing planning framework for more detailed and timely planning and design of regional centers, corridors and neighborhoods with continued opportunities for participation and partnerships, prioritization, and performance measurement.

Provide the residents of San Antonio, including youth, seniors, and disabled populations, with enhanced levels of authentic engagement.



Encourage and integrate innovative and sustainable ideas and development.



Encourage a variety of amenity-rich places throughout the city with a balance of live, work and play opportunities.

Conserve, protect and manage San Antonio's natural, cultural and historic resources and open space.



Cross Cutting Themes

In order to ensure that the identified strategies of SA Tomorrow are specific to the needs of San Antonio, five cross cutting themes were identified through the Sustainability Plan process that address high priority issues for the community. The cross cutting themes are important to every aspect of the SA Tomorrow Planning efforts, including each of this Plan's major components and elements.

These priorities create the lens through which potential recommendations in this document were evaluated to ensure that the themes are considered through prioritization, implementation and future re-evaluation.

3.6

Our Cross Cutting Themes for SA Tomorrow are:



ECONOMIC VITALITY

A thriving economy is key to long-term sustainability. Strategies identified through the planning process will be assessed for their potential impact (positive, neutral, or negative) on the local economy.



AIR QUALITY

Continuously finding opportunities to improve air quality is a priority for the City of San Antonio. Strategies identified through this planning process will be evaluated to ensure they create no negative impact or, ideally enhance the quality of San Antonio's air.



WATER RESOURCES

Water is essential to life. In San Antonio the availability and quality of this resource is expected to be a challenge for years to come. Strategies identified through this planning process will be evaluated based on their ability to protect, preserve, and improve the quality of San Antonio's water.



EQUITY

A fair and just community ensures equal opportunities for all of its members. Strategies identified through this planning process should be able to demonstrate that it will bring value to all of San Antonio's people.



RESILIENCE

Like all cities, San Antonio has a set of vulnerabilities that could weaken it. Measuring the value and identifying strategies towards reducing those vulnerabilities and enhancing resilience to all social, environmental and economic vulnerabilities is essential to ensure a sustainable future.





SECTION 2

Plan Framework

- Chapter 4: Building Blocks
- Chapter 5: Regional Centers
- Chapter 6: Place Types





Chapter 4: Building Blocks

Our continued growth and development as a city can help us achieve our vision for 2040. It will require a shift in the way we are doing things now, and the public and private investments necessary to accommodate 1.1 million additional residents can be leveraged to improve livability, sustainability and inclusivity across the entire community.

The guiding principles presented in Chapter 3 set the stage for an approach to development that should benefit all San Antonians. This chapter describes a set of building blocks that will guide planning, design and investment moving forward. Each building block generally has a scale, shape and role within the larger San Antonio landscape. While often distinct from each other, in some cases these building blocks overlap and benefit from shared investments and amenities.

The major building blocks of the San Antonio of the future include:

- Neighborhoods;
- Corridors;
- Urban centers; and
- Regional centers.

SA Tomorrow recognizes the importance of our existing **neighborhoods**. These treasured assets are the foundation of our city and will continue to play a critical role in our future planning efforts. The growth strategies recommended in this plan protect and enhance these valuable parts of our city by focusing many of the new housing units and jobs into the other building blocks. By investing in our neighborhoods in conjunction with strategic planning in our corridors, urban centers, and regional centers, we ensure the ability to create and support complete communities across our city with access to a variety of amenities and daily needs and services.

San Antonio's **corridors** link our neighborhoods to each other and to the urban and regional centers that contain some of our city's major activities, attractions, and job opportunities. These corridors will be a focus of new residential and employment growth while providing safe and comfortable

multimodal transportation options for a variety of users including pedestrians, bicyclists, transit users and automobiles.

Urban centers vary in size and serve as community destinations and employment nodes for multiple nearby neighborhoods. These walkable, mixed-use destinations are generally smaller in scale, but as San Antonio's population increases, they have the potential to become future regional centers. Key to the development of these areas is increased multimodal connectivity, linking them to surrounding residential areas and other urban and regional centers.

Regional centers are the employment and activity nodes of our city and provide the best opportunity for absorbing our projected population and employment growth in a way that preserves and maintains the character of our valued



Continued investment in our downtown and other regional and urban centers will help manage our growth and provide places for our residents to live, work and play.

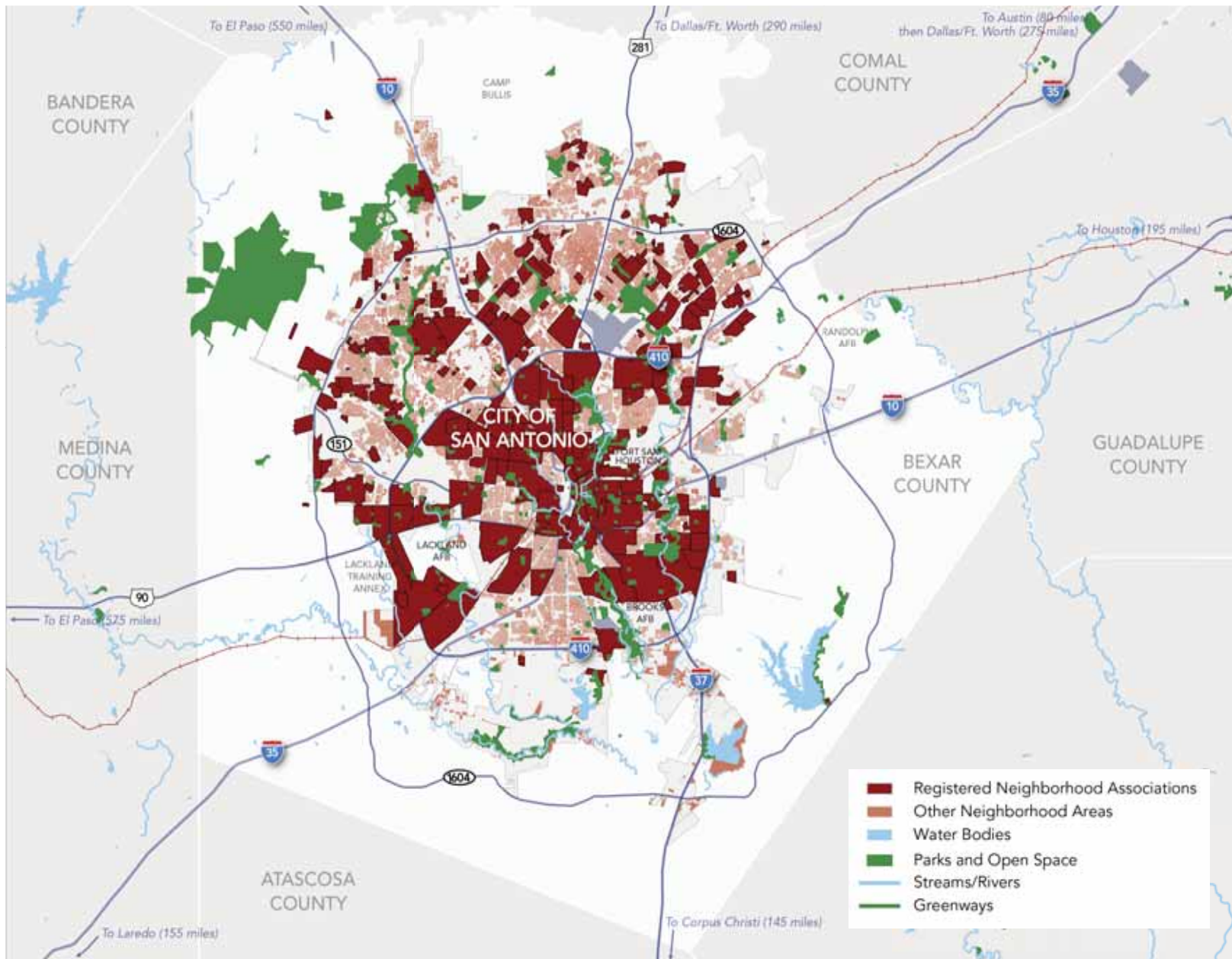
neighborhoods. Each center currently employs at least 15,000 people. The influx of additional residents and employees over the next 25 years will attract enhanced amenities and connectivity that will benefit communities across San Antonio. While regional centers are briefly discussed in this chapter, more detail and specific examples are provided in Chapter 5.

The final section of the chapter introduces place types; a concept the city can use to help guide appropriate growth in the building blocks identified above and leverage and protect San Antonio's unique existing assets. These twelve concepts identify development options for parks, trails and open spaces, multimodal, mixed-use sites and adaptive reuse opportunities. Place types are explored in more detail in Chapter 6.

Complete Neighborhoods

The first building block is perhaps the most vital as it will continue to be home to the majority of San Antonio's residents. Our neighborhoods are the backbone of the San Antonio community, an essential element of the city form and a source of pride for most residents. They occupy the areas between regional and urban centers and the corridors that connect them. In some cases, the edges of neighborhoods bleed into regional centers and corridors frequently serve as the boundary between two or more neighborhoods. The approach of focusing many of the new housing units and jobs into regional centers, urban centers and corridors is largely a way to maintain and protect existing neighborhoods and ensure the ability to continue providing neighborhood housing options during the coming decades.

A complete neighborhood provides residents safe and convenient access to the goods and services they need on a daily or regular basis. This includes a range of housing options, grocery stores and other neighborhood-serving commercial services, quality public schools, public open spaces, recreational facilities and access to frequent transit. A complete neighborhood also includes an interconnected network of streets, sidewalks and trails that makes walking and bicycling within and to these places safe and relatively easy for people of all ages and abilities.



Registered Neighborhood Associations





Both existing and new residential development benefit from the amenities and services associated with complete neighborhoods.

PRESERVATION AND ENHANCEMENTS

Throughout the SA Tomorrow community engagement process, residents expressed their concerns that the plan would threaten their existing neighborhood and potentially even their homes. To the contrary, the plan is a blueprint for focusing future growth and development away from existing neighborhoods and into regional centers, urban centers and along major transportation corridors. When coupled with the creation of new neighborhoods in currently undeveloped areas of the city, the result will be less development pressure on existing neighborhoods. The plan element focused on housing (Chapter 10) includes a comprehensive set of goals and policies related to housing and neighborhoods, many of which focus on protecting and enhancing existing areas. Enhancements may include, but are not limited to improvements to infrastructure, adding new shops and restaurants nearby, providing better facilities for walking and biking, increasing the tree canopy and adding new parks and trails.

AMENITIES AND SERVICES

Having safe, convenient and walkable access to schools, parks, grocery stores and transit can help our residents save money and stay healthy. Regardless of the mode of travel chosen, shorter distances between home and the places we need to go on a daily and weekly basis can help decrease overall costs for individuals and households. Lower transportation costs help reduce overall household expenditures and increase housing affordability. And incorporating daily exercise is a lot easier with a safe network of sidewalks outside your door. Complete neighborhoods may not contain all of the amenities and services someone would want on a daily basis, but they should provide access to many of these amenities and services and have at least one or two destinations that are easy for someone to access by walking or biking.

Amenities and services associated with a more complete neighborhood can be organized into three major categories: transportation and related infrastructure; civic amenities; and commercial destinations.

Transportation and Related Infrastructure:

Improvements to infrastructure in and between neighborhoods helps to close gaps in the transportation network, improve safety and enhance comfort. Potential infrastructure improvements can include, but are not limited to:

- Sidewalks, crosswalks and curb ramps;
- Furnishings and lighting;
- Bike lanes, cycle tracks, and multi-use pathways;
- Pedestrian and bicycle bridges and underpasses;
- Enhanced transit stops and stations;
- Landscaping and community gardens;
- New or improved roadways and overall streetscapes;
- Signalization, signage and other intersection control/communication; and
- Gateway treatments, signage and wayfinding.

Civic Amenities: The integration of civic amenities in the larger neighborhood context can help to anchor residential and mixed-use areas, as well as provide social, recreational and cultural opportunities for residents close to home. Potential civic amenities can include, but are not limited to:

- Parks, open spaces and sport courts and fields;
- Community, recreation, youth and senior centers;
- Pools and water play areas; and
- Libraries.



Connectivity between neighborhoods increases access to amenities and services.

Commercial Destinations: Many people equate a complete neighborhood with having shops and restaurants nearby that they can easily access. Commercial destinations that are local to one or more neighborhoods help to reduce the distance of many trips across the community, including the daily commute for people who are able to work close to home. Commercial destinations can include, but are not limited to:

- Grocery stores and markets;
- Farmers markets;
- Restaurants and bars;
- A variety of retail shops;
- Professional services; and
- Convenience services.



Stacked flats in Seattle, Washington integrate four well-designed residences into a standard single-family parcel.



Walkable and well connected neighborhoods help to keep our residents active and healthy.

NEIGHBORHOOD CONNECTIVITY

A neighborhood can be made more complete with improved connectivity to amenities and services nearby with safe and comfortable linkages. In many cases, amenities may be nearby, but are not accessible for one or more transportation modes. In addition, making active transportation and transit more viable options for a greater portion of the community requires larger network connectivity between neighborhoods and from neighborhoods to nearby centers. For these reasons it is critical that our community focus resources on improving neighborhood connectivity through a variety of infrastructure enhancements.

Existing and planned neighborhoods can be designed in a variety of ways resulting in varying levels of connectivity and accessibility. More traditional suburban development patterns include large arterials feeding into relatively disconnected subdivisions with a large number of cul-de-sacs. While this traditional development pattern does have impacts on traffic for motor vehicles, it does not necessarily preclude good pedestrian and bicycle connectivity. In fact, pathway and trail connections combined with on-street and sidewalk facilities can make these more traditional developments quite supportive of pedestrians and bicyclists accessing

transit or other nearby amenities. The use of drainage ways and utility corridors can provide pathway opportunities that link disconnected portions of a neighborhood.

Similarly, more compact development can be difficult to traverse as a pedestrian or bicyclist if infrastructure is missing or inadequate. Major arterials often separate neighborhoods from commercial destinations, civic amenities and other neighborhoods. Well connected and maintained sidewalks, bike facilities and crossings are critical elements to making a neighborhood more complete.

HOUSING CHOICE AND DIVERSITY

Another key aspect of a complete neighborhood is ensuring housing choice and diversity within and across neighborhoods. The majority of housing in San Antonio is currently detached single-family homes. A complete neighborhood should have a range of housing types and sizes (single-family detached, single-family attached and multifamily housing) for rent and for sale. Additional variety should be provided with a range of home sizes in the form of overall square footage and number of bedrooms.

Corridors

Nearly all of San Antonio's regional centers and urban centers are located along or at the intersection of major transportation corridors. Attractive, multimodal corridors will help connect regional and urban centers to each other. Many will include premium transit service to help manage congestion and bolster safe, convenient and affordable transportation options. But, the corridors must serve more than just a transportation function. Successfully implementing the SA Tomorrow vision means rethinking those corridors. We need our corridors to provide safe and comfortable access and mobility, serve as attractive gateways and frame compact, walkable mixed-use development. They will also be targeted for higher-density housing and more employment opportunities. A multi-objective and multi-layered approach to corridor improvements can help ensure they are safe, comfortable and attractive for future residents, employees and nearby existing residents.



VIA's Vision 2040 comprehensive transit plan calls for five priority Primo bus corridors to expand on the existing Primo bus route on Fredericksburg Road; the existing Primo route on Fredericksburg Road is planned for Primo Plus or LRT service.

MULTIMODAL CORRIDORS AND COMPLETE STREETS

Many of the community's major transportation connections are auto-oriented and difficult for pedestrians and cyclists to navigate. Our transportation corridors should serve multiple modes of transportation and better balance the needs of pedestrians, cyclists, transit patrons, motorists and freight vehicles. Allowing a certain mode of transportation or even providing a dedicated facility for pedestrians or cyclists may not be sufficient.

The quality and condition of pedestrian, bicycle and transit infrastructure contributes greatly to the attractiveness, safety and use of these facilities. For example, a narrow sidewalk with no buffer between pedestrians and speeding traffic, no landscaping and no furnishings will be less attractive, safe and used than a wider sidewalk with attractive lighting, benches and a wide planted buffer with large street trees.

VIA PREMIUM TRANSIT CORRIDORS

VIA's Vision 2040 Plan identified several corridors for premium transit service. VIA selected the corridors based on existing and potential concentrations of transit users and for their ability to connect two or more regional centers. The premium transit corridors are organized into three types of premium transit service: Priority Primo Bus Corridors, Primo Plus and Light Rail Corridors, and Express Routes.

4.8



A modern and diverse transit system includes a variety of modes, speeds, and frequencies and typically includes some combination of traditional bus, bus rapid transit, express bus, and light rail transit.

Priority Primo Bus Corridors

Priority Primo Bus Corridors provide high frequency transit service with a premium transit vehicle in a shared roadway configuration. The following corridors have been identified as priorities for Priority Primo bus service:

- Looper Premium – Connects the airport, Brooks City Base, South Park Mall and Lackland Air Force Base;
- Randolph – Connects the Central Business District, AT&T Center and Randolph Air Force Base;
- Huebner-Grissom – Connects the Medical Center, Leon Valley and Alamo Ranch;
- General McMullen – Connects South Park Mall and the Medical Center; and
- Bandera – Connects the Central Business District to Leon Valley.

Primo Plus and Light Rail Transit

Primo Plus and Light Rail Transit will provide high frequency transit service with a premium transit vehicle in a dedicated guideway configuration. Primo Plus service will be rubber tire bus service and light rail transit (LRT), utilizing a dedicated rail alignment. The following corridors have been identified as priorities for Primo Plus bus service and LRT service:

- Zarzamora – connects the Medical Center, Crossroads Mall, South Park Mall and Texas A&M University-San Antonio;
- Commerce/Houston – connects the AT&T Center, the Central Business District and Lackland Air Force Base;
- Fredericksburg – connects the Central Business District, Crossroads and UTSA;
- San Pedro – connects the Central Business District, the airport, Blanco and Stone Oak;
- Austin Highway/ Broadway/Perrin Beitel/ Nacogdoches – connects the Central Business District, Pearl, University of the Incarnate Word and Rolling Oaks;
- New Braunfels Avenue – connects the Central Business District, Pearl and Brooks City Base; and
- Rockport Sub – connects the Central Business District and Brooks City Base.

Express Routes

The Priority Primo, Primo Plus and LRT corridors will be supplemented by express bus routes utilizing freeways and connecting many of the regional centers. Eleven express routes will have limited stops, 15-30 minute headways between buses and function in mixed traffic.

Transportation Demand Management

Transportation demand management (TDM) should be deployed in urban centers and all regional centers. Robust TDM programs use an array of data collection and management tools to encourage the efficient use of the transportation system. TDM encompasses a broad variety of programs, policies and strategies that encourage alternatives to driving alone such as car sharing, employer and development-based programs that offer incentives to ride transit, and public education and marketing programs to promote transit and other alternatives to driving.



Urban Centers

San Antonians need and deserve walkable, mixed-use destinations outside of the regional centers. Urban centers will provide these opportunities and in certain instances, can serve as the nucleus of a future regional center.

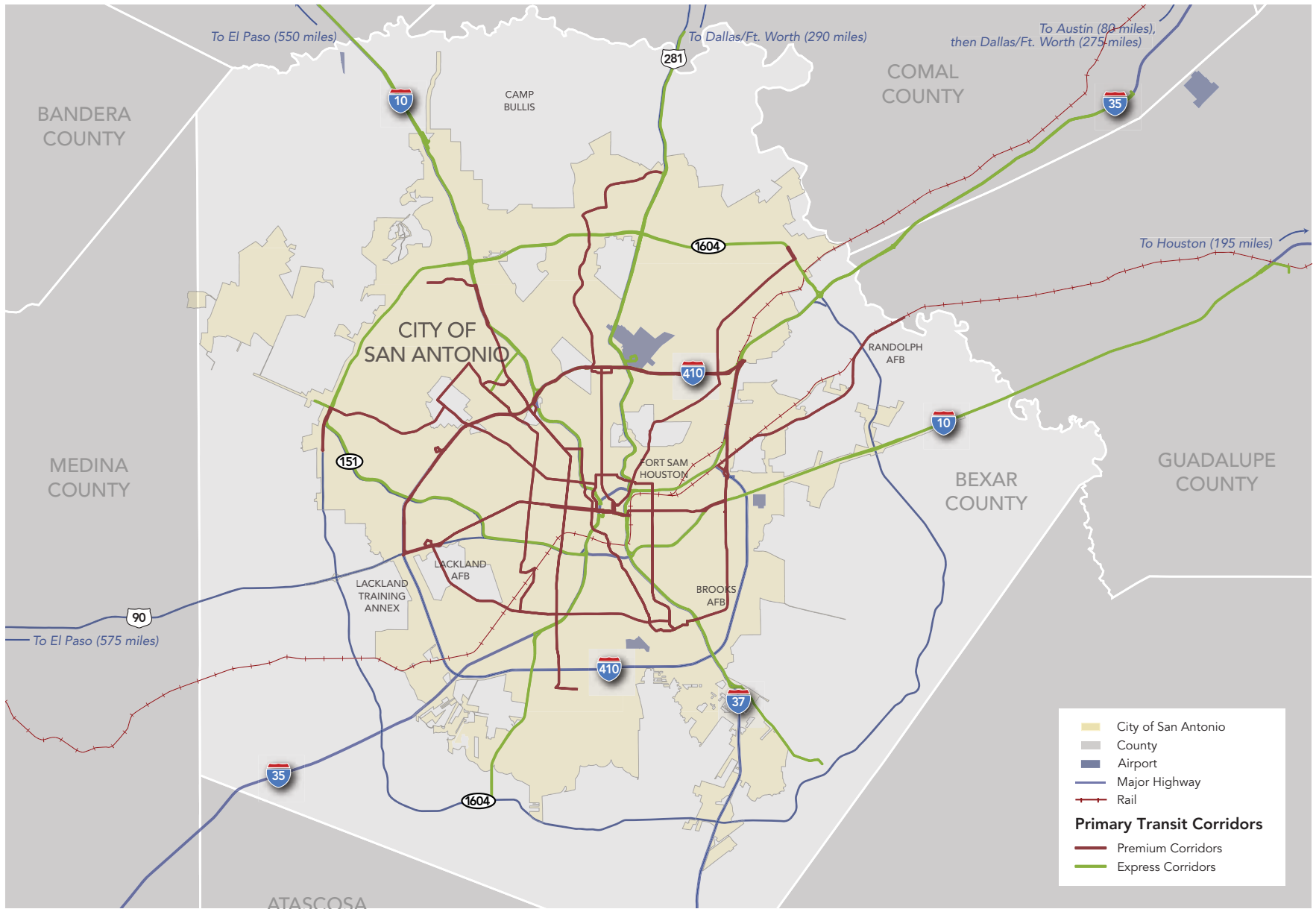
These urban centers are compact and walkable, and can help to fill the gaps between regional centers. The common elements of a successful urban center are a central node of activity, a mix of opportunities to live, work and play, good transit access and strong multimodal connections to surrounding neighborhoods. These areas will attract new residents and serve existing nearby neighborhoods.

MIXED-USE LAND USE PATTERNS AND TRANSITIONS

Existing and future urban centers should contain a mix of uses and provide a combination of daily goods and services, as well as restaurants and some element of destination retail. Housing and offices are desirable but not required components of an urban center—the neighborhoods surrounding the center can provide the necessary population to support the center from a market perspective. With

that said, the most vibrant urban centers will include housing and a larger employment component to support increased development density, a larger critical mass of shopping and dining, shared parking opportunities and stronger potential for activating the center during multiple times of the day and days of the week. Regardless of the overall land use mix, an activating node of some sort is at the heart of every urban center. The activating node can vary, but will typically include a transit station, institutional anchor and/or a clustering of shops and restaurants.

While urban centers should be targeted for higher-intensity development, the height and massing of structures in the urban center should decrease as they approach existing single-family neighborhoods. Destination retail and uses generating a significant amount of traffic should be focused at least two to three blocks from single-family homes wherever possible. Attached single-family and multifamily development can create a desirable transition from higher-intensity urban center uses out to surrounding traditional neighborhoods.



Primary Transit Corridors





Proximity of housing to urban centers in Charlotte, North Carolina (top) and multiuse paths in Indianapolis (bottom) provide access for residents.

TRANSIT-SUPPORTIVE DEVELOPMENT

A strong transit system is a major pillar of the vision for San Antonio in the coming years. But, it isn't enough to say that we need more transit and better access to transit. We have to plan for it and make it happen. Transit systems function best when they are well integrated with and supported by local land use and community design decisions. Supporting transit requires looking at how streets and roads are built and the mix of land uses around them, making it easy for people to access transit and making sure people have reasons to ride transit.

Urban centers provide the greatest opportunity for transit-supportive development outside of regional centers. Compact, higher-density development patterns shorten the distance people must travel to reach their destinations and supply the ridership that can support more frequent transit service and a greater variety of routes. In turn, higher service levels in these areas attract more riders and support the local land use vision. This self-perpetuating nature of urban centers is a large reason for their vibrancy and why they tend to attract private development.

NEIGHBORHOOD CONNECTIVITY

While not all urban centers include a strong residential element, they must always provide safe and comfortable connections and transitions to the surrounding residential neighborhoods. Urban centers provide amenities or additional options for nearby residents. Safe on-street and off-street walking and biking connections link the core of urban centers to surrounding residential areas and decrease the impacts of traffic on surrounding neighborhoods.

Decreasing automobile use in urban centers is intimately related to the availability and cost of parking. Parking can have a significant impact on peoples' decision to drive, walk, bike or use transit. The less land devoted to parking, the more space that is available for other uses. This puts more destinations within walking distance, creates a more comfortable pedestrian experience, and helps an area reach a development intensity that supports public transportation and spurs additional development. Additionally, reduced parking requirements can lower the cost of new development, making housing and commercial rent more affordable. The city should explore neighborhood parking permit programs as part of a larger management strategy for urban centers and adjacent neighborhoods.

Regional Centers

San Antonio has a tremendous opportunity to take advantage of a polycentric pattern of regional employment centers that has developed here during the past decade. Most cities have a downtown and a few additional mixed-use employment clusters. San Antonio has 13. About 50% of all jobs in San Antonio are within those 13 regional economic centers, which have captured over half of all non-residential development since 2000.

A major organizing element for the Comprehensive Plan is to focus growth in these regional centers, building on the existing pattern of development. They're envisioned as new "places" where we live, work and play.

New development is already gravitating to these centers and we can guide additional growth in these areas. Each center is different and its development will be influenced by its existing uses (particularly those oriented to military, aviation or heavy industry). However, many of the centers are also well positioned to develop as vibrant mixed-use places. They offer a variety of housing options and price ranges, allow higher-density and incorporate carefully designed and located amenities that will

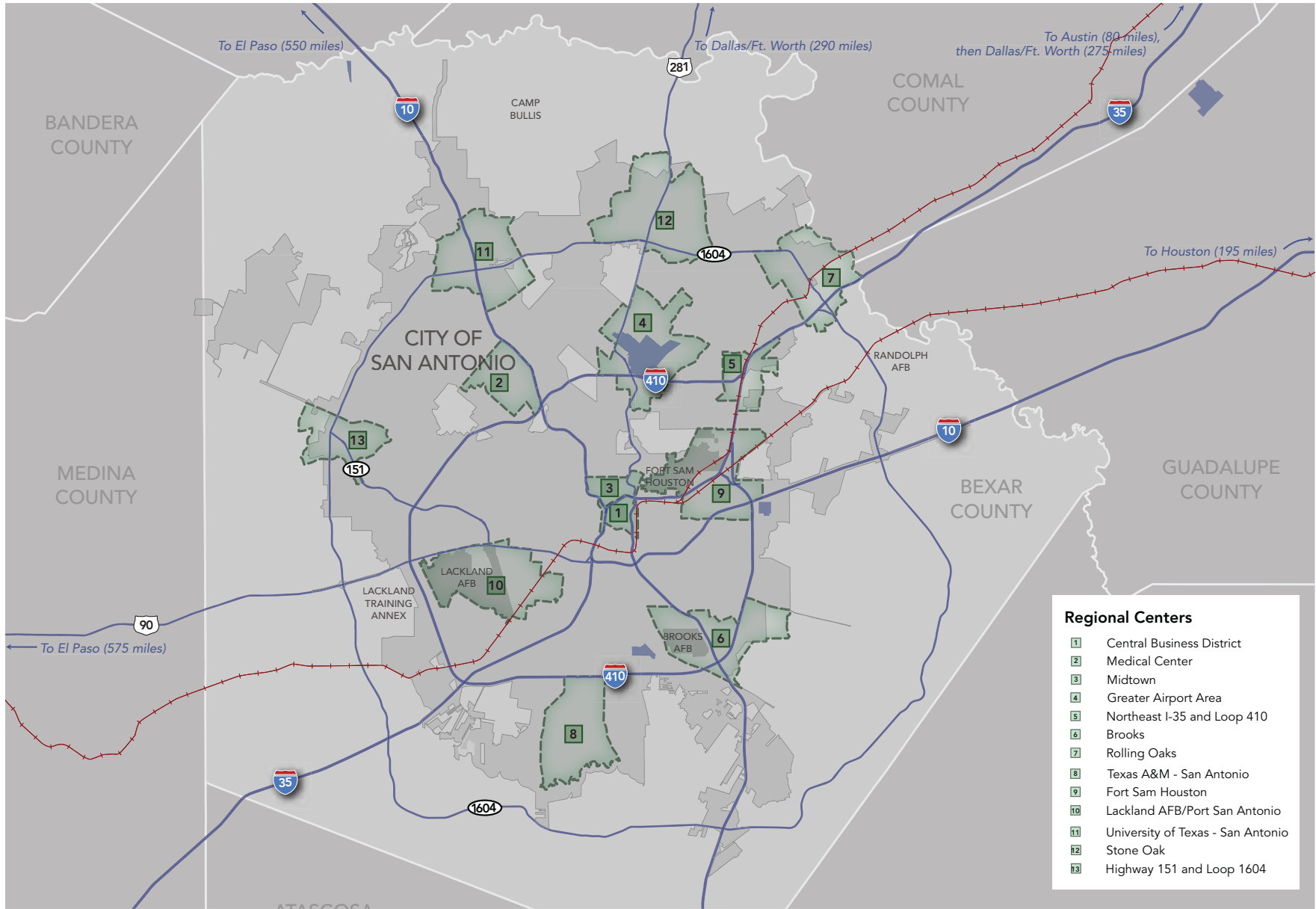
benefit both residents and employees of the center, as well as people in adjacent neighborhoods. While these live-work-play environments attract development and businesses nationally, they are underrepresented in San Antonio.

Our community's unique distribution of growth areas exacerbates the challenges of allocating resources and coordinating growth plans to encourage clustered businesses and spin-offs in similar industries. Each center's character can attract and retain a distinctive mix of businesses and employees. Therefore, San Antonio must focus its investment and infrastructure strategies on supporting and leveraging the unique identity and assets of each center.

Regional centers operating in isolation do not benefit our city in the same way as a connected system. To function most effectively, they must be linked to each other, smaller urban centers and our neighborhoods. Our multimodal and transit corridors ensure connectivity to, between and within each center providing access to employment opportunities and daily activities for our residents.



Regional Centers come in many shapes and sizes and include varying proportions of employment, housing and entertainment uses.



Existing Regional Centers



Place Types

With the major building blocks of San Antonio identified, it is important to identify the types of places that we would like them to be. Chapter 6 provides greater detail regarding the rationale, form and function for twelve place types. The place types provide the design intent and key planning and design parameters related to the development of places with a desirable mix of uses, city form, public spaces, roads and trails and parking. The place types are organized into three categories: Multimodal, Mixed-use Place Types; Trails, Parks and Open Space Place Types; and Adaptive Reuse Place Types.

Multimodal, mixed-use place types constitute a range of transit supportive development with a transit station, institutional anchor or concentration of shops and restaurants at their core.

Trails, parks and open space place types are intended to leverage and/or protect a natural or man-made open space or recreational asset.

Adaptive reuse place types acknowledge that some commercial and industrial properties can benefit from contemporary enhancements or have served their useful life for their original purpose.



Place types integrate the desirable mix of uses, city form, public spaces, roads and trails, and parking for new and infill development in well established and emerging areas of the city.





Chapter 5: Regional Centers

Regional centers were introduced in the previous chapter as one of the major building blocks of San Antonio's city form. Regional centers are a major component of the Comprehensive Plan and the overall SA Tomorrow effort.

While most cities have one or two larger employment centers, we have 13. This provides challenges and opportunities. Challenges for these regional centers include distribution of resources, sufficient differentiation and managing cooperative versus competitive dynamics. Opportunities include dispersed employment throughout the city, focused specialization to increase quality and competitive

advantages for targeted centers, better distributed traffic and transit networks with improved access for all residents.

This chapter will lay out a framework for understanding regional centers found in San Antonio and their importance in our community's future. First we investigate and describe the three types of regional centers that occur in San Antonio. We

then build profiles for each regional center based on a thorough analysis of nine indicators that illustrate differences between them. These indicators are used to help identify each center's existing conditions and help us start thinking about achieving aspirational goals of each. These profiles will inform future regional center plans.

5.1

Three Types of Regional Centers

The 13 regional centers are grouped in three categories based on analysis of their existing conditions, unique traits and potential growth capabilities. It is important to note that they are not homogenous places. Although they cover large areas, each one includes multiple place types, urban forms and land uses.



ACTIVITY CENTERS

5.2

These areas have high concentrations of people and jobs in a mixed-use environment. They should be highly walkable and well connected by multiple types of transportation and transit. They should have an even mixture of jobs and housing and contain amenities that support residents, workers and employers within the centers and also throughout the city. Many are home to our educational, entertainment and cultural institutions.



LOGISTICS/SERVICES CENTERS

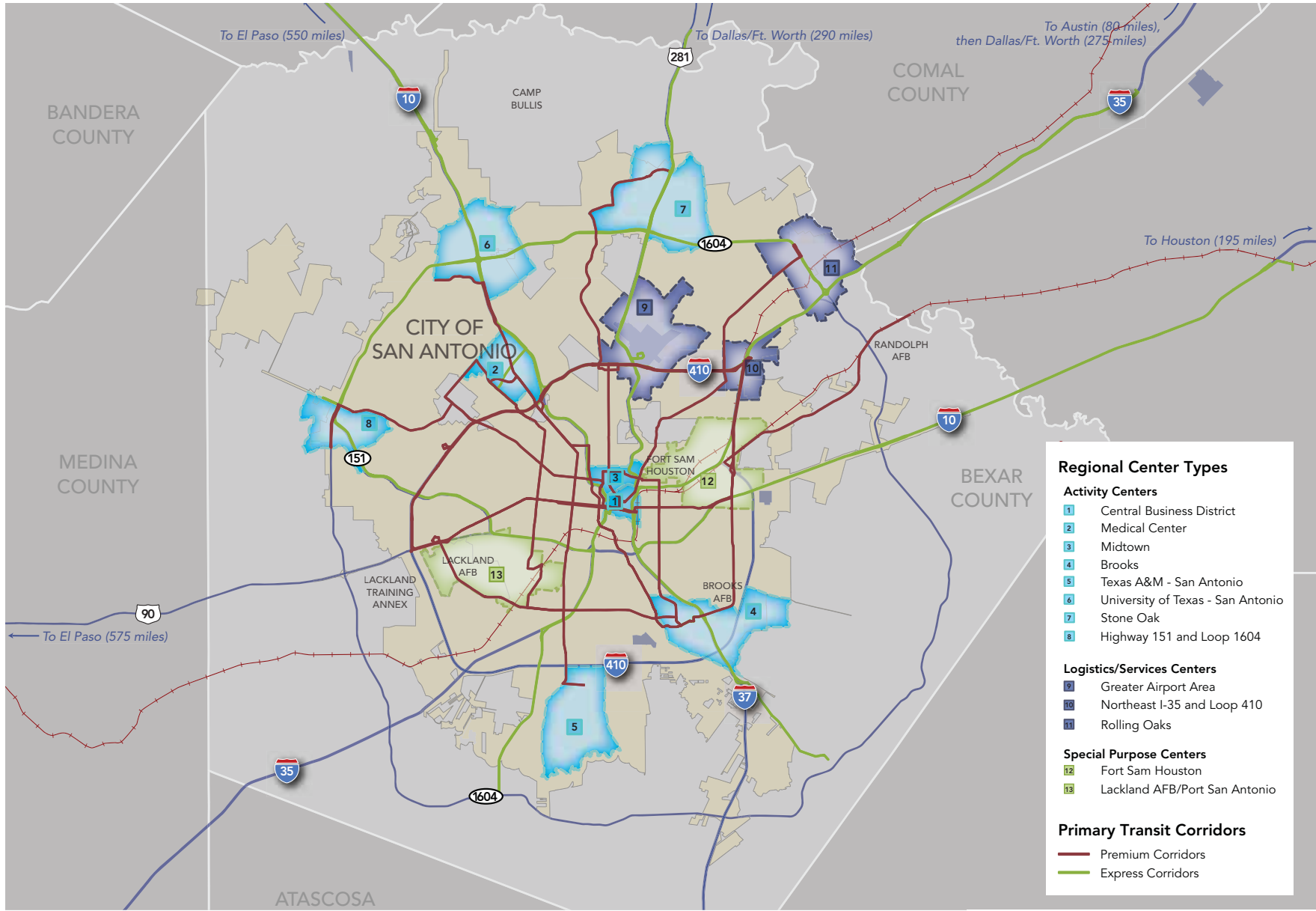
These areas have superior connectivity for the movement of goods and people including air, freight/ rail and roadway transportation. This positions them as launching points for the city's exports and imports. These centers have large, coordinated areas of single uses, and concentrated nodes of mixed-use, with more jobs than residents. They provide goods and service to support businesses and residents adjacent to the center.



SPECIAL PURPOSE CENTERS

These areas have large employers, institutions and/or concentrations of similar types of employment. These centers typically require or a barrier or buffer to separate their specialized activities from surrounding areas. They mostly contain primary employers and supportive services and amenities.

Regional Centers are one of the key building blocks of our city's future. In order to leverage their potential to help absorb San Antonio's projected growth we need a clear vision and strategic plan for each. These regional center plans need to refine each center's boundaries, identify areas of change and stability, and develop a detailed land use plan that prioritizes infrastructure, policy and program improvements. While these centers should promote higher-density, mixed-use development, not all areas within a regional center are recommended for this type of growth. For example, existing historic districts and neighborhood conservation districts are not recommended for higher-density development and should receive enhanced protection to prevent this. Our historic and conservation districts are some of our city's greatest assets and our development policies should protect them. Regional center plans must be respectful of these special areas when defining development opportunities. A more detailed framework for these regional center plans is provided in Chapter 17.



Regional Center Types



Regional Center Profiles

The following section provides the results of the regional center analysis and measures how a center performs relative to the future vision for its category. This study uses data from the Comprehensive Plan Initial Studies, the U.S. Bureau of Labor and Statistics (BLS), VIA Metropolitan Agency, WalkScore.com and the U.S. Census, including the Location Affordability Index (LAI). The analysis utilizes nine indicators of existing conditions that illustrate differences between the centers. The indicators are grouped by type:

- **Social:** Job diversity, Housing and Transportation (H&T) Index, Per Capita Income
- **Connectivity:** Transit Utilization, Walkability, Median Commute Distance
- **Mix of Uses:** Ratio of Workers to Residents, Residential Density, Employment Density

An analysis of potential for land development complements the regional center profiles. It includes indicators for population and employment per developed acre and the percent of acres developed in each center.

The city and stakeholders developed aspirational scores and ideal measures of success for each of the indicators, tailored to the three regional center types. Comparing the existing conditions scores in each center to the aspirational scores shows how each center is performing well and where it needs improvement to reach its potential.

Aspirational scores vary based on the urban form, land use mix and anticipated specialization of each of the three regional center types. For example, Activity Centers have high aspirational scores for transit use and residential density, while these criteria are less relevant for Logistics/Service Centers and Special Purpose Centers based on the descriptions of the regional center types on page 5.2.

How well a center is currently meeting its aspirational score is demonstrated by bar graphs.

The profiles on the following pages tell the story of each regional center's analysis. Each one provides:

- Strengths **(A)**
- Introductory Text **(B)**
- Locator Map **(C)**
- Key Economic and Demographic Facts **(D)**
- Existing Conditions and Aspirational Scores **(E)**
- Tasks Ahead **(F)**
- Precedent Photo **(G)**

5.4

Logistics and Services Centers: Greater Airport Area

GREATER AIRPORT AREA REGIONAL CENTER PROFILE

Existing & Aspirational Scores

50% 75%	(E)
Transit Utilization	
54% 75%	(A)
Walkability	
64% 70%	(D)
Median Commute Distance	
74% 75%	(E)
Employment Density of Developed Land	
53% 75%	(A)
Residential Density of Developed Land	
64% 65%	(E)
Ratio of Employees to Residents	
60%	(E)
Per Capita Income	
54% 60%	(E)
Housing + Transportation Index	
39% 60%	(E)
Job Diversity Index	

Strengths: The Greater Airport Area has a balanced mix of residents and workers, leading to a large work force in close proximity.

Population (2015 estimate): 37,470

Households (2015 estimate): 16,446


Single-Family to Multifamily Housing Units Ratio: 1.00

Employment (2013 estimate): 65,000

Largest Industries (by employment): Retail Trade, Professional and Technical Services, Construction, Finance and Insurance


Acres: 6,886

Developed Acres: 6,412

(C) 

(B) The Greater Airport Area includes the San Antonio International Airport, large concentrations of office uses and major retail destinations, making it the most economically diverse regional center. Located at Highway 281 and Loop 410, the area is well connected by a variety of transportation infrastructure to facilitate the movement of people and goods. This commercial diversity and regional and international activity contribute to a high number of jobs, making the Greater Airport Area the biggest employment hub of all regional centers. Although the airport is a major anchor, an estimated 60% of employment is not airport related.

(F) **Tasks Ahead:** The Greater Airport Area regional center should prioritize walkability and transit connectivity.

(G) 

The Roissypole district at the Paris-Charles de Gaulle Airport includes office buildings, light manufacturing and distribution, hotels and several local and regional transit stations.

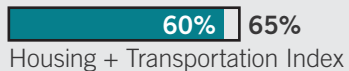
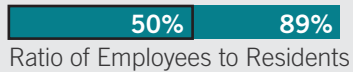
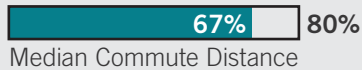
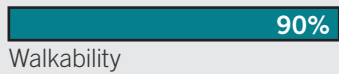
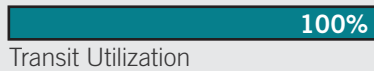
5.13

Plan Framework | Regional Centers

Activity Centers: Central Business District (Downtown)

CENTRAL BUSINESS DISTRICT (DOWNTOWN) REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: Downtown is the most walkable and transit-friendly regional center. It has a high concentration and diversity of jobs and is surrounded by a large workforce.

Population (2015 estimate): 5,567

Households (2015 estimate): 2,920

Single-family to Multifamily Housing Units Ratio: 0.18

Employment (2013 estimate): 44,400

Largest Industries (by employment): Accommodations and Food Service, Healthcare and Public Administration

Acres: 960

Developed Acres: 840



Downtown is the historic and cultural center of the city and home to the world-renowned Riverwalk. It is the center of San Antonio’s traditional economy, anchored by our multi-billion-dollar tourism, education and healthcare industries. The urban core is revitalizing and experiencing a growth renaissance, supported by the “Decade of Downtown” movement. The City Center is evolving into a vibrant mixed-use area with a range of employment, services and housing, all centered around great historical and cultural destinations.

Tasks Ahead: Although it is close to meeting the aspirational scores, Downtown needs to continue adding housing to even the mix of employment and residents.

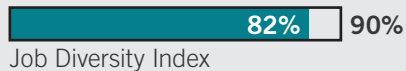
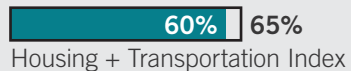
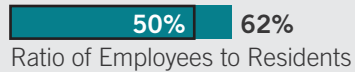
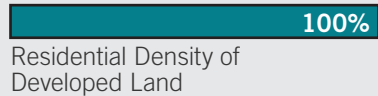
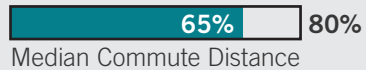
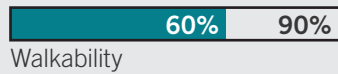
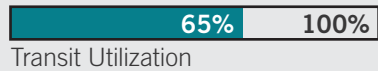


The Cityway development in downtown Indianapolis includes a world-class business hotel, high-end apartments, restaurants, retail shops and other community amenities.

Activity Centers: Medical Center

MEDICAL CENTER REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The Medical Center has great job diversity and a large concentration of housing.

Population (2015 estimate): 39,117

Households (2015 estimate): 19,318

Single-family to Multifamily Housing Units Ratio: 0.08

Employment (2013 estimate): 64,000

Largest Industries (by employment): Healthcare, Finance and Insurance, Education

Acres: 3,670

Developed Acres: 3,330



The South Texas Medical Center is a major cluster of 45 healthcare and medical-related facilities, including 12 hospitals and five specialty institutions. Healthcare employment reached 27,500 jobs in 2011 and accounts for nearly 30% of all healthcare employment in the city. The Medical Center is also home to USAA, one of the city's largest employers. This area will continue to be the primary hub of medical-related activities in San Antonio with potential to evolve into a vibrant mixed-use center.

Tasks Ahead: Transit use to and within the medical center can be increased and the pedestrian environment can be improved to make it more walkable.

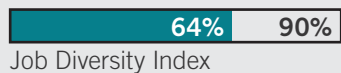
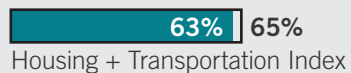
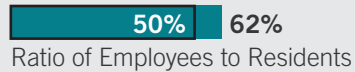
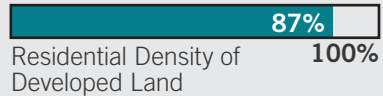
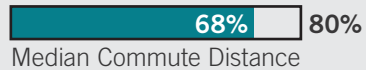
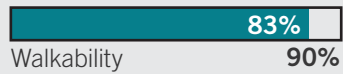
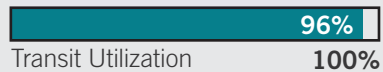


Chestnut Hill Square in Boston is a lifestyle and retail destination with a mix of shops and restaurants anchored by medical office and clinical spaces.

Activity Centers: Midtown

MIDTOWN REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The Midtown area has a high concentration of jobs and housing in a walkable environment.

Population (2015 estimate): 10,302

Households (2015 estimate): 4,380

Single-family to Multifamily Housing Units Ratio: 1.00

Employment (2013 estimate): 16,950

Largest Industries (by employment): Healthcare, Education, Transportation Services

Acres: 1,190

Developed Acres: 1,110



Located between Downtown and the historic neighborhoods to the north, Midtown is the nexus of live, work and play in central San Antonio. Anchored by Brackenridge Park, San Pedro Springs Park, San Antonio College and the Pearl Brewery redevelopment, Midtown increasingly attracts multifamily residential development and businesses in creative industries. Broadway, one of several major arterials connecting Downtown to Midtown and neighborhoods to the north, is slated to become a major cultural corridor in San Antonio.

Tasks Ahead: The Midtown area will benefit from additional job diversity, particularly those which help increase incomes of residents in the area.

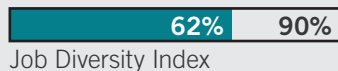
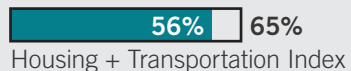
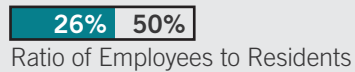
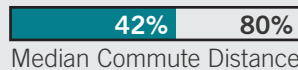
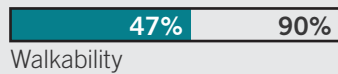
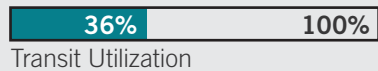


The renovated Fred Meyer in the Uptown neighborhood of Portland, Oregon added an active street edge with additional shops and restaurants on a former parking lot.

Activity Centers: Brooks

BROOKS REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The Brooks regional center has successfully captured a significant number and diversity of jobs in a short period of time. Additionally, the area benefits from excellent highway and arterial connectivity to Downtown and other regional centers.

Population (2015 estimate): 20,149

Households (2015 estimate): 6,885

Single-family to Multifamily Housing Units Ratio: 1.91

Employment (2013 estimate): 7,200

Largest Industries (by employment): Healthcare, Public Administration, Retail Trade

Acres: 7,540

Developed Acres: 4,800



Anchored by the redeveloping Brooks City Base, this area is one of San Antonio's emerging activity centers and a major catalyst for growth on the south side of the city. As the focus of redevelopment in the area, the 1,200 acre mixed-use Brooks City Base has attracted 3,000 jobs, comprising over 40% of the center's employment. Brooks is located near several major highways including I-37, which connects to Downtown and the San Antonio International Airport.

Tasks Ahead: Future efforts led by the Brooks Development Authority should focus on attracting jobs and high-density housing to the Brooks City Base redevelopment. As this regional center develops, walkability and transit connectivity should be prioritized.

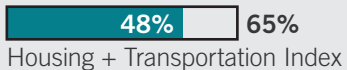
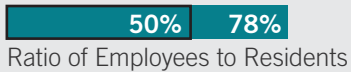
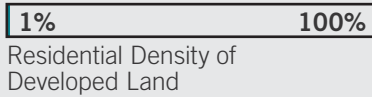
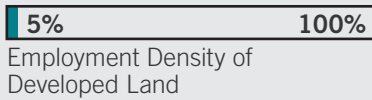
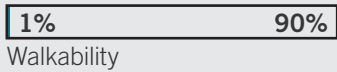
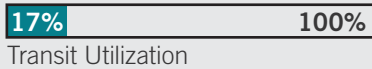


The Fleet Street Condominiums and Aloft Hotel development in National Harbor, Maryland anchors a key intersection in the National Harbor mixed-use district.

Activity Centers: Texas A&M University—San Antonio / Toyota

TEXAS A&M UNIVERSITY—SAN ANTONIO / TOYOTA REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The Texas A&M University - San Antonio regional center benefits from two strong employment anchors, as well as ample land for future redevelopment.

Population (2015 estimate): 1,070

Households (2015 estimate): 308

Single-family to Multifamily Housing Units Ratio: 0.78

Employment (2013 estimate): 3,800

Largest Industries (by employment): Transportation
Equipment Manufacturing, Education

Acres: 7,240

Developed Acres: 5,260



Anchored by the Toyota manufacturing complex and the new Texas A&M University-San Antonio campus, this is one San Antonio's emerging regional centers. The Toyota assembly plant employs over 3,000 and supports 23 related nearby suppliers. The university currently has 4,500 students and plans to grow to 25,000 students by 2025 on its 700-acre campus. Significant opportunities exist to develop vibrant mixed-use neighborhood serving the university and the south side of the city.

Tasks Ahead: Planning for this regional center should focus on increased connectivity and other infrastructure and investments that will catalyze the expected residential and employment growth.

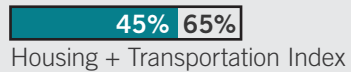
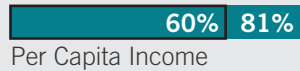
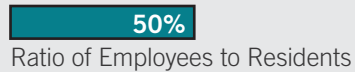
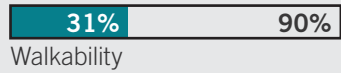


HafenCity urban regeneration project in Hamburg, Germany is adding a diverse mix of uses and vibrant open spaces to an area that had limited infrastructure and amenities.

Activity Centers: UTSA

UTSA REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The UTSA regional center has a good mixture of jobs and residents with a significant employment base anchored by the University.

Population (2015 estimate): 18,557

Households (2015 estimate): 7,482

Single-family to Multifamily Housing Units Ratio: 0.82

Employment (2013 estimate): 18,650

Largest Industries (by employment): Healthcare, Education, Retail Trade, Oil and Gas

Acres: 7,780

Developed Acres: 4,730



Anchored by the University of Texas at San Antonio, the UTSA activity center is a focus of entertainment and retail for the northern portion of the city. Located at the northern intersection of I-10 and Loop 1604, the UTSA regional center includes major destinations such as Six Flags Fiesta Texas, The Rim Shopping Center and The Shops at La Cantera.

Tasks Ahead: UTSA will benefit from increased housing and employment density. As it grows, multimodal connectivity should be prioritized.

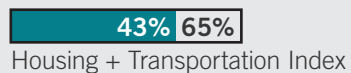
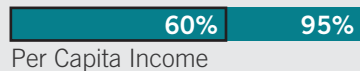
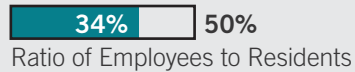
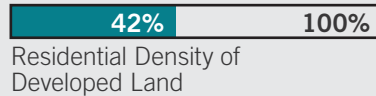
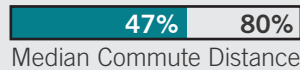
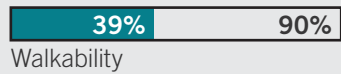
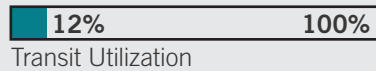


Developed by Washington University in St. Louis, Missouri, the Lofts of Washington University is a student housing and retail mixed-use project along a vibrant commercial corridor a 1/2-mile from the main university campus.

Activity Centers: Stone Oak

STONE OAK REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The Stone Oak regional center is major service and retail hub.

Population (2015 estimate): 40,503

Households (2015 estimate): 15,004

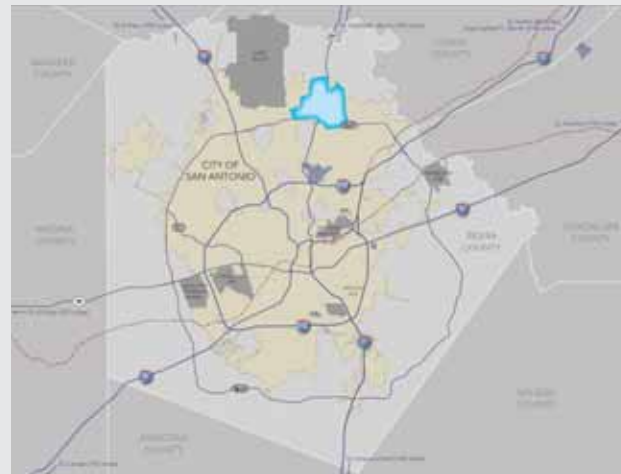
Single-family to Multifamily Housing Units Ratio: 2.52

Employment (2013 estimate): 21,300

Largest Industries (by employment): Healthcare, Finance and Insurance, Retail Trade

Acres: 10,240

Developed Acres: 7,095



The Stone Oak regional center is located at US Highway 281 and Loop 1604. It comprises the master planned community of Stone Oak, two independent hospitals and the Northwood Shopping Center, among other uses. This mix of uses supports over 21,000 jobs and 75,000 residents in the area.

Tasks Ahead: Planning for Stone Oak regional center should focus on increased density and multimodal connectivity.

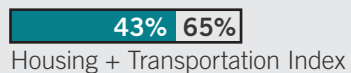
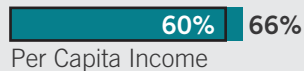
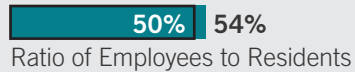
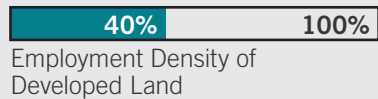
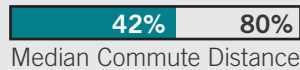
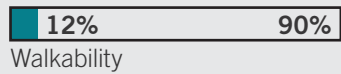


The Cleveland HealthLine bus rapid transit system has helped to connect existing residents to regional destinations and new projects like this two block mixed-use development.

Activity Centers: Highway 151 and Loop 1604

HIGHWAY 151 AND LOOP 1604 REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The Highway 151 and Loop 1604 regional center has attracted major employers, an educational institution and entertainment destinations.

Population (2015 estimate): 11,859

Households (2015 estimate): 3,998

Single-family to Multifamily Housing Units Ratio: 7.74

Employment (2013 estimate): 14,200

Largest Industries (by employment): Retail Trade, Healthcare, Finance and Insurance, Education

Acres: 4,205

Developed Acres: 2,546



Home to several large employment campuses, including Wells Fargo, as well as the SeaWorld amusement park, this regional center is one of San Antonio's emerging centers. Located on the western edge of the city, it includes the Westover Hills area and portions of the large master planned community of Alamo Ranch. This area, including portions of unincorporated Bexar County has been a focus of major development activity during the past decade.

Tasks Ahead: This emerging regional center should prioritize transit service to link uses that are largely disconnected from each other.

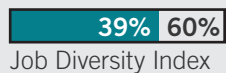
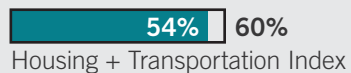
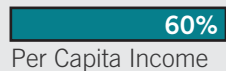
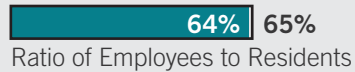
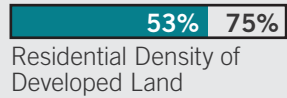
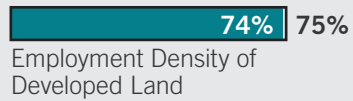
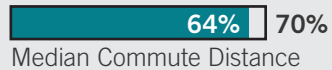
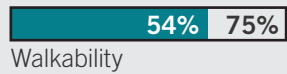


The EMX bus rapid transit system connects several neighborhoods, employment centers, a new hospital and mixed-use districts in Eugene and Springfield, Oregon.

Logistics and Services Centers: Greater Airport Area

GREATER AIRPORT AREA REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The Greater Airport Area has a balanced mix of residents and workers, leading to a large work force in close proximity.

Population (2015 estimate): 37,470

Households (2015 estimate): 16,446

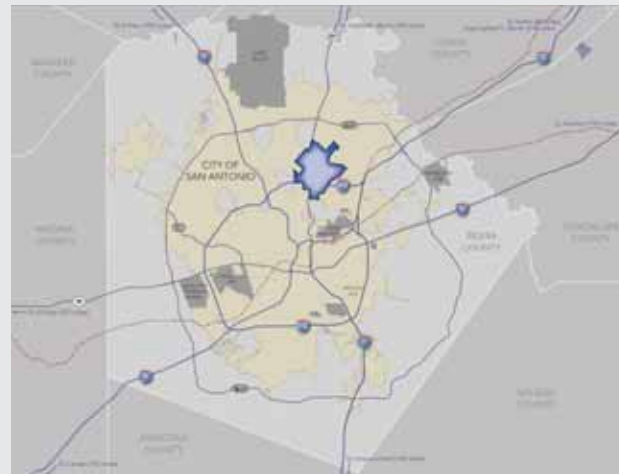
Single-family to Multifamily Housing Units Ratio: 1.00

Employment (2013 estimate): 65,0000

Largest Industries (by employment): Retail Trade, Professional and Technical Services, Construction, Finance and Insurance

Acres: 6,886

Developed Acres: 6,412



The Greater Airport Area includes the San Antonio International Airport, large concentrations of office uses and major retail destinations, making it the most economically diverse regional center. Located at Highway 281 and Loop 410, the area is well connected by a variety of transportation infrastructure to facilitate the movement of people and goods. This commercial diversity and regional and international activity contribute to a high number of jobs; making the Greater Airport Area the biggest employment hub of all regional centers. Although the airport is a major anchor, an estimated 60% of employment is not airport related.

Tasks Ahead: The Greater Airport Area regional center should prioritize walkability and transit connectivity.

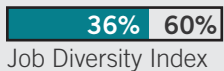
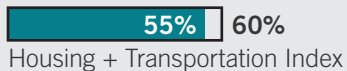
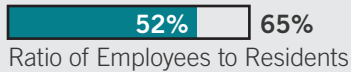
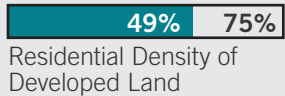
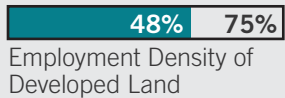
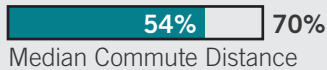


The Roissypole district at the Paris-Charles de Gaulle Airport includes office buildings, light manufacturing and distribution, hotels and several transit stations.

Logistics and Services Centers: Northeast I-35 and Loop 410

NORTHEAST I-35 AND LOOP 410 REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The Northeast I-35 and Loop 410 regional center has superior regional connectivity and an emerging potential for revitalization of former industrial uses.

Population (2015 estimate): 13,607

Households (2015 estimate): 5,147

Single-family to Multifamily Housing Units Ratio: 2.45

Employment (2013 estimate): 15,000

Largest Industries (by employment): Retail Trade, Construction, Accommodation and Food Services

Acres: 2,638

Developed Acres: 2,257



As the traditional industrial employment center for San Antonio, the area around I-35 and Loop 410, has several types of employment and community-serving retail. As industrial uses shift to the southeast portion of the city and further north along the I-35 corridor, this area is beginning to evolve away from its industrial roots. This evolution creates new opportunities for infill redevelopment and capitalizes on the center's location on the main route to Austin.

Tasks Ahead: This evolving regional center will benefit from coordinated land use planning to leverage existing infrastructure and support new types of development.

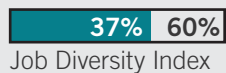
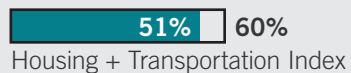
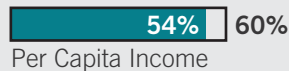
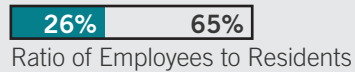
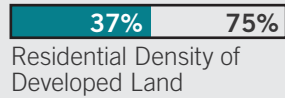
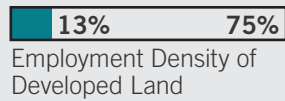
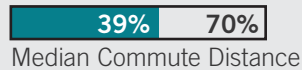
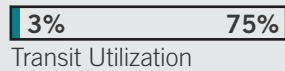


Ebene CyberCity on Mauritius, an island nation in the Indian Ocean, is 9 miles south of the capital and is being developed as a new information technology hub.

Logistics and Services Centers: Rolling Oaks

ROLLING OAKS REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The Rolling Oaks regional center has superior connectivity to regional highways. This area is in the process of rapid expansion attracting new residents and businesses.

Population (2015 estimate): 23,987

Households (2015 estimate): 8,979

Single-family to Multifamily Housing Units Ratio: 3.86

Employment (2013 estimate): 8,400

Largest Industries (by employment): Retail Trade, Accommodations and Food Service, Wholesale Trade

Acres: 6,638

Developed Acres: 4,624



The Rolling Oaks regional center, at I-35 and Loop 1604, is poised to expand rapidly over the next 25 years. Already a major retail location with assets such as Rolling Oaks Mall and The Forum at Olympia Parkway (in Selma, Texas), Rolling Oaks is expected to add a significant number of new residents and jobs by 2040. This growth will be supported by this regional center's ideal location on the I-35 corridor leading to Austin.

Tasks Ahead: This emerging center should prioritize attracting major employers and greater job diversity.



Ecospace business park in Newtown, Rajarhat is multi-use, mixed-use development that integrates offices with ample open space, trails and housing nearby.

Special Purpose Centers: Fort Sam Houston

FORT SAM HOUSTON REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Transit Utilization



Walkability



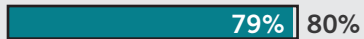
Median Commute Distance



Employment Density of Developed Land



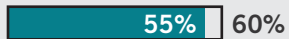
Residential Density of Developed Land



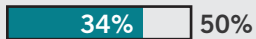
Ratio of Employees to Residents



Per Capita Income



Housing + Transportation Index



Job Diversity Index

Strengths: The Fort Sam Houston regional center is a major national destination because of Brooks Army Medical Center – a DOD Level I Trauma Center.

Population (2015 estimate): 16,506

Households (2015 estimate): 4,190

Single-family to Multifamily Housing Units Ratio: 1.21

Employment (2013 estimate): 62,000

Largest Industries (by employment): Military, Advanced Manufacturing, Retail Trade, Agriculture

Acres: 8,080

Developed Acres: 6,978



This special purpose center includes JBSA-Fort Sam Houston and large portions of San Antonio’s older industrial sites along I-35. Fort Sam is a designated Historic Landmark and one of the Army’s oldest installations. As home to Brooks Army Medical Center, the only U.S. Department of Defense (DOD) Level I Trauma Center, this regional center supports an innovative employment sector. The area is home to over 62,000 jobs, of which 40,000 are military jobs.

Tasks Ahead: This regional center will benefit from improved connectivity and multimodal access, as most of the area’s employees commute a long distance. Support of innovative and advanced manufacturing job types will help increase average resident incomes.

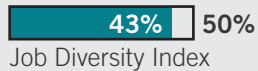
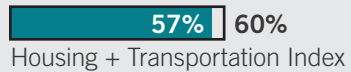
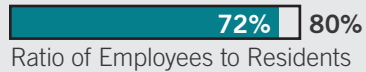
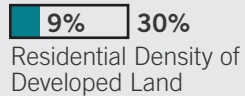
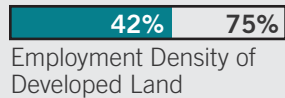
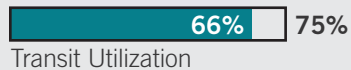


New development in Boulder, Colorado has integrated bicycle facilities, landscaping and public space in close proximity to safe and reliable public transit.

Special Purpose Centers: JBSA-Lackland / Port San Antonio

JBSA-LACKLAND / PORT SAN ANTONIO REGIONAL CENTER PROFILE

Existing & Aspirational Scores



Strengths: The JBSA-Lackland / Port San Antonio regional center is a significant economic driver for the city. Existing major employers provide a strong economic base while Port San Antonio's foreign trade zone designation and strategic master plan will help attract the city's targeted industries.

Population (2015 estimate): 19,425

Households (2015 estimate): 3,217

Single-family to Multifamily Housing Units Ratio: 1.99

Employment (2013 estimate): 50,500

Largest Industries (by employment): Military, Information Technology, Transportation Equipment Manufacturing

Acres: 8,900

Developed Acres: 8,637



This regional center is home to JBSA-Lackland and Port San Antonio, the former Kelly Air Force Base. Redevelopment of The Port, a 1,900-acre site, is creating an economic engine for San Antonio. This master planned employment center and foreign trade zone currently has over 12,000 employees. With only about 40% of Port San Antonio's land utilized, full development of the site could potentially support an additional 35,000 jobs. Located between I-35, Loop 410 and US Highway 90, Port San Antonio has strong highway connectivity as well as direct air and rail access.

Tasks Ahead: This employment-focused regional center will benefit from expanded housing options for JBSA-Lackland and Port San Antonio employees.

5.17



Rotterdam, Holland has focused on developing housing in and near historically single use office and industrial areas to create stronger community and decrease congestion.





Chapter 6: Place Types

With the major building blocks of the city identified (regional centers, urban centers, corridors and neighborhoods), we then described the types of places that we would like each of those building blocks to be.

Throughout the SA Tomorrow process, participants pointed to examples of development they like, both within San Antonio and around the country. The common thread linking each of these desirable examples is that they are actual places. Instead of a poorly planned collection of buildings, uses and infrastructure, the residents of San Antonio want true places. Residents want places where the sum of the individual investments in development projects, roads, transit, parks, open space and trails amounts to an attractive destination that is well-defined, walkable and provides plenty of shopping and dining options.

San Antonio will use the concept of “place types” to designate the appropriate and desired development patterns for the major building blocks. The place types provide the design intent and key planning and design parameters related to how each place will be developed—with a desirable mix of land uses, city form, public spaces, roads, parking and other infrastructure.

The place types will guide desirable development within each of the major building blocks.

At least one place type is appropriate for each of the building blocks. For example, there are three different place types that represent three distinct approaches to urban centers. The larger geographies of regional centers and corridors allow for many place types to be developed within each of those building blocks. In neighborhoods, several different place types are appropriate at different scales, including main streets, community corridors and green neighborhoods (which would usually be new neighborhoods, but its defining characteristic can be applied to existing neighborhoods to make them more sustainable).

All place types were defined with an eye toward how they transition to existing single-family neighborhoods that may be nearby. The city considered land use, scale and massing to ensure that each of the place types will be developed in a manner that is harmonious and complementary with existing and future neighborhoods.

We used four major determinants to explore and define place types: land use; mobility; sustainability; and natural topography and other natural features.

An exploration of the determinants resulted in 12 place types organized into three categories: Multimodal Mixed-Use; Trails, Parks and Open Space; and Adaptive Reuse.

Coordination with VIA

The multimodal, mixed-use place types were developed in coordination with VIA’s Vision 2040 transit-supportive development typologies. They align with the specific Vision 2040 typologies of Urban Centers, Community Corridors and Neighborhood Main Streets. The VIA Typologies are further described through key characteristics such as orientation, land use, street network, housing unit density minimums and transit facility areas of influence.

SA Tomorrow’s urban center typologies vary from VIA Vision 2040 by introducing three different urban center place types instead of a single urban center transit supportive development type. The three urban center typologies include regional/ commuter rail; high-capacity transit corridor; and institutional/ campus mixed-use.

REGIONAL/COMMUTER RAIL

Multimodal, Mixed-Use Place Types

Multimodal mixed-use place types are transit-supportive and address all levels of transit service, from broader regional commuter rail station areas and larger institutions, to smaller scale places such as short segments along community corridors and neighborhood main streets. The place types in this category include:

- Regional/Commuter Rail;
- High Capacity Transit Corridor;
- Institutional/Campus Mixed-Use;
- Community Corridor; and
- Neighborhood Main Street.



Regional/Commuter Rail

A Regional/Commuter Rail place type has a major transit station along a regional or commuter-heavy rail corridor. The predominant land uses surrounding the transit station should be mixed, with high-density residential closer to the station and then transition to single-family residential moving further away from the station. The features that make this place type unique are pedestrian access to regional transit and pedestrian and bicycle connectivity, which activate the surrounding neighborhood. The VIA Centro Plaza, Robert Thompson Transit Center and future Lone Star Rail all have the potential to fully realize the Regional/Commuter Rail place type.

MAJOR DETERMINANT

Major transit station along a regional or commuter heavy rail corridor.

RELATION TO VIA TRANSIT SUPPORTIVE DEVELOPMENT TYPOLOGIES

One of three typologies corresponding to VIA's Urban Center typology.

PREDOMINANT LAND USES

Mixed-use housing and office development with retail on a portion of the ground floor, office, multifamily housing and attached single-family housing.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>



PERFORMANCE STANDARDS

Height: 5 to 12-stories or 70 to 150 feet

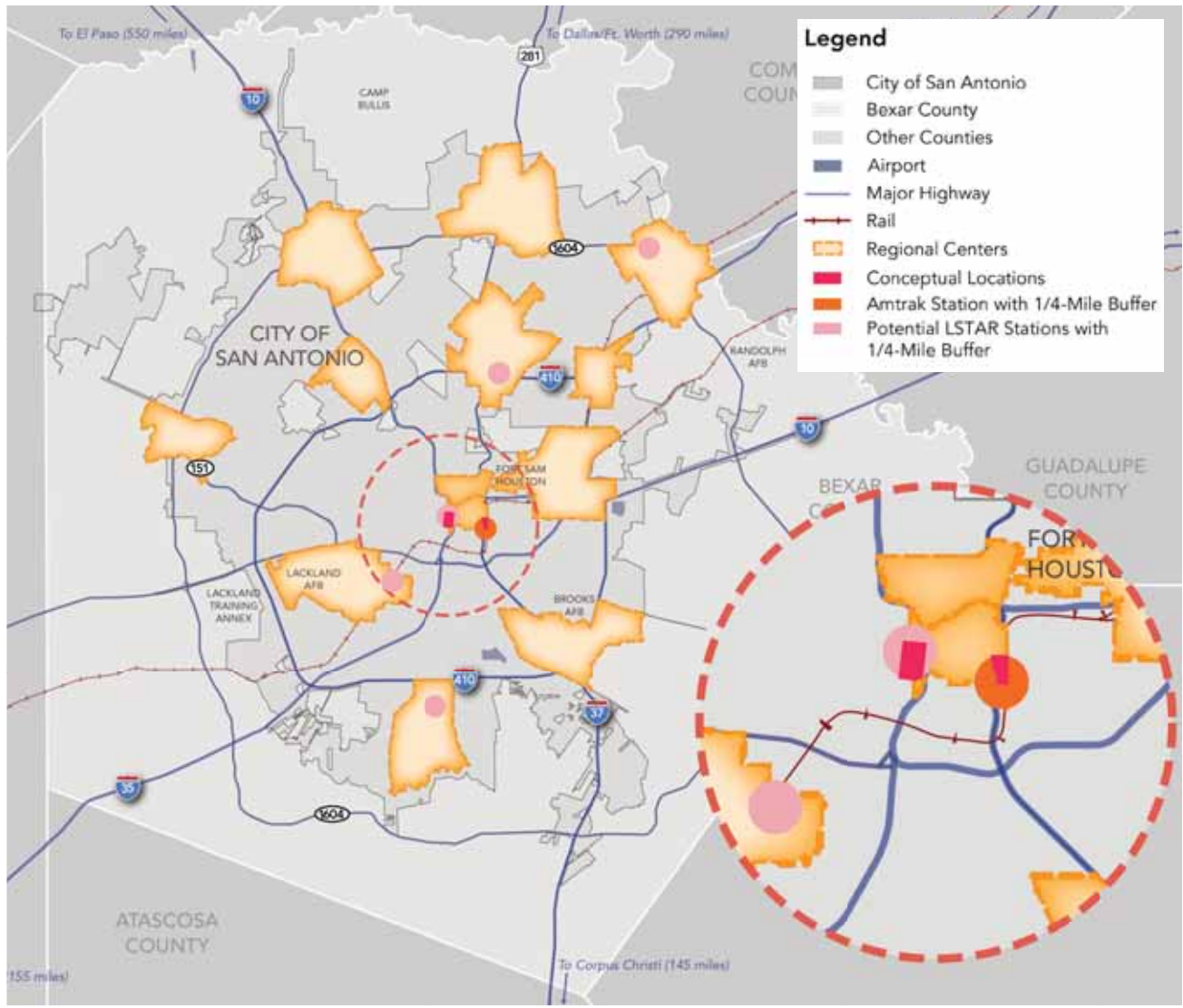
Massing and Density: 20 to 60 housing units per acre and 2.5:1 to 8:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 60%; transparency along side street of 25%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 150 intersections per square mile

Public Space: Plazas and park spaces totaling 15 acres per 1,000 residents

Parking: On-street and off-street parking (most in structures)



POTENTIAL LOCATIONS

The Regional/Commuter Rail place type is appropriate within ¼-mile to ½-mile of commuter and regional rail stations. The map above illustrates areas within ¼-mile of existing Amtrak stations and a potential new regional rail station. The applicability of this place type to the regional centers is addressed at the end of this chapter.



6.5

Denver, Colorado (top) and San Diego, California (bottom) both have regional transit and Union Station areas that have helped to stimulate millions of dollars in new development.

HIGH-CAPACITY TRANSIT CORRIDOR

6.6



High-Capacity Transit Corridor

High-capacity transit corridors often have many major stations or transfer points and serve as anchors for higher-density and intensity mixed-use development. These stations are usually served well by mixed-use development in the immediate proximity, along with high-density residential development that transitions out to lower-scale structures and attached single-family housing as development approaches the detached single-family residential neighborhoods. Surrounding neighborhoods along high-capacity transit corridors have great pedestrian and bicycle access to nearby stations. San Pedro and Broadway are high-capacity transit corridors that would be well served by this place type.

MAJOR DETERMINANT

Stations along corridors with premium bus service with dedicated right-of-way, or light rail transit.

RELATION TO VIA TRANSIT SUPPORTIVE DEVELOPMENT TYPOLOGIES

One of three typologies corresponding to VIA's Urban Center typology.

PREDOMINANT LAND USES

Mixed-use housing and office development with retail on a portion of the ground floor, office, multifamily housing and attached single-family housing.



The High-Capacity Transit Corridor can develop around bus rapid transit (BRT) or light rail transit (LRT).



Legend

						
Institutional	Office	Mixed-Use	Multi-Family Residential	Single-Family Residential	Parking	Park / Open Space



PERFORMANCE STANDARDS

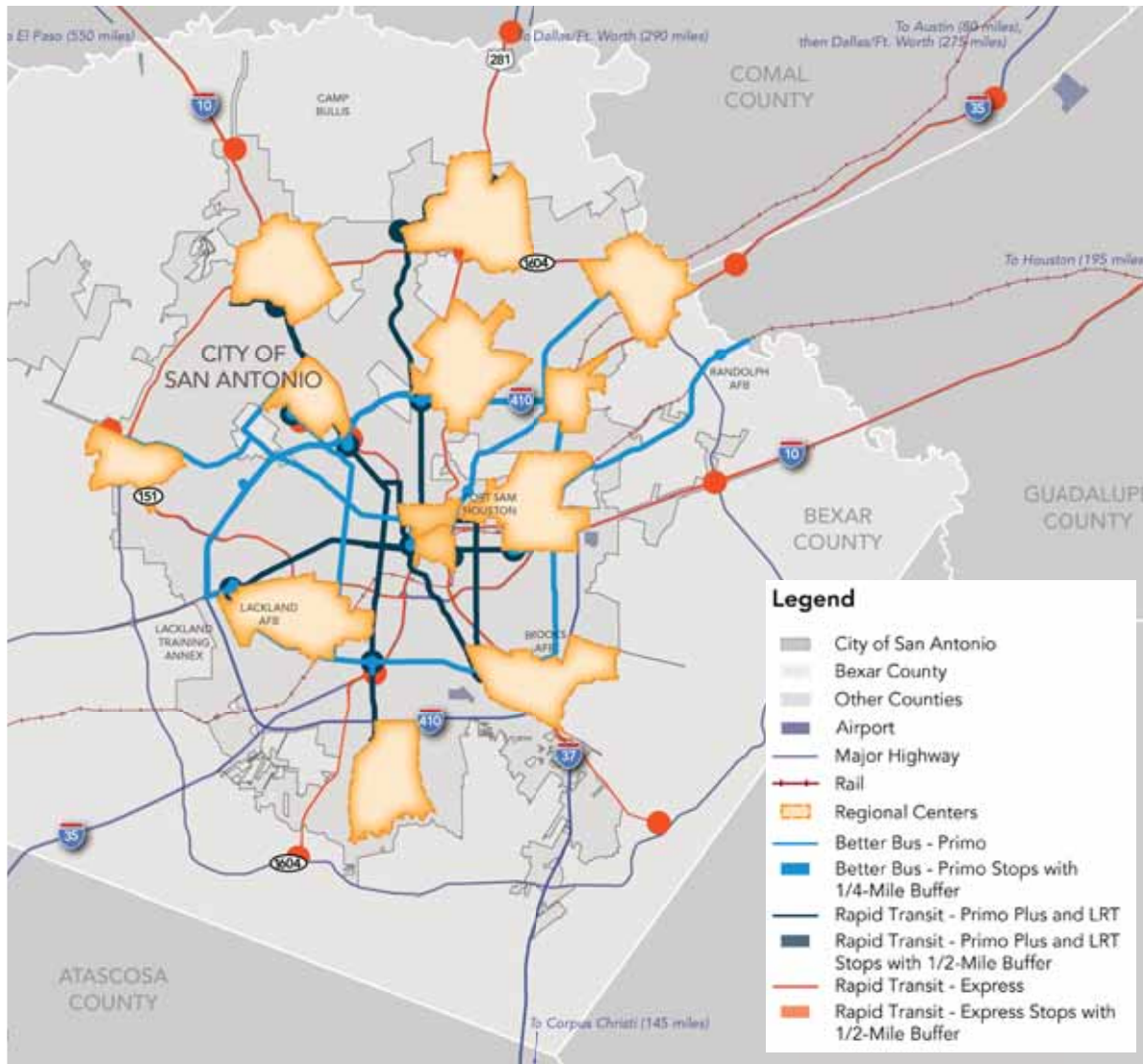
Height: 4 to 8-story development or 55 to 110 feet
Massing and Density: 16 to 40 housing units per acre and 2.5:1 to 5:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 60%; transparency along side street of 25%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 150 intersections per square mile

Public Space: Plazas and park spaces totaling 15 acres per 1,000 residents

Parking: On-street and off-street parking (most in structures)



POTENTIAL LOCATIONS

The High-Capacity Transit Corridor place type is appropriate within ¼-mile to ½-mile of existing and planned Primo bus, Primo Plus bus, light rail and express transit routes. The applicability of this place type to the regional centers is addressed at the end of this chapter.



LRT has anchored development in Charlotte, North Carolina's South End (top) and BRT has catalyzed revitalization of a major corridor in Cleveland, Ohio (bottom).

INSTITUTIONAL/CAMPUS MIXED-USE

6.10



Institutional/Campus Mixed-Use

Large institutional or campus-style developments tend to be magnets for people, which helps develop a built-in critical mass that can support a variety of amenities and services. These existing destinations should be enhanced with mixed-use development, higher-density residential land use and open spaces that can serve the surrounding community. Often, public-private partnerships catalyze the transformation of institutions and campuses into true places. If appropriately planned and designed, the institutional core and identity can actually be strengthened. Strong pedestrian and bicycle connections to the surrounding neighborhoods help to stitch the institutional anchor into the surrounding community fabric. Key locations such as Our Lady of the Lake University, Port San Antonio, UTSA, Texas A&M-San Antonio, USAA and the Medical Center are candidates for the institutional/campus mixed-use place type.

MAJOR DETERMINANT

Existing or new institutional/campus anchor.

RELATION TO VIA TRANSIT SUPPORTIVE DEVELOPMENT TYPOLOGIES

One of three typologies corresponding to VIA's Urban Center typology.

PREDOMINANT LAND USES

Medium-density mixed-use development, multifamily housing and attached single-family housing.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>



PERFORMANCE STANDARDS

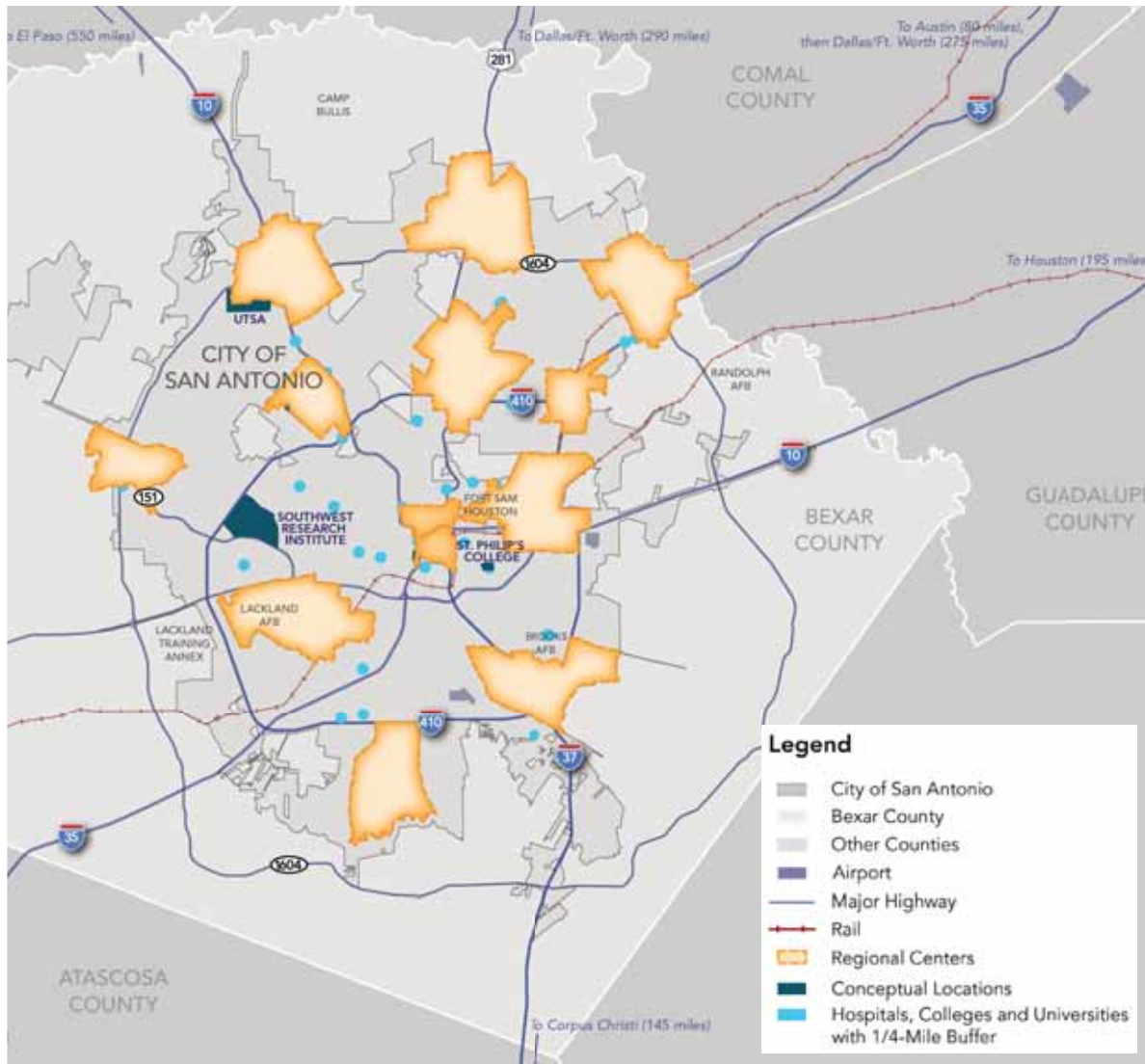
Height: 2 to 5-story development or 35 to 70 feet
Massing and Density: 16 to 30 housing units per acre and 2:1 to 4:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 50%; transparency along side street of 20%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 120 intersections per square mile

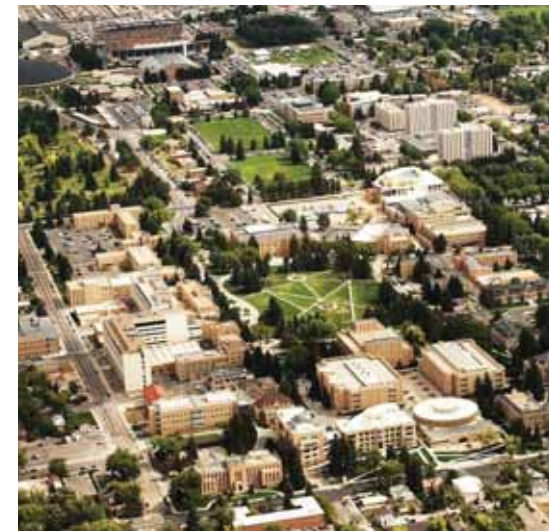
Public Space: Plazas and park spaces totaling 15 acres per 1,000 residents

Parking: On-street and off-street parking (most in structures)



POTENTIAL LOCATIONS

The Institutional/Campus place type is appropriate within ¼-mile to ½-mile of existing and planned hospitals, colleges and universities. The map above illustrates areas within ¼-mile of existing hospitals, colleges and universities. The applicability of this place type to the regional centers is addressed at the end of this chapter.



6.13

Seattle's University District (top) has stitched together the University of Washington with adjacent neighborhoods and the University of Wyoming (bottom) has developed strong open space connections with the surrounding community.

COMMUNITY CORRIDOR

6.14



Community Corridor

The Comprehensive Plan and VIA Vision 2040 Plan share the Community Corridor place type. Community Corridors are commercial areas with limited available land that may surround a transit facility (typically a bus stop). They are focused on an infill development and redevelopment approach to corridor revitalization. They can be transformed over time through adaptive reuse and infill strategies and reinvention of auto-oriented strip malls. Land uses include higher-density residential and commercial mixed-use. Future development should maintain a necessary parking supply and visibility for key retail sites. An improved streetscape should frame higher-intensity uses, mixed with existing retail and new development that better relates to the corridor and its pedestrian realm. Roosevelt, Perrin Beitel, Pleasanton and Zarzamora are potential candidates for the Community Corridor place type.

MAJOR DETERMINANT

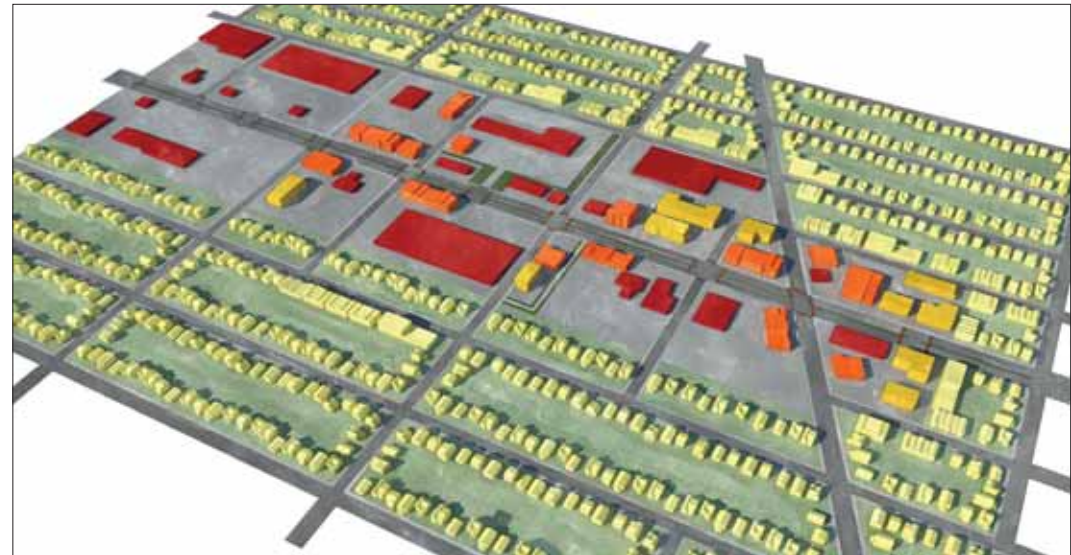
Arterial or collector corridor with adjacent commercial uses and a transit facility.

RELATION TO VIA TRANSIT SUPPORTIVE DEVELOPMENT TYPOLOGIES

Aligns with the Community Corridor typology.

PREDOMINANT LAND USES

Mixed-use development, retail, restaurants and multifamily residential.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>



PERFORMANCE STANDARDS

Height: 2 to 5-story development or 35 to 70 feet

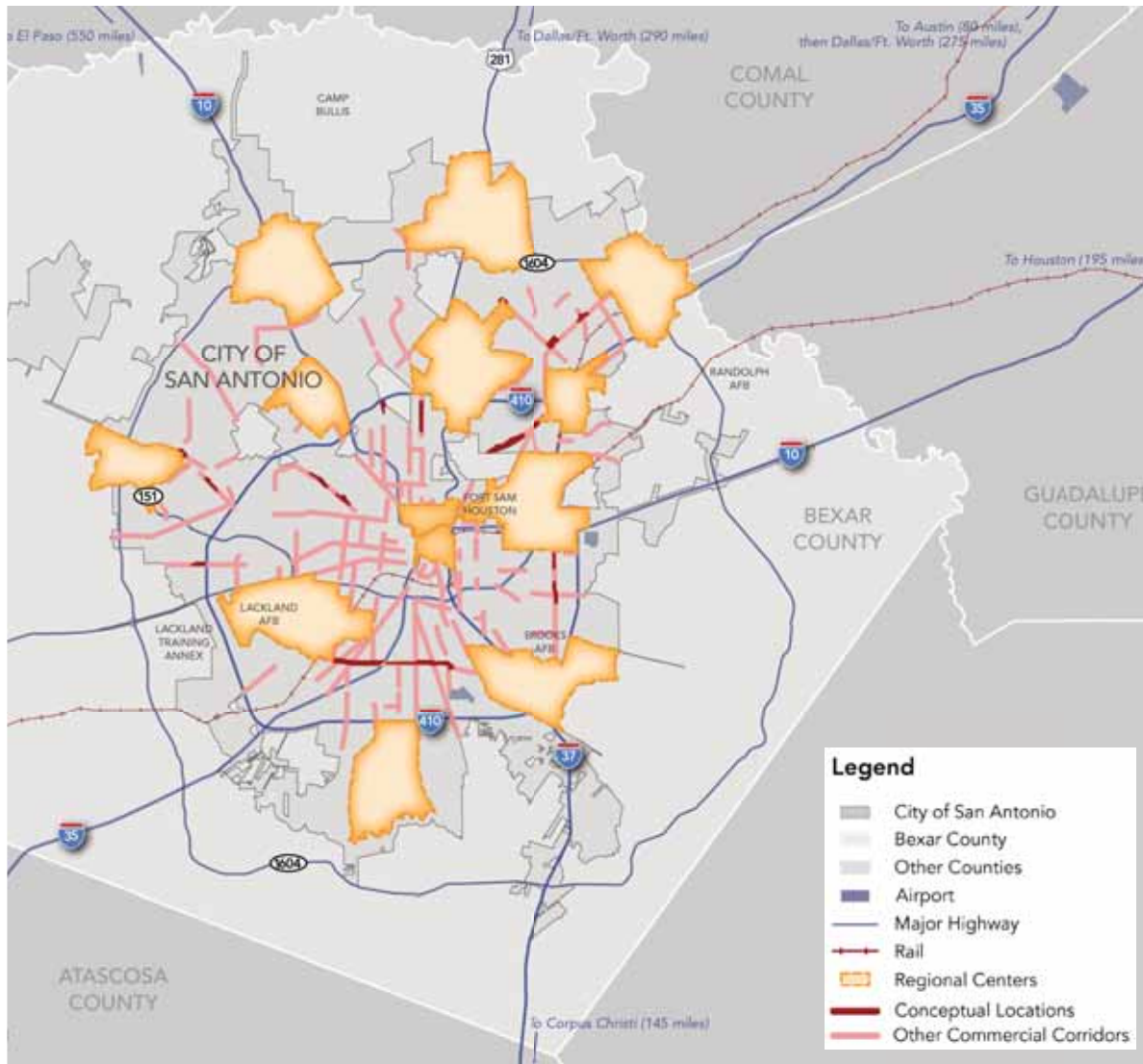
Massing and Density: 10 to 30 housing units per acre and 1:1 to 4:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 50%; transparency along side street of 20%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 90 intersections per square mile

Public Space: Plazas and park spaces totaling 10 acres per 1,000 residents

Parking: On-street and off-street parking (mix of surface and structured parking)



POTENTIAL LOCATIONS

The Community Corridor place type is appropriate along existing commercial corridors. The map above illustrates the majority of commercial corridors throughout the city. It also highlights several conceptual locations for the Community Corridor place type where the conditions are known to be conducive for this style of development. The applicability of this place type to the regional centers is addressed at the end of this chapter.



Complete street improvements have helped to stimulate new development along major corridors in West Sacramento, California (top: West Capital Boulevard) and San Francisco, California (bottom: Octavia Boulevard).

NEIGHBORHOOD MAIN STREET

6.18



Neighborhood Main Street

The neighborhood main street place type aligns with the VIA Vision 2040 transit-supportive development typology. It is an area within a new or existing neighborhood that has development largely limited to the land immediately adjacent to the transit facility. The neighborhood main street provides a safe, quality walking environment for residents nearby. It's ideal for small commercial and entertainment-based districts that draw local patrons. The mix of uses includes local-serving commercial, small scale mixed-use, smaller multifamily development and attached single-family residential. This place type typically occurs along a short two to four-block linear corridor with a mix of restaurants, small shops and local services. Southtown, Southcross, Flores and Commercial Avenue are examples of the Neighborhood Main Street place type.

MAJOR DETERMINANT

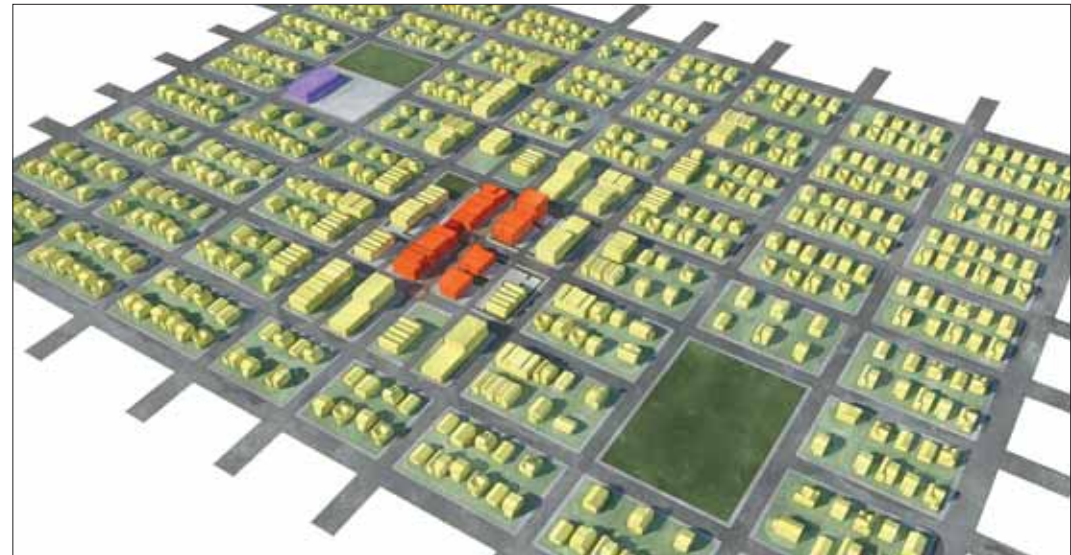
Small commercial node nestled within a single-family neighborhood.

RELATION TO VIA TRANSIT SUPPORTIVE DEVELOPMENT TYPOLOGIES

Aligns with the Neighborhood Main Street typology.

PREDOMINANT LAND USES

Local-serving commercial, small scale mixed-use, smaller multifamily development and attached single-family residential.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>



PERFORMANCE STANDARDS

Height: 1 to 4-story development or 20 to 70 feet

Massing and Density: 15 to 20 housing units per acre and 1:1 to 3:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 50%; transparency along side street of 25%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 90 intersections per square mile

Public Space: Plazas and park spaces totaling 10 acres per 1,000 residents

Parking: On-street and off-street parking



POTENTIAL LOCATIONS

The Main Street place type is appropriate existing or future neighborhoods and can be as small as an intersection and as large as several blocks long. The applicability of this place type to the regional centers is addressed at the end of this chapter.



San Antonio's South Town (left) is enjoying a renaissance. Existing and new neighborhoods are revitalizing, adding and augmenting main street-style development around the country (above).

TRAIL-ORIENTED DEVELOPMENT

Trails, Parks and Open Space Place Types

These place types are designed to create stronger connections among the city's active and passive recreational and cultural assets by both leveraging and protecting these important community features. Place types in this category include:

- Trail-Oriented Development;
- Community/Regional Park;
- Natural/Historic/Cultural Asset; and
- Green Neighborhood.



6.22

Trail-Oriented Development

The Trail-Oriented Development place type builds on the growing network of trails and pathways throughout San Antonio and the region. Key features include well-connected, multi-use pathways and trails (often along drainage ways or other water features); multiple trail crossings that include both dedicated pedestrian and bike bridges, as well as vehicular bridges with sidewalks; and strong pedestrian and bicycle connectivity with surrounding neighborhoods. The predominant land uses can vary significantly, ranging from single-family residential to medium scaled mixed-use development. Higher-intensity development should be limited to select nodes along the trail and development should generally provide a substantial buffer between structures and the trail. Existing and potential locations for the trail-oriented place type include the Riverwalk, San Antonio Greenway Trails, Alazán and Apache Creeks, the Mission Reach and Leon Creek.

MAJOR DETERMINANT

Multi-use pathway or trail corridor.

PREDOMINANT LAND USES

Varied, but may include some combination of attached and detached single-family residential, small-scale commercial, low to medium-intensity multifamily and mixed-use development.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>



PERFORMANCE STANDARDS

Height: 1 to 4-story development or 20 to 70 feet

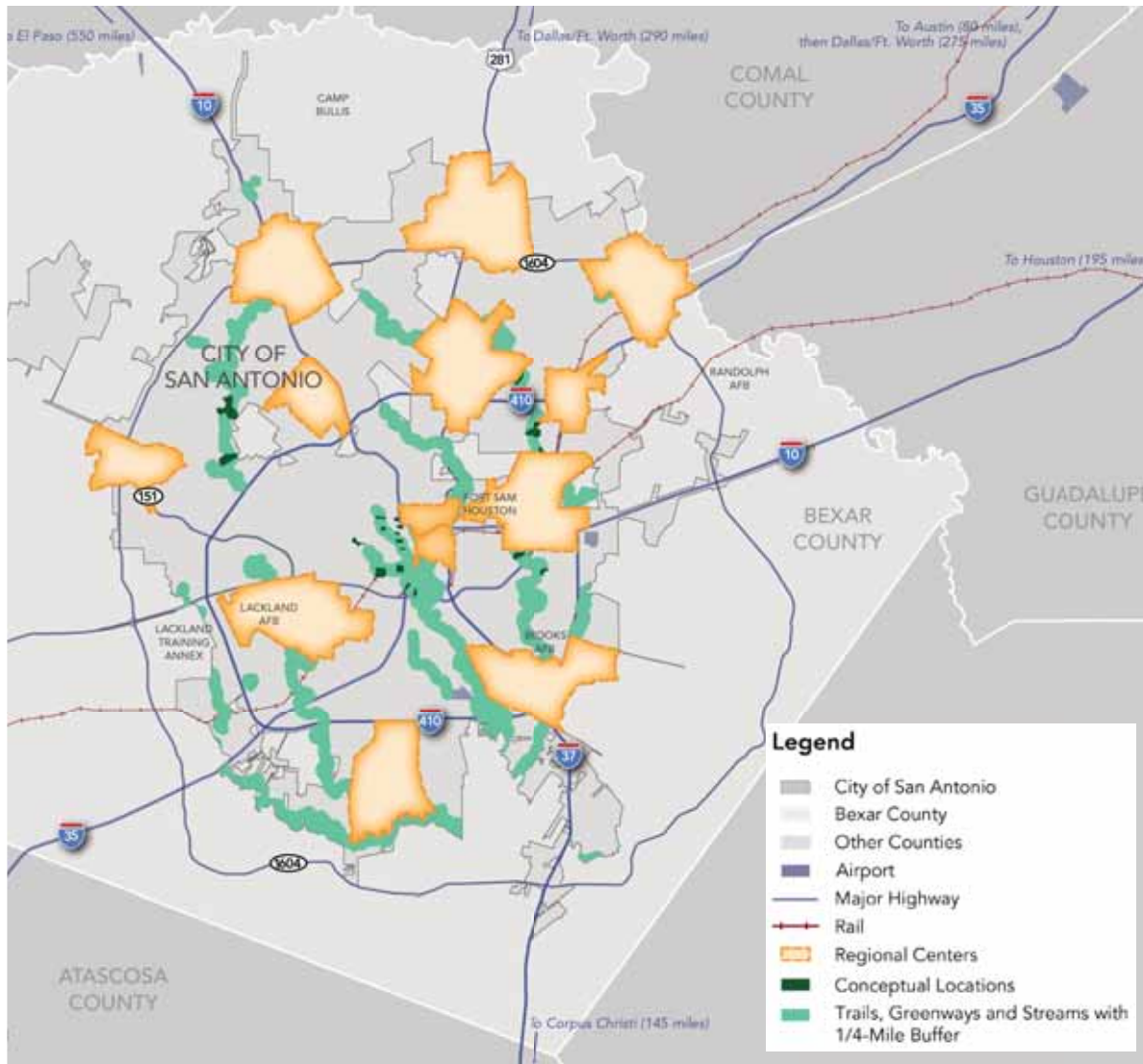
Massing and Density: 5 to 20 housing units per acre and 0.25:1 to 2:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 50%; transparency along side street of 20%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 90 intersections per square mile

Public Space: Plazas and park spaces totaling 20 acres per 1,000 residents

Parking: On-street and off-street parking



POTENTIAL LOCATIONS

The Trail-Oriented Development place type is appropriate along existing or future trails, greenways, streams and other flowlines. The map above illustrates priority locations and all areas within 1/4-mile of existing and planned trails, greenways, streams and flowlines. The applicability of this place type to the regional centers is addressed at the end of this chapter.



6.25

San Antonio is a leader in trails and trail-oriented development. Peer cities that have also helped to pioneer this style of development include Minneapolis, Minnesota (top) and Denver, Colorado (bottom).

COMMUNITY/REGIONAL PARK

6.26



Community/Regional Park

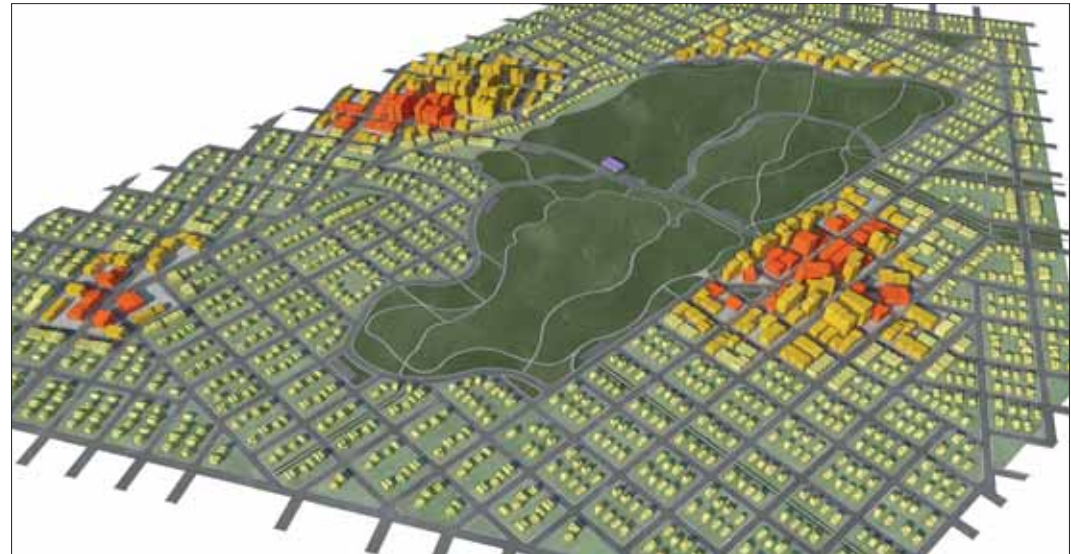
Large community and regional parks provide an amenity that can be better leveraged with medium to higher-intensity development along a portion of their perimeters. A major park entrance is a frequent anchor for the higher-intensity nodes. The predominant land uses in higher-intensity edges include attached single-family residential, medium to high-density residential and small to large-scale mixed-use development. Development should have the main entrance oriented to the park. Mixed-use and commercial development should be buffered from detached single-family housing with smaller scale multifamily development and attached single-family development. Neighborhood pedestrian and bicycle connections should be emphasized. Areas well-suited for this include Brackenridge Park and Phil Hardberger Park.

MAJOR DETERMINANT

A large community or regional park.

PREDOMINANT LAND USES

Detached single-family residential, attached single-family residential medium to high-density residential and small to large-scale mixed-use development.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>



PERFORMANCE STANDARDS

Height: 2 to 12-story development or 35 to 150 feet

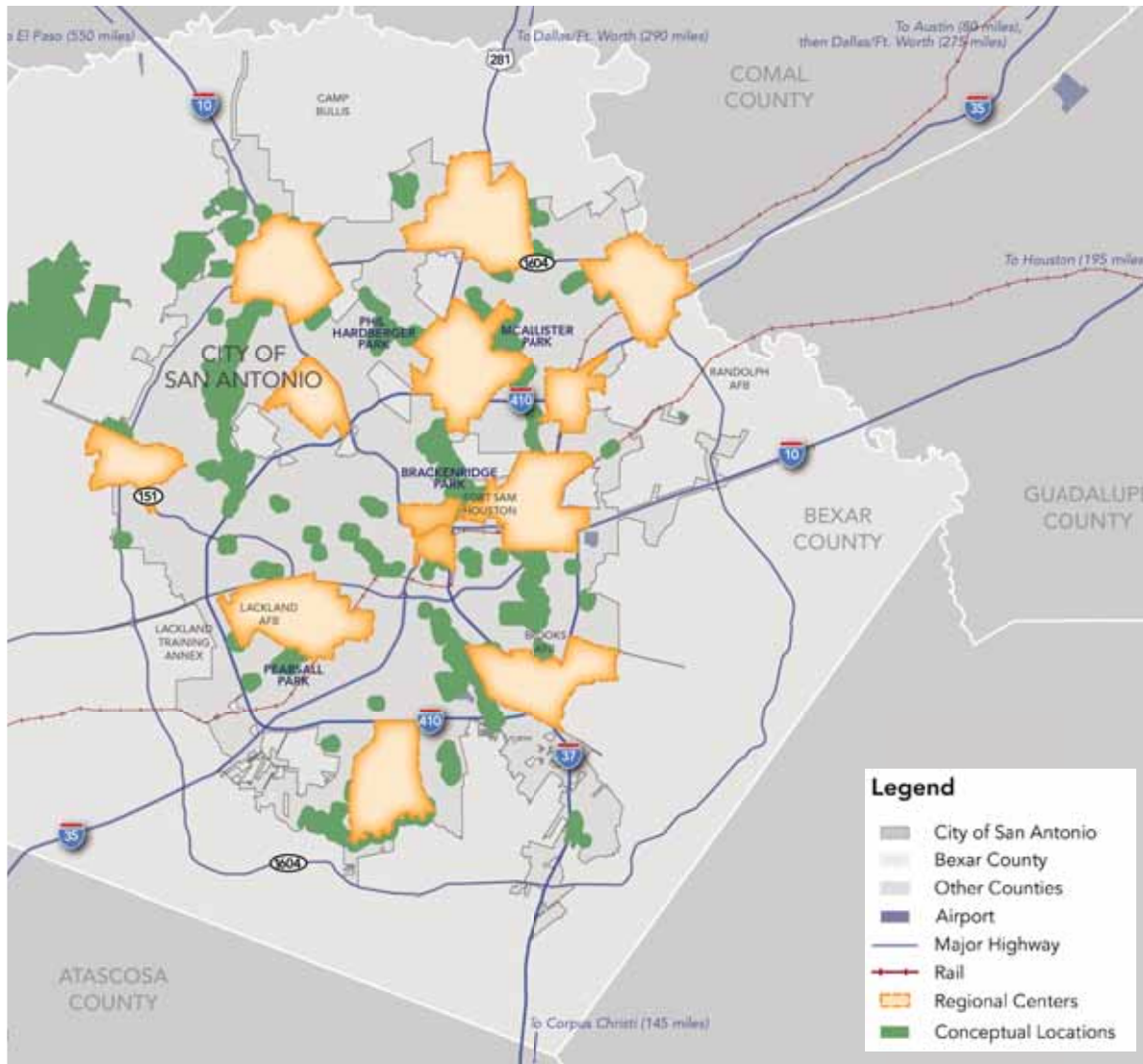
Massing and Density: 10 to 40 housing units per acre and 1:1 to 6:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 50%; transparency along side street of 20%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 90 intersections per square mile

Public Space: Plazas and park spaces totaling 20 acres per 1,000 residents

Parking: On-street and off-street parking



POTENTIAL LOCATIONS

The Community/Regional Park place type is appropriate near community and regional parks that are approximately 20 acres or more. The map above illustrates conceptual locations where the conditions are known to be conducive for this place type. It also shows all areas within ¼-mile of existing parks that are 20 acres or larger. The applicability of this place type to the regional centers is addressed at the end of this chapter.



Vancouver, Washington attracted extensive redevelopment in downtown with Esther Short Park (top) and Denver reconnected with their waterfront with the development of Commons Park along the Platte River (bottom).

NATURAL/HISTORIC/CULTURAL/ECONOMIC ASSET

6.30



Natural/Historic/Cultural Asset

Sometimes the most important aspect of a place has everything to do with what is there now, what happened there or what has been there historically. The Natural/Historic/Cultural Asset place type is intended to respect and preserve such places of importance. Protected assets can include historical structures, special habitat or areas identified as a place of significance. Key features can include a peripheral vehicular road with more limited access through the amenity, neighborhood pedestrian and bike connections, and parking limited to on-street spaces along the perimeter road and small parking lots near a few trailheads. Unlike other place types, the density adjacent to these place types is much lower, scaling up as one moves away from the asset. The surrounding land use context is primarily single-family residential neighborhoods with a character strongly influenced by the natural, historic or cultural asset. Appropriate areas include the World Heritage Corridor (Mission San Antonio de Valero [Alamo] to Mission San Francisco de la Espada), military assets and the San Antonio River Authority Plan (e.g., San Pedro Creeks Project).

MAJOR DETERMINANT

A natural, historic, or cultural asset.

PREDOMINANT LAND USES

Detached single-family residential with attached single-family residential and multifamily residential farther from the asset.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>

6.31



PERFORMANCE STANDARDS

Height: 1 to 2-story development or 20 to 350 feet

Massing and Density: 2 to 10 housing units per acre and 0.25:1 to 1:1 Floor Area Ratio (FAR)

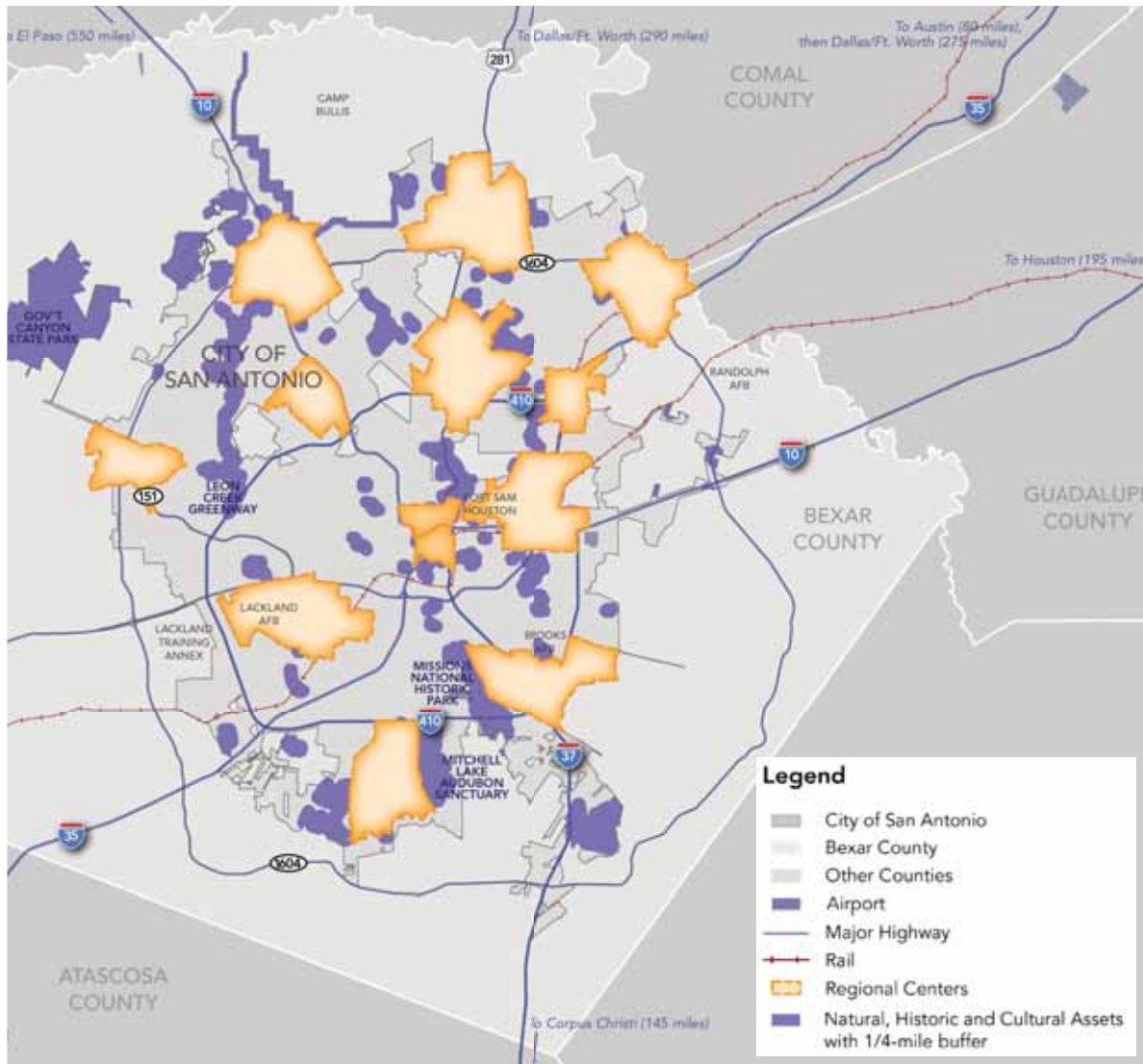
Street Level Activation: Transparency along

primary street of 35%; transparency along side street of 15%

Connectivity: Maximum block perimeter of 1,600 feet; minimum 75 intersections per square mile

Public Space: Plazas and park spaces totaling 20 acres per 1,000 residents

Parking: On-street and off-street parking



POTENTIAL LOCATIONS

The Natural/Historic/Cultural Asset place type is appropriate adjacent to those assets. The map above shows areas within 1/4-mile of natural, historic and cultural assets around San Antonio with an area of five acres or larger. The applicability of this place type to the regional centers is addressed at the end of this chapter.



The World Heritage Corridor missions inspired the creation of the Natural/Historic/Cultural Asset place type. Conservation easements, open space buffers and low density development can help preserve and respect community assets.

GREEN NEIGHBORHOOD

6.34



Green Neighborhood

The Green Neighborhood place type typically involves new development focused on optimizing sustainability. Key features include the use of natural drainage ways, a network of connected pedestrian and bicycle trails, designated areas for urban agriculture, alternative energy production, localized utilities and site orientation for passive lighting, heating and cooling. The land use mix is mostly compact single-family residential with the potential for a mixed-use node. There are often a variety of small and larger park-like open spaces within the development. It's common to use sustainable materials and technology such as solar panels, small wind turbines and low impact development practices. Potential locations for this could include Mahncke Park and areas outside Interstate Loop 410 in the southern portion of the city.

MAJOR DETERMINANT

New residential neighborhood development focused on sustainability and low impact development.

PREDOMINANT LAND USES

Compact single-family residential with some mixed-use and/or smaller scale commercial.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>

6.35



PERFORMANCE STANDARDS

Height: 2 to 4-story development or 30 to 65 feet

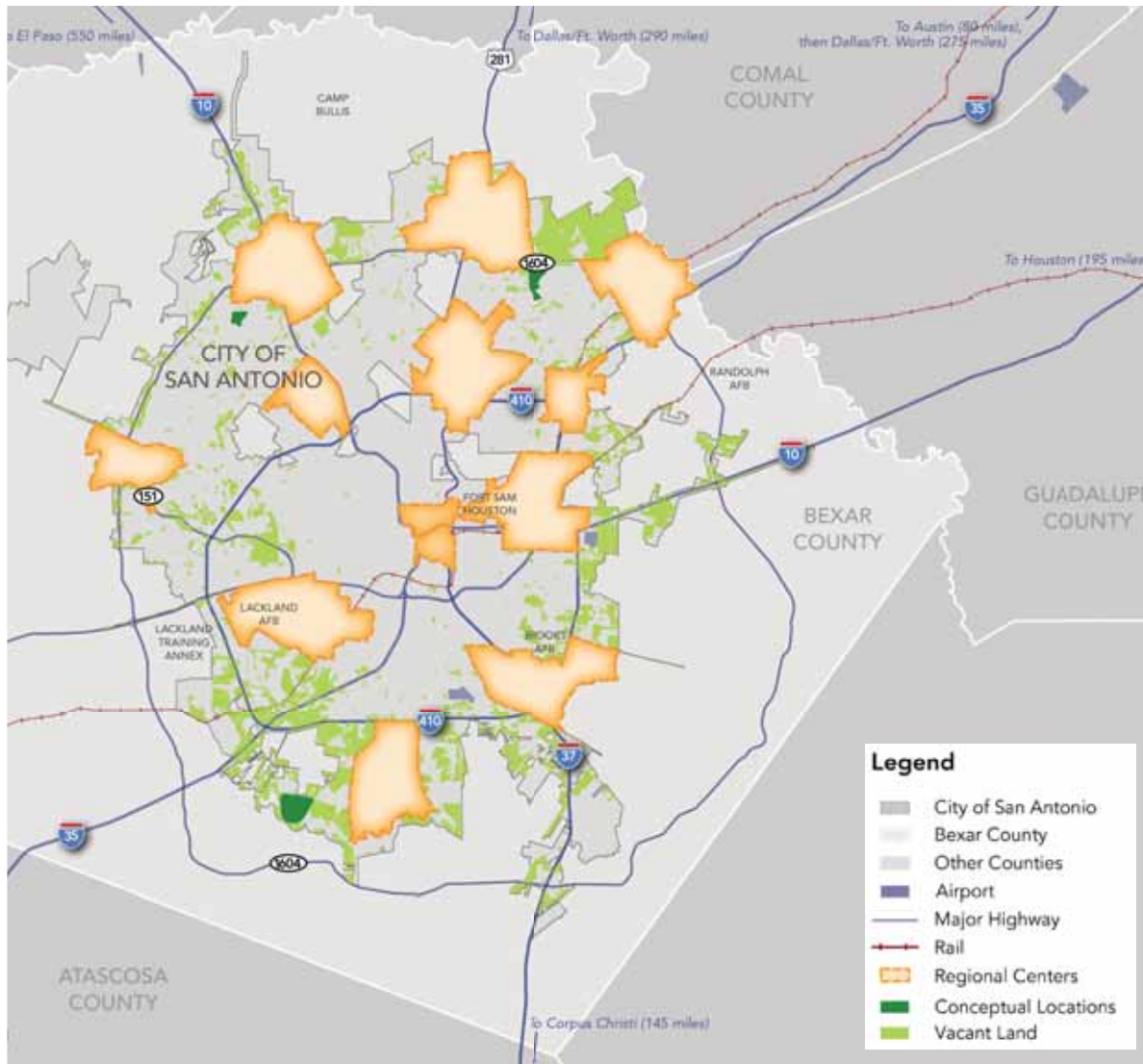
Massing and Density: 10 to 20 housing units per acre and 0.5:1 to 2:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 25%; transparency along side street of 15%

Connectivity: Maximum block perimeter of 1,000 feet; minimum 90 intersections per square mile

Public Space: Plazas and park spaces totaling 15 acres per 1,000 residents

Parking: On-street and off-street parking



POTENTIAL LOCATIONS

The Green Neighborhood place type is all vacant areas of the city and especially in areas with natural open space or more sensitive landscapes. The map above depicts the majority of vacant parcels in San Antonio with an area of five acres or larger. The applicability of this place type to the regional centers is addressed at the end of this chapter.



Seattle's High Point neighborhood includes green homes and an integration of low impact development (LID).

SHOPPING MALL RETROFIT

Adaptive Reuse Place Types

Adaptive Reuse place types offer solutions for areas still in transition that will need to evolve to remain relevant either in their current use or change to a new use. The place types in this category include:

- Shopping Mall Retrofit;
- Office Park Infill; and
- Industrial Site Reuse.

6.38



Shopping Mall Retrofit

San Antonio has many large, suburban shopping malls—many were built decades ago and have outlived their intended use. Most were designed to focus on an interior corridor and they are surrounded by a “sea” of parking lots. However, razing a shopping mall for new development can be cost prohibitive. Adaptive reuse of large shopping mall spaces can help activate the available indoor spaces and the surrounding neighborhoods. Adaptive reuse can also integrate new transportation connections and placemaking amenities.

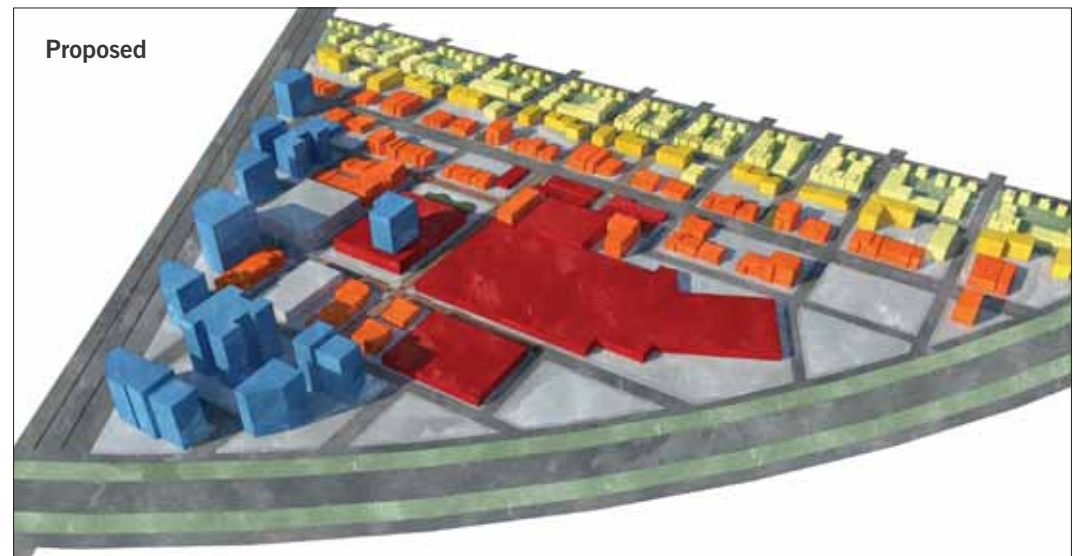
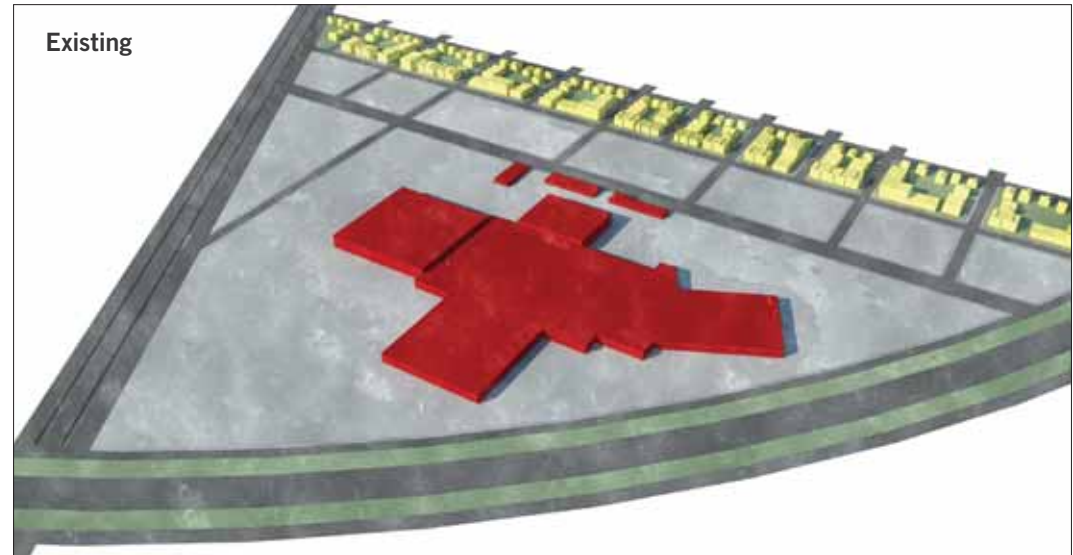
Introducing new connections through a shopping mall site can help break the mall into smaller pieces with double-loaded exterior commercial corridors. This helps orient storefronts outwardly, reintroducing the surrounding street grid into the site and creating better pedestrian and bicycle connections to the surrounding community. The land use mix includes commercial, medium to high-density residential, office and civic uses. Parking solutions can include on-street parking, parking structures and retaining downsized parking lots. Rackspace is a well-known example of this place type, and South Park Mall could be better used with this place type designation.

MAJOR DETERMINANT

Shopping mall revitalization or reuse.

PREDOMINANT LAND USES

Retail, mixed-use, medium to high-density residential, office and civic uses.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>



PERFORMANCE STANDARDS

Height: 2 to 8-story development or 35 to 110 feet

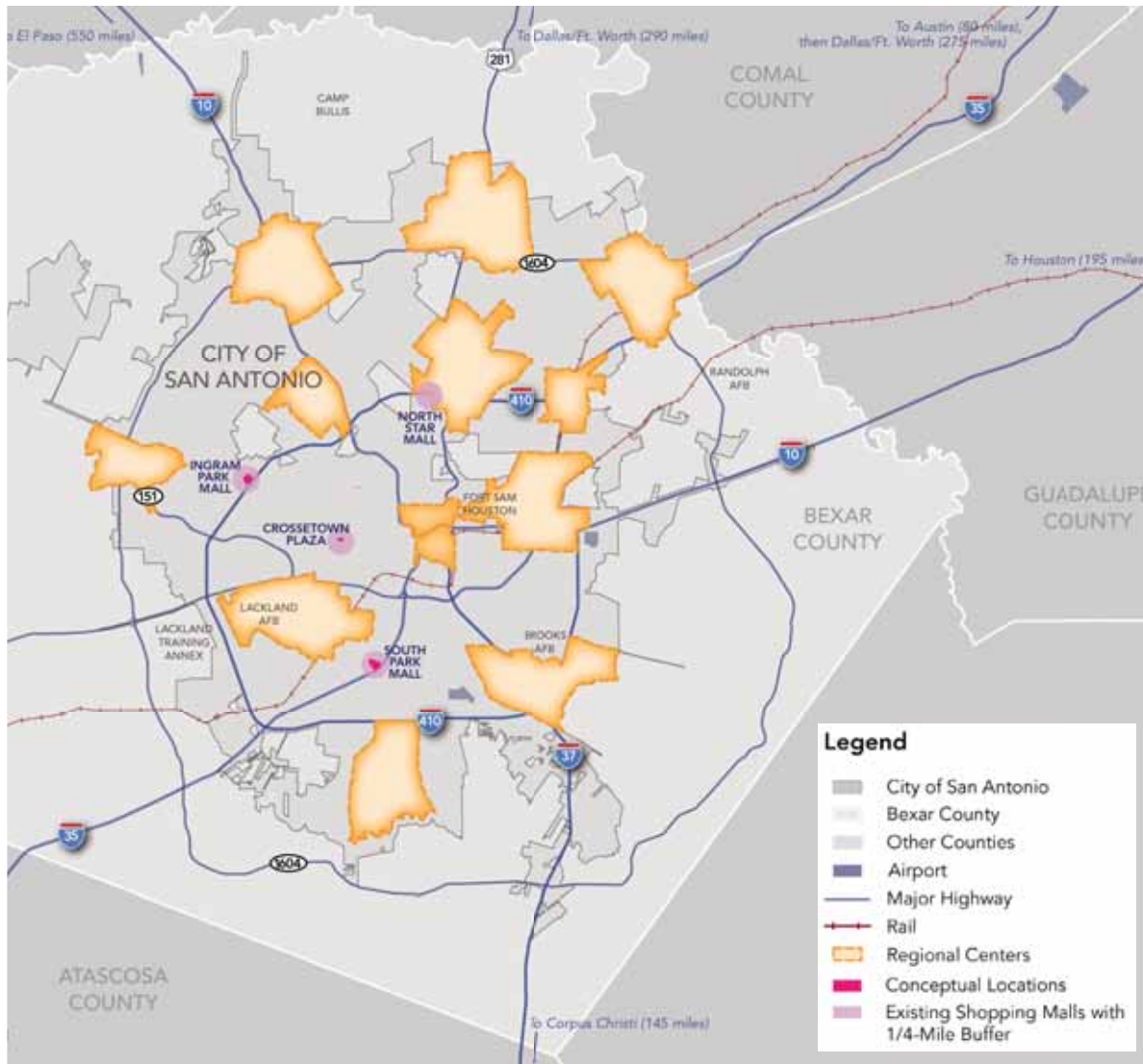
Massing and Density: 15 to 40 housing units per acre and 2:1 to 5:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 50%; transparency along side street of 20%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 90 intersections per square mile

Public Space: Plazas and park spaces totaling 10 acres per 1,000 residents

Parking: On-street and off-street parking (most in structures)



POTENTIAL LOCATIONS

The Shopping Mall Retrofit place type is appropriate at under-performing and outdated shopping malls. The map above shows areas within 1/4-mile of existing shopping malls. It also shows several conceptual locations for the place type where the conditions are known to be conducive for this style of development. It should be noted that several shopping malls are currently performing well. The applicability of this place type to the regional centers is addressed at the end of this chapter.



Stonebridge at Potomac Town Center (top) is an updated shopping mall that includes apartment lofts, shopping and dining, and public spaces. Rackspace in San Antonio (bottom) converted an old shopping mall to their offices.

OFFICE PARK INFILL

6.42



Office Park Infill

Suburban-style office parks with large buildings surrounded by parking are very similar to shopping malls in that they are heavily auto-oriented and are frequently focused inward. Infill development should be used to create a denser, more compact development pattern, with integrated plazas and park spaces. Pedestrian connectivity to and within the site should be a major objective. The mix of uses includes office buildings with a better pedestrian level experience, medium to high-density residential and parking garages wrapped with retail and additional office space. Multi-use/commercial edges bring more activity into the immediate area and help to better integrate office parks with other surrounding land uses. Potential locations include Port San Antonio, Brooks and the Westover Hills area.

MAJOR DETERMINANT

Suburban-style office park.

PREDOMINANT LAND USES

Office, mixed-use, commercial, and limited multifamily and attached single-family residential.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>



PERFORMANCE STANDARDS

Height: 2 to 10-story development or 35 to 130 feet

Massing and Density: 15 to 40 housing units per acre and 2:1 to 6:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 40%; transparency along side street of 20%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 90 intersections per square mile

Public Space: Plazas and park spaces totaling 5 acres per 1,000 residents

Parking: On-street and off-street parking (most in structures)



POTENTIAL LOCATIONS

The Office Park Infill place type is most appropriate in suburban-style office parks with large surface parking lots and underutilized landscaped areas. The applicability of this place type to the regional centers is addressed at the end of this chapter.



Top companies - Google (left), Amazon (top right) and Facebook (bottom right) are making major efforts to update their traditional office campuses with more urban amenities and mixed-use development.

INDUSTRIAL SITE ADAPTIVE REUSE

6.46



Industrial Site Adaptive Reuse

Industrial sites are some of the least activated “places” in urban areas. Buildings typically have deep setbacks, are single-story with high ceilings, few windows and specific intended uses (such as storage or manufacturing) that are associated with very few people for the size of the buildings and properties they occupy. Industrial Site Adaptive Reuse can breathe new life into underutilized and vacant industrial sites. Key features include adaptive reuse of older industrial buildings, great public spaces and introducing a large mix of uses. High-density residential is often brought into the sites, mixing old structures and infrastructure with new uses, and integrating ample landscaping and pedestrian connectivity throughout the site. This place type is well represented by the Pearl Brewery and Blue Star developments. Future areas where this place type would work include the Lone Star Brewery site.

MAJOR DETERMINANT

Larger industrial site.

PREDOMINANT LAND USES

Multifamily residential, office, retail, mixed-use and light manufacturing.



Legend

						
<i>Institutional</i>	<i>Office</i>	<i>Mixed-Use</i>	<i>Multi-Family Residential</i>	<i>Single-Family Residential</i>	<i>Parking</i>	<i>Park / Open Space</i>



PERFORMANCE STANDARDS

Height: 2 to 8-story development or 35 to 110 feet

Massing and Density: 15 to 40 housing units per acre and 2:1 to 5:1 Floor Area Ratio (FAR)

Street Level Activation: Transparency along primary street of 40%; transparency along side street of 15%

Connectivity: Maximum block perimeter of 1,200 feet; minimum 90 intersections per square mile

Public Space: Plazas and park spaces totaling 10 acres per 1,000 residents

Parking: On-street and off-street parking



POTENTIAL LOCATIONS

The Industrial Site Adaptive Reuse place type is appropriate at abandoned, under-performing and outdated industrial sites. The applicability of this place type to the regional centers is addressed in the next section of this chapter.

San Antonio's Pearl Brewery (left and bottom right) has been reinvented as a mixed-use neighborhood, employment center and entertainment destination. Berkeley's Fourth Street neighborhood (top right) contains a combination of reused industrial structures and new development.

Place Types and Regional Centers

Regional Centers represent one of the major opportunities for developing the place types presented in this chapter. The following table summarizes where place types are appropriate within the 13 regional centers. It also indicates the place types that should be encouraged and incentivized in specific regional centers. The following symbols are included in the table:

- not appropriate or recommended
- A appropriate
- ! recommended

POTENTIAL PLACE TYPES IN REGIONAL CENTERS

	CBD	Medical Center	Midtown	Brooks
Regional/Commuter Rail	!	—	—	—
High-Capacity Transit Corridor	A	!	A	!
Institutional/Campus Mixed-Use	A	!	!	A
Community Corridor	—	A	A	!
Neighborhood Main Street	—	—	—	—
Trail-Oriented Development	A	—	A	A
Community/Regional Park	!	—	A	—
Natural/Historic/Cultural/Economic Asset	(—	A	A
Green Neighborhood	—	—	—	!
Shopping Mall Retrofit	—	—	—	A
Office Park Infill	A	A	A	—
Industrial Site Adaptive Reuse	!	—	!	A

Texas A&M -SA / Toyota	UTSA	Stone Oak	Highway 151 / Loop 1604	Greater Airport Area	NE I-35 / Loop 410	Rolling Oaks	Fort Sam Houston	Lackland AFB / Port San Antonio
A	—	—	—	!	—	A	—	A
A	A	!	!	!	!	A	A	A
!	!	—	A	—	—	—	A	!
—	A	A	!	!	!	A	!	—
—	—	—	A	—	—	—	A	—
—	—	—	A	—	A	—	A	—
—	—	—	—	A	A	—	A	—
A	A	A	—	A	—	—	A	A
!	!	!	!	—	—	A	—	—
—	A	A	!	A	A	!	—	—
—	A	A	A	A	!	—	—	A
—	—	—	—	A	A	—	!	A

6.51





SECTION 3

Plan Elements

Chapter 7: Plan Element Framework

Chapter 8: Growth and City Form (GCF)

Chapter 9: Transportation and Connectivity (TC)

Chapter 10: Housing (H)

Chapter 11: Jobs and Economic Competitiveness (JEC)

Chapter 12: Community Health and Wellness (CHW)

Chapter 13: Public Facilities and Community Safety (PFCS)

Chapter 14: Natural Resources and Environmental Sustainability (NRES)

Chapter 15: Historic Preservation and Cultural Heritage (HPCH)

Chapter 16: Military (M)





Chapter 7: Plan Element Framework

Previous sections of this Plan have outlined our city's **Background and Vision (Section 1)** and the **Plan Framework (Section 2)**. **Section 3: Plan Elements**, provides an outline and discussion of each of the nine plan elements that make up our **Comprehensive Plan**.

Each of these nine elements was guided by a Plan Element Working Group (PEWG) composed of community leaders and representatives of relevant City departments, partner organizations, utilities, colleges and universities, neighborhoods and advocacy groups.

Although many of these elements are typically found in other cities' Comprehensive Plans, ours also needed to move beyond the standard to reflect our city's unique context and history. The inclusion of the Historic Preservation and Cultural Heritage (HPCH) and Military (M) elements do just that.

The nine elements in our plan are:

- Growth and City Form (GCF)
- Transportation and Connectivity (TC)
- Housing (H)
- Jobs and Economic Competitiveness (JEC)
- Community Health and Wellness (CHW)

- Public Facilities and Community Safety (PFCS)
- Natural Resources and Environmental Sustainability (NRES)
- Historic Preservation and Cultural Heritage (HPCH)
- Military (M)

Organization

Each of the following nine chapters focuses on one of the elements listed above. The chapter provides an overview of major issues and challenges specific to each element as well as a set of goals and policies to set the direction for how our community will respond to and address the challenges before us.

We begin each chapter with an introduction to the element and proceed by addressing key questions relating to that element's policies and goals. Wherever possible, we include examples of case studies that demonstrate best practices that have been proven successful in other urban areas.

Plan Element Goals and Policies are defined as follows:

- Goals are the broadest statements of the community's desired long term direction. Goals describe ideal end-state conditions in 2040 that would result if the Plan is successfully implemented.
- Policies are statements that identify the community's preferred actions in relation to the Plan Element Goals.

Each element's goals and policies reflect and support the City's Vision and the key Guiding Principles that characterize the City's ambitions for the next 25 years.





Chapter 8: Growth and City Form (GCF)

San Antonio is the seventh largest city in the country, having surpassed Dallas as the second largest city in Texas in the early 2000s. With an estimated population of 1.44 million, our population and employment growth is expected to continue.

The Alamo Area Metropolitan Planning Organization forecasts that 1.1 million more people with over a half million jobs and households will locate in Bexar County by 2040.

The main reason for our continued growth is our existing assets. San Antonio is home to the primary employment centers and economic engines of the greater San Antonio-New Braunfels metropolitan statistical area. We're a major tourist center, attracting about 25 million leisure visitors every year. We're business-friendly with an affordable tax environment. The City's municipally-owned utilities provide affordable, reliable energy and water with innovative approaches to long-term service provision—a draw for many businesses. We combine our business environment with a relatively

low cost of living and average home price. And our strong cultural heritage creates a unique sense of place, demonstrated in our historic neighborhoods and our well-known public spaces. Clearly, San Antonio offers a high quality of life that will attract employers and employees.

Growth presents a tremendous opportunity for San Antonio—if we plan for it now.

Growth will create demand for a range of housing types and locations and generate a variety of jobs requiring a variety of employment sites. Aligning the City's land use plan—how, where and what we develop—with market demand and consumer and employer preferences will allow us to: expand and diversify housing; preserve existing neighborhoods

and natural resources; generate more economic activities; achieve our land use objectives; and help address issues such as affordable housing, income/economic segregation and health and wellness.

The City is proactively addressing the challenges and opportunities of growth. Some of the issues we face include changing demographic trends, effectively utilizing our land supply and development patterns to ensure we develop sustainably and remaining economically competitive so all of our residents may experience and benefit from a high quality of life.

The Growth and City Form (GCF) goals and policies were developed in response to five key areas of questions about what we would like our city to be in the future.

1 Strategic Infill

Where in the city should higher-intensity growth be directed and encouraged?

Given the decreasing land supply in traditionally high-growth areas (north and northwest), which other areas of the city can sustain additional growth?

How can the City shift development momentum to areas that traditionally have had limited demand?

8.2

GCF Goal 1

Higher-density uses are focused within the city's 13 regional centers and along its arterial and transit corridors.

GCF Goal 2

Priority growth areas attract jobs and residents.

San Antonio has a polycentric economic geography with multiple large concentrations of employment and housing throughout the city (e.g., Downtown, the Medical District, military bases, etc.). These concentrations are largely located along major transportation routes, making living near work easier for many residents. But a polycentric pattern also creates challenges.

The composition of the economy (mainly based on healthcare, the military, education and tourism) and the dispersed employment nodes have scattered both employment opportunities and economic assets across the city, so much so that it is often difficult to distinguish the concentrations. This dispersion is compounded by the lack of master plans that could guide development and attract employment. Without coordinated growth plans, it is difficult to leverage these assets to their potential and create the spin-off economic activities that can result from clustered businesses in similar industries.

The City has identified priority growth areas that include regional employment centers, mixed-use centers, areas of high land capacity for growth, underserved areas of the city, land near the City Center, premium transit corridors and key arterial corridors.

Our efforts will focus on 13 regional centers—nine existing and four emerging. We can strategically focus employment and housing growth in

those centers, aligning land use planning and infrastructure investment with economic development. These centers can offer a wide variety of employment-oriented uses, sites, infrastructure and amenities. Some also can be developed into vibrant, mixed-use areas that offer the live-work-play environments that are attracting development and business nationally, but are lacking in San Antonio. Continued employment and housing growth in these centers will also keep commute times low and offer more opportunities for transportation connections.

San Antonio also has a number of large, transformational development projects that can change the direction of growth within the city. Four of these sites are Hemisfair, Brooks City Base, Port San Antonio and the Texas A&M University-San Antonio campus. Developing these sites can catalyze development in areas of the city where recent growth has been relatively limited. Even more significantly, these transformational projects are in areas with an ample supply of developable land. The large size, limited number of landowners and public and political backing for site development can result in model projects that will serve as a guide for future growth in the city.

There are additional opportunities for sustainable infill development within the urban core as well. Inside Loop 410, a large number of commercial and industrial zoned parcels are vacant or underutilized. This indicates that site uses and buildings are out-of-date and don't meet current market demand. Allowing these areas to be redeveloped with a wider mix of uses, including housing, can help revitalize those areas and improve the existing neighborhoods around them.

We can create policies and infrastructure that shift growth to areas within the city limits, which will encourage more compact, mixed-use, walkable communities. Compact forms of development allow for denser population and employment, more efficient land use and less sprawl.



Pedestrian-scaled development with the proper mix of uses can bolster a city's growth by catalyze further development and attracting new residents and visitors.



San Antonio's environmental assets provide an opportunity for investment in neighborhood amenities and infrastructure (including green infrastructure) that will facilitate higher-density development and create urban centers.

Development Strategies for Connected Growth: Portland, Oregon

The Portland Metro region in Oregon is perhaps the most frequently cited example of an American metropolis working to reduce its dependence on the automobile by creating more walkable neighborhoods, connected destinations and transportation choices. Portland has an elected and effective regional government (Metro) that coordinates urban growth in 24 cities and parts of three counties. Metro's urban growth management plans include: *Urban Growth Boundaries*, a set of policies that protects fertile farmland and open space by limiting the development of sprawling suburbs and exurbs through strict controls

over location of growth; *Parking Management* which allows developers and the housing market to determine parking ratios, saving them money and supporting Metro's 2040 Growth Concept for mixed-use areas near light rail; and *Transportation Choices* which includes 5 major light rail extensions.

Portland's array of public policies that manage urban growth have created more compact forms of development, offering financial, mobility, environmental and livability benefits for the Metro area.



2 Strategic Expansion

How can San Antonio utilize annexation strategically?

Should San Antonio grow (more so) into other counties?

How should San Antonio address development in unincorporated Bexar County?

What is the City's role in providing infrastructure for new development in greenfield and annexation areas?

Should the City and SAWS direct growth through water provision policies and decisions?

How should the provision of services from SAWS, CPS Energy, VIA and others be connected to the City's growth plans?

GCF Goal 3

Strategic annexation benefits existing and future residents and does not burden the City fiscally.

As of 2013, San Antonio covered 467 square miles with a population density of 3,017 people per square mile. Historically, San Antonio has had no major physical or political constraints to outward expansion. However, that's no longer the case. The city boundary and ETJ have effectively reached



Neighboring jurisdictions present challenges for new development and the corresponding new infrastructure in these expanding communities.

the northern edge of Bexar County as well as the boundaries of several other jurisdictions including Boerne, Bulverde, Converse, Live Oak, Schertz and Universal City. On the west, the city has begun to enter Medina County. This continued outward expansion has led to resources being spread across a large geographic area, and to a perception among some residents that there has been disinvestment in the inner portions of the city.

San Antonio can annex unincorporated areas of Bexar County. However, changes to the State's annexation law in 1999 made it very difficult for the City to continue to annex new areas. Nonetheless, development continued in unincorporated Bexar, which put a strain on both the County and the City.

Bexar County's 2012 analysis showed that, like other Texas counties, it has limited capability to fund and provide acceptable urban-level services to new development. The County cannot adopt zoning, perform residential building inspections or raise enough revenue through bond issuance to offset infrastructure and service costs. Development that occurs in the county, within the city's extraterritorial jurisdiction (ETJ), is subject to San Antonio's subdivision and ordinance, but there are no mechanisms for applying or enforcing the City's other development regulations. In some cases, these developments have created unforeseen impacts because the City has such limited control of the area.

Do SAWS and CPS impact City Form?

The availability of utility services allows new development to occur around the city's edges. However, until recently, San Antonio's growth was not aligned with the service provision boundaries maintained by our major utility providers. Both SAWS and CPS serve areas that extend beyond the city boundary as well as the ETJ, and are required to fulfill any requests for service within those areas. In addition, SAWS and CPS typically benefit from expanding their infrastructure and prefer to provide service when requested to prevent competitive and/or substandard utility providers. If one of these utilities denies service to an area outside their service area boundary, the developer can find an alternative means of provision. SAWS and CPS tend to serve newly developing areas to ensure minimum standards are met. SAWS has sometimes been forced to take over operations of sewer plants because the provider couldn't provide adequate service and maintain infrastructure. Expansion by our service providers may in some cases diverge from the Goals of the SA Tomorrow Comprehensive Plan. To address these potential conflicts, the City, SAWS and CPS should arrange regular coordination meetings to address impacts of planned development.



The Comprehensive Plan Initial Studies found that infill development has a greater fiscal benefit than building in undeveloped areas (greenfield development). This means that the City expends fewer resources providing infrastructure and ongoing services to infill areas. Building major infrastructure such as water and sewer systems and roads is typically costlier to the City for greenfield development sites. It is also more expensive for cities to provide ongoing police and fire service to areas under new development.

San Antonio can develop a comprehensive approach to annexation that is consistent with growth forecasts and that ensures newly-annexed residents receive the same level of service as current residents—without creating undue burdens on the city.

3 Housing Stock

How can growth be managed in a way that respects and protects the city's historic features, neighborhoods and cultural assets?

How can we leverage growth to support and improve the lives of our current and future residents?

GCF Goal 4

Sustainable infill and mixed-use developments provide walkable and bikeable destinations for all residents.

GCF Goal 5

Growth and city form support improved livability in existing and future neighborhoods.

GCF Goal 6

Growth and city form support community health and wellness.

During the past decade San Antonio has been losing its competitive market position for single-family housing within the metro area; developers and homebuyers are looking outside city boundaries in unincorporated Bexar. However, this large amount of development still relies on City services and infrastructure.

Since 2000, residential development has been located mainly in the north and northwestern portions of the county. But those areas are nearing build-out with a lack of available land, traffic congestion, topographic constraints and challenges for utility services. Land capacity will likely push future residential growth more to the west and south. The City's policies and infrastructure (utilities, schools, services) will determine whether we attract development into San Antonio or continue expanding into other counties.

The City's Comprehensive Plan Initial Studies found that there is not enough residentially-zoned land to accommodate forecasted demand for housing in several areas of the city, especially to the north if development continues with the same density and patterns. Increasing the density of some neighborhoods and the average density of single-family development will reduce the demand for additional land. Rezoning the vacant and underutilized commercial and industrial parcels (inside Loop 410) will allow development

of residentially-focused mixed-use neighborhoods, greatly increasing the housing supply and walkability. Currently, only 14% of San Antonio's neighborhoods offer walkability (defined as very or somewhat walkable), and most of those are in our historic districts.

At the same time, our historic neighborhoods are central to life in San Antonio. The 27 historic districts offer some of the most desirable places to live in San Antonio. Property values within historic districts have increased more than in other areas. They offer the characteristics of neighborhood types that are in demand locally and nationally, including walkability (all historic districts have higher Walk Scores than the citywide average), a greater mix of uses and shorter commute times to work.

The City can develop policies to encourage higher-density housing in some areas while preserving our existing neighborhoods.

4 Natural Resources

How can growth be managed in a way that respects and protects the city's natural resources?

Do the City and San Antonio Water System (SAWS) have enough water to serve future growth?

GCF Goal 7

Development practices avoid, minimize or mitigate negative impacts on the city's natural resources, water supply, water quality, surface waterways and air quality.



To help ensure a more sustainable future for our community, the City should encourage and incentivize new and existing development that protects San Antonio's abundant and precious natural resources.

8.8

The high-growth northern areas of San Antonio and Bexar County are bordered by environmentally sensitive natural resources. These include the Edwards Aquifer (one of the most important and sensitive aquifers in Texas), steep slopes of the Texas Hill Country, 100-year floodplain and critical wildlife habitats. The Comprehensive Plan Initial Studies showed that nearly 30% of land available for development in these sensitive areas was constrained. The topography also makes providing water and sewer service in those areas costly and difficult.

The City of San Antonio historically relied almost entirely on a single source of water, the Edwards Aquifer. With the creation of San Antonio Water System (SAWS), we have made great strides towards developing a sustainable supply of water for residents with water management planning, diversification of supply and an award-winning conservation program. While we still face challenges related to regulations, extreme weather and demand for water associated with outdoor irrigation, we continue to innovate.

One of these initiatives is the Twin Oaks Aquifer Storage and Recovery plant that stores water underground for peak use or drought. A more recent

SAWS water supply diversification project is the Vista Ridge Pipeline. Although the 142-mile pipeline will provide the largest non-Edwards Aquifer water supply in the City's history, consideration of and unanimous SAWS and City Council commitment to the project allowed for significant community debate regarding water reliability, SAWS rate restructuring and conservation and landscape irrigation controls.

Our City also leads in water conservation efforts, including the largest direct water recycling program in the nation—using recycled water to irrigate parks, golf courses, lawns, and the River Walk. Our continued efforts to address develop new diversification and conservation solutions will help ensure a more sustainable future for our community.

Smart Growth and Urban Containment Policies: Austin, Texas

The City of Austin is bisected north-south by portions of the Edwards Aquifer, a sensitive source of drinking water. Although 34% of Austin's land area is classified as "undeveloped," much of it has environmental constraints. Austin's predicted growth rate (double over 30 years) will place heavy demands on resources, infrastructure and services. To help mitigate the impact, the City has launched a series of *planning initiatives* to manage and direct growth; developed an extensive *overlay system* to identify and map environmentally sensitive lands and lands unsuitable for

development; and established *five "growth areas,"* three where new development and redevelopment are desired and two where they are not.

By mapping where Austin wants development, and providing infrastructure and tax break incentives, the City has enticed development in the desired areas and away from the open space and natural resources it wants to preserve.



5 Education

How can we leverage growth and development to support educational access and achievement?

GCF Goal 8

Students throughout San Antonio have enhanced educational access and perform at a high level. (See also PFCS Goal 4)



8.10

There are 17 independent school districts operating within the San Antonio area with local control over the education system in their respective areas. While the City has a limited role in education, we can develop policies that encourage a broader variety of employment opportunities and housing choices across the city, especially in the southern, eastern and western areas of the city that have not traditionally seen high levels of economic growth. Neighborhood-friendly infill development can attract new families and improve the real estate market in those areas.

The City can also work to help provide land, facilities and entitlements that can be used to establish new schools as communities grow. And we can work closely with school districts in priority growth areas to support and enhance student success, including those in early childhood education programs.



Promoting innovative educational opportunities within priority growth areas of our city can drive market demand for housing and can help bolster our city's educational growth and development by supporting and invest in existing schools and their neighborhoods.

Goals and Policies

The goals and policies for Growth and City Form show a willingness to consider new, progressive approaches that will ensure San Antonio grows and develops in ways that benefit our existing and future residents, our businesses and our environment. These goals and policies are linked with the other important directives in the following chapters. The policies that can create higher-intensity, mixed-use developments align with policies to leverage the unique polycentric pattern of our regional economic centers, improve transportation options, attract young, skilled workers and provide environmental enhancements for air quality, water conservation and stormwater management.

The eight goals address the key issues identified above and provide the framework for the policies and actions the City will take as a result of SA Tomorrow. The policies are not associated with specific goals, but are grouped by common theme.

GROWTH AND CITY FORM (GCF) GOALS

Eight goals were developed to fulfill the City's vision and to address the key issues identified for the Growth and City Form element.

- **GCF Goal 1:** Higher-density uses are focused within the city's 13 regional centers and along its arterial and transit corridors.
- **GCF Goal 2:** Priority growth areas attract jobs and residents.
- **GCF Goal 3:** Strategic annexation benefits existing and future city residents and does not burden the City fiscally.
- **GCF Goal 4:** Sustainable infill and mixed-use development provide walkable and bikeable destinations for all residents.
- **GCF Goal 5:** Growth and city form support improved livability in existing and future neighborhoods.
- **GCF Goal 6:** Growth and city form support community health and wellness.
- **GCF Goal 7:** Development practices that minimize, mitigate or avoid negative impacts on the city's natural resources, water supply, water quality, surface waterways and air quality.
- **GCF Goal 8:** Students throughout San Antonio have enhanced educational access and perform at a high level. (See also PFCS Goal 4)

GROWTH AND CITY FORM (GCF) POLICIES

Priority Growth Areas

- **GCF P1:** Incentivize the development of housing and employment uses in the city's priority growth areas.
- **GCF P2:** Identify and support catalyst projects which include a mix of housing types for a range of income levels and which attract additional employment.
- **GCF P3:** Invest in neighborhood amenities and infrastructure (including green infrastructure) that will attract new residents to priority growth areas.
- **GCF P4:** Create subarea/corridor plans for the city's regional centers, major arterials, and transit corridors to ensure maximum coordination of land use, transportation and other infrastructure in support of higher-density development.
- **GCF P5:** Invest in needed amenities and infrastructure that will facilitate higher-density development in the city's priority growth areas.
- **GCF P6:** Align land uses and infrastructure improvements in regional centers with employment uses and jobs best suited for each center's unique assets.
- **GCF P7:** Ensure employment centers provide a variety of land uses and infrastructure that will allow the city to remain economically competitive.



Enhanced public realm for residents and visitors support improved livability in existing and future neighborhoods.



Sustainable infill and mixed-use development in San Antonio will provide more walkable and bikeable destinations for all residents and promote community health and wellness.

Infill and Revitalization

- **GCF P8:** Continue to focus on the revitalization of neighborhoods adjacent to downtown and extend these efforts to regional centers, urban centers and transit corridors.
- **GCF P9:** Allow higher-density and mixed uses in portions of, or adjacent to, single-family residential areas to encourage shopping, services and entertainment amenities in closer proximity to housing and where appropriate.
- **GCF P10:** Develop a plan to preserve and maintain affordable housing within revitalizing neighborhoods and along transit corridors.
- **GCF P11:** Continue and bolster incentive programs for infill development in priority growth areas.
- **GCF P12:** Develop programs to encourage and incentivize adaptive reuse.
- **GCF P13:** Evaluate commercial and industrial land use and zoning designations in the core of the city, regional centers, urban centers and primary transit corridors to determine areas that could be converted to residential or mixed-use.
- **GCF P14:** Establish appropriate buffers and transitions (land use, form and/or landscaping) between residential neighborhoods and surrounding higher-density development.

Annexation

- **GCF P15:** Work with AACOG (Alamo Area Council of Governments), AAMPO, and other regional partners to determine a consistent approach for forecasting growth in the region and develop a strategic, proactive approach to annexation that is consistent with the adopted growth forecast.
- **GCF P16:** Ensure the City's annexation policy supports desired city form.
- **GCF P17:** Ensure that newly annexed residents of the city receive the same level of service as current residents.
- **GCF P18:** Ensure that annexation decisions do not create an undue fiscal burden on the City or utilities providers, SAWS and CPS.
- **GCF P19:** Ensure that the City's growth and annexation plan provides guidance for growth plans and policy decisions made by the major utility providers, SAWS and CPS.

Transit

- **GCF P20:** Work with VIA Metropolitan Transit to develop a long-term transit plan that increases transit connectivity to employment centers.
- **GCF P21:** Work with VIA Metropolitan Transit to develop a long-term transit plan that facilitates transit-supportive development.

Natural Resources and Environmental Sustainability

- **GCF P22:** Encourage development types and designs that promote and support water conservation practices.

- **GCF P23:** Implement stormwater infrastructure management best practices that balance well-developed and well-maintained regional and site-specific stormwater infrastructure (i.e., gray and green infrastructure). (See also NRES P17 and PFCS P13)
- **GCF P24:** Incentivize developments in or near the recharge and contributing zones and in areas identified by the watershed master plans of the Bexar Regional Watershed Management Consortium to use low impact development techniques, to meet minimum standards for pervious area and to develop natural resources mitigation plans.
- **GCF P25:** Explore incentive and enforcement programs for Low Impact Development (LID).
- **GCF P26:** Encourage land intensive development patterns to locate outside of the Edwards Aquifer recharge and contributing zones and along preservation reaches of rivers and creeks. (See also CHW P36 and NRES P11)
- **GCF P27:** Purchase undeveloped land within the Edwards Aquifer recharge and contributing zones and along river and creek corridors for public open space.
- **GCF P28:** Incentivize development that is consistent with recommendations within the watershed master plans of the Bexar Regional Watershed Management Consortium.
- **GCF P29:** Develop and promote incentives and other tools to facilitate development types and designs that promote and support water conservation practices.



Strategic infill with the appropriate uses on developable land and maximum coordination of land use, transportation and other infrastructure in support of higher-density development will help ensure our city grows and develops in ways that benefit our existing and future residents, our businesses and our environment.

- **GCF P30:** Develop and promote incentives and other tools to facilitate development types and designs that protect natural resources, water quality, surface waterways and air quality.
- **GCF P31:** Promote development that leverages and protects the public's investment in major green infrastructure and natural resources projects (e.g., the San Antonio River Improvements Project and other creek and trail restoration projects). (See also PFCS P9)
- **GCF P32:** Support the efforts of and collaborate with appropriate governmental entities to monitor, protect and ensure water quality within the Edwards Aquifer. (See also NRES P17 and CHW P41)

Schools and Education

- **GCF P33:** Support and invest in existing schools and their neighborhoods.
- **GCF P34:** Promote innovative educational opportunities within priority growth areas of the city to drive market demand for housing.
- **GCF P35:** Help provide land, facilities, and/or entitlements that can be used to establish schools that attract a broader spectrum of families with children.
- **GCF P36:** Collaborate with and provide support to underperforming independent school districts to enhance access and improve performance.
- **GCF P37:** Increase funding and support for early childhood education programs in underperforming school districts.





Chapter 9: Transportation and Connectivity (TC)

San Antonio has long enjoyed high quality of life complemented by a congestion-free network of roads and highways. Until recent years we all moved about our city with few impediments; new roads and ample parking were built in unison with the rapid outward expansion of development, particularly to the north and northwest parts of the city.

San Antonio has many transportation assets that have kept congestion at bay and the transportation system working at an acceptable level of service, despite being the seventh largest city in the country. Our low cost of living, relatively short commute times and dispersed land uses all encouraged and facilitated a transportation culture dominated by automobiles. In fact, statistics show that 95% of us drive to work, while 5% percent either walk, bike or use public transit.

Continued reliance on single-occupancy-vehicle travel is not sustainable. Current traffic projections indicate that our road and highway network will be unable to accommodate the unprecedented growth anticipated over the next 25 years. We are already witnessing longer-than-average commutes during rush hour especially on the major highways and in the northwest part of town. While many people from

around the country are attracted to our economic stability and low cost of living, both are in jeopardy if we continue “business as usual” when planning our transportation system.

For a variety of environmental, economic development, and community health reasons, this plan calls for a new approach to transportation planning in our city. Expected congestion can no longer be managed simply by building new roads, and many of us have expressed a desire for more safe, comfortable and healthy transportation options. Walking, bicycling and transit must be prioritized. Many of us will continue to drive for some or all of our trips, but our city needs to provide a wider range of mobility choices that allow us access to work, recreation and other daily activities if we cannot or choose not to drive a car.

The Transportation and Connectivity element is somewhat unique in this plan, as a separate Multimodal Transportation Plan is being developed concurrently as part of the SA Tomorrow effort. Because the Multimodal Transportation Plan will address the full range of mobility issues in great detail, this chapter examines San Antonio's transportation challenges and opportunities at a more comprehensive level, making connections to the other elements of this plan.

The Transportation and Connectivity (TC) goals and policies were developed in response to the five key transportation challenges that follow.

1 Multimodal Network

How can San Antonio increase access to, safety and use of multimodal transportation options for all residents?

How can we improve pedestrian safety and comfort throughout the city?

How can we more successfully implement and improve upon our long-range bicycle plan?

How and when can San Antonio implement high-capacity premium transit that links key residential areas and employment centers with healthcare, cultural, educational and recreational facilities?

How can San Antonio provide better regional non-automobile connections?

9.2

TC Goal 3

San Antonio's transportation and connectivity networks support a high quality of life and strong, healthy communities.

TC Goal 5

San Antonio provides a range of convenient, safe and comfortable active transportation options for all users and abilities and many regularly use multimodal options such as walking, biking and transit. (See also CHW Goal 4)

The five questions above highlight the importance of alternative modes of transportation and illustrate the range of options we want to see incorporated throughout our city. Many San Antonio residents currently walk, bike and ride public transit, but there is much work to be done before these options are viewed as safe and desirable choices for the majority of residents.

WALKING

The National Highway Traffic and Safety Administration (NHTSA) has named San Antonio a Pedestrian Focus City, a classification of 22 cities that have pedestrian death rates higher than the national average. Along with Dallas, San Antonio has the highest average pedestrian fatality rate per 100,000 people in Texas based on data from 2010 through 2013. San Antonio's existing pedestrian network includes gaps in existing sidewalks, sidewalks in disrepair, sidewalks with accessibility issues such as barriers and absent curb ramps, and even some roadways without sidewalks. Pedestrian safety is an area of focus for the City of San Antonio. Particular attention should be paid to ensure residents of all ages and abilities have the opportunity to safely walk to a variety of daily amenities and activities, such as transit stops, schools, local parks and trails, healthcare services, and employment and cultural destinations.

BICYCLING

While bicycling is gaining popularity for both commuting and recreation, safety remains a concern. There were 258 bike crashes in San Antonio in 2013, increasing to 324 in 2014. Of even greater concern are the serious injuries and fatalities associated with increased bicycling. There were five fatal bike crashes in 2013 and one in 2014, all of which occurred on larger roadways (collectors and arterials).



Short commute times and increasing popularity of cyclists coupled with unsafe conditions provide an opportunity to identify and prioritize bicycle infrastructure improvements.

The Alamo Area Metropolitan Planning Organization (AAMPO) travel demand model shows that the majority of all bicycle trips in the network are 10 miles or less in distance and 48% of all trips are 10 minutes or less in duration. These shorter trips are ideal opportunities for bike travel if improved infrastructure is in place. When implemented, the projects detailed in the City's 2011 Bike Master Plan will help reduce the danger of bicycling by providing a connected bicycle network of trails, bike lanes and other facilities throughout the city.

San Antonio also has the BCycle bike-sharing program. Users can pick up a bike at any BCycle station and return it to any BCycle station when finished with their ride. Users can pay a membership fee to gain unlimited access to the BCycle system or they can pay based on the time that the bike is used. There are currently 55 BCycle stations in San Antonio. Most are located in Downtown; some are near the Mission and Museum Reaches of the Riverwalk, on the campus of San Antonio College and throughout the River North area.

The City must continue to prioritize expanding of our bicycle network, creating a valuable amenity for residents and adding a distinctive element to entice and delight the many visitors our city attracts every year.



By incorporating multimodal opportunities and developing a safe and convenient pedestrian travel network, San Antonio can have a more accessible public transit system and safer, more walkable streets.



Expanding and enhancing our bicycle network for our residents is a priority, while ensuring the engineering and design of transportation facilities provides for the safety of all users.

HIGH-CAPACITY TRANSIT

A regional high-capacity transit network, such as Bus Rapid Transit (BRT) or light rail, will not only help to reduce vehicle miles travelled (VMT), it will also help San Antonio meet future transportation demands of residents and businesses. Cities compete with each other for residents and businesses, and a robust rapid transit system is increasingly considered a hallmark of world-class cities. Two key demographics that cities compete for include millennials and baby boomers. Statistics show that both of these groups are driving less and demanding alternative modes of transportation.

They are also less willing to pay a high percentage of their incomes for transportation costs. A high-capacity and high frequency transit network answers both of these concerns and could serve as a major attractor to these important demographics in our city.

The Transportation and Connectivity goals and policies of this Comprehensive Plan are aligned with the VIA Vision 2040 plan being concurrently developed by VIA Metropolitan Transit. This collaboration should continue, and both entities must focus on aligning VIA's high-capacity transit corridors with the city's regional centers and other key investments.

REGIONAL MOBILITY

The Lone Star Rail District (LSRD) had proposed a 118-mile passenger rail service from north of Austin to San Antonio. The proposed passenger rail service (LSTAR) would have operated on existing Union Pacific freight rail lines and offered 75-minute express service from Downtown Austin to Downtown San Antonio.

Unfortunately, as of early 2016, Union Pacific has pulled out of the cooperative agreement with LSRD to provide commuter rail jeopardizing the proposed LSTAR line. However, there is still an expressed desire by stakeholders for regional rail connectivity. The City and rail district should continue to explore options that do not rely on Union Pacific tracks. Implementation of this regional rail connection will complement and link into the high-capacity transit network and demonstrate our City's commitment to playing a larger role in the regional economy.

The full range of multimodal options described above will enhance our quality of life and improve our air quality and health outcomes. In addition, a robust mobility network is a desirable amenity to many skilled workers, increasing the chances that San Antonio can attract and retain a workforce that supports targeted industries at the heart of our economic development strategy.

Connecting People with Transit: Los Angeles, California

First and last mile connections are a problem all cities face when talking about making public transit accessible to all residents. In cities like Los Angeles, which have a large and dispersed population, the challenge is that not many households and workplaces fall within a ¼ mile of a transit station. To help increase ridership and accessibility Los Angeles has implemented a new first and last mile strategy to make the first and last mile between public transit access as enjoyable and easy as possible. To achieve this, Los Angeles has: *partnered with ride-hailing and bike sharing services* to decrease commute time to a transit station; *developed 'mobility centers'*

(hybrid convenience store and bus stop); and *increased wayfinding measures* that outline multiple ways for users to get to their final destination.

The Los Angeles County Metropolitan Transportation Authority (Metro) First-Last Mile Strategic Plan is moving the city towards a more enjoyable and accessible public transit system. By paying attention to the entire trip, specifically the first and last miles, the City is investing in a more coordinated infrastructure with the desire of extending the reach of transit and ultimately increasing ridership.



2 Land Use and Transportation

How can San Antonio enhance its transportation system to ensure residents have safe and easy access to a range of daily amenities and basic services?

TC Goal 1

San Antonio has a world class multimodal transportation system, providing safe and comfortable connectivity to residential, commercial, education, cultural, healthcare and recreation opportunities.

9.6

Walking, bicycling and high-capacity transit options must be integrated into a comprehensive network that provides San Antonio residents with multiple options for accessing residential, commercial, educational, cultural, healthcare and recreation opportunities throughout our city. In addition, this network must be coordinated and aligned with key land use objectives and investments that ensure a greater number of people live in close proximity to this range of multimodal options in the future. The City's Complete Streets program, existing and planned linear greenway multi-use trails, and investments in regional centers should all be leveraged to achieve this goal. Our City must make a concerted effort to link regional centers with

multimodal and transit corridors, providing multiple, non-automobile options for our residents traveling to and from work and other daily activities. Mobility within regional and urban centers is also important. Even if residents and employees must drive for some longer trips, many will choose other options for shorter trips that are easily reached by walking and biking. Expanded multimodal connections between and within employment and housing concentrations enhance our residents' quality of life, increase access to employment and increases efficiency of our transportation system.

COMPLETE STREETS

A Complete Street is a roadway planned, designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. There is no one type of Complete Street since roadways must serve different purposes for different land uses. Thus, Complete Streets are context-driven, with different components and amenities depending on the community served. While all Complete Streets are designed to accommodate all modes of travel in a safe, accessible and comfortable manner, they can be tailored to best serve the needs of surrounding communities, both existing and planned.

LINEAR GREENWAY TRAILS

San Antonio is developing a world-class system of bike paths and trails through the linear greenway parks, which provide routes for bicyclists outside of the street network. The City, in collaboration with other agencies, created paths along Leon Creek, Salado Creek, Medina River, and the Mission and Museum Reaches of the San Antonio River. Future plans include extending existing paths further along the waterways and creating new paths along greenways such as San Pedro and Alazán Creeks. This network of greenway trails connects us to a variety of important destinations, provides a direct connection to our treasured natural resources and offers safe and beautiful routes for commuting, recreational or visiting cyclists. In addition, this trail network is the basis for the unique Trail-Oriented Development place type illustrated in Chapter Six.

Finally, strategic development of regional centers in San Antonio represents the city's best opportunity to absorb and leverage projected population and employment increases while preserving the existing fabric of neighborhoods. These regional centers are one of the main building blocks of our city's future. Each is at a different stage of development and offers unique potential in terms of combining land uses and multimodal connectivity. We must focus our efforts on carefully considered regional center plans that link existing and emerging land uses with our investments in walking, biking, and transit.

Connecting Regional Centers: Cleveland, Ohio

In 2008, the City of Cleveland completed the \$197 million, 9-mile bus rapid transit (BRT) line, known as the HealthLine. The HealthLine connects Cleveland's downtown to its health and education regional centers and its eastern neighborhoods along Euclid Avenue. With dedicated lanes, covered stations and electronic ticketing, the HealthLine has been instrumental in: *spurring \$5.8 billion in development along the Euclid Avenue corridor since 2008; increasing access to Cleveland's medical, education and arts centers;*

and supporting the development of a *multimodal network to compliment and support the BRT route.*

Considered one of the best US examples of BRT implementation, the scheme has generated \$114.54 in economic development for each transit dollar spent and has seen a 60% increase in ridership over the old route. Significantly, a majority of the ridership growth has been in choice ridership – people who have a car but choose to ride public transportation.



3 Congestion

How can San Antonio reduce vehicle miles traveled (VMT) and proactively address anticipated future problems with congestion and transportation delays?

TC Goal 6

San Antonio utilizes technology and other innovative services and solutions to ensure predictable and reliable travel throughout the city.

TC Goal 7

San Antonio's roadway system has managed congestion and is efficient for residents and businesses.

ideal condition with very little delay and congestion present, and F representing over-capacity conditions with substantial delay and congestion. Although the city's road network generally operated at an acceptable LOS in 2010, by 2013 it was ranked 43rd in the country for worst traffic congestion according to TomTom's annual Traffic Index report. It had an overall congestion level of 15% (8% on highways and 22% on non-highways), compared to a 21% congestion rate in Houston and Austin and the 16% congestion rate in the Dallas-Fort Worth area. With an addition of 1.1 million people by year 2040 we will continue to see dramatic increases in demand on the transportation system.

With vehicle miles travelled (VMT) increasing due to this continued growth, the levels of congestion will worsen. The City expects the largest increases in population on the far-west side, downtown and the far-north side areas. The north side of the city will be congested by 2040. All major roads on the north and west sides of the City outside of Loop 410 will be over capacity with the exception of Wurzbach Parkway. The south side will experience significant congestion as well, with most major north-south roads operating at LOS F. The inner east and southwest sides are the only areas of the city that will have available capacity on the road network.

Based on the AAMPO travel demand model results, congestion will result in a decrease in average speed (about 48%), meaning it will take twice as long to travel the same distance on the same roadway in year 2040 compared to year 2010. Total vehicle hours of delay will also increase by over 900% from 2010 to 2040.

We'll need to use a wide range of tactics to manage and mitigate this future congestion. The expansion of multimodal and transit options described earlier in this chapter is one important approach. However, many of us will continue to drive, and we must explore innovative technologies and programs that will work in concert to manage and minimize the impacts of congestion on our roadways. The Multimodal Transportation Plan details a wide range of possible technologies and strategies. For example, Transportation Demand Management tools will help to reduce average VMT per person and shift roadway demand away from peak hours. The City should work with VIA to implement technologies that improve transit performance and reliability, especially on priority corridors. In addition, the City and VIA should test and implement a suite of roadway pricing and accessibility options such as managed lanes, high occupancy vehicle (HOV)/high occupancy toll (HOT) lanes and ramp metering to create the most efficient roadway system possible.

One of the reasons San Antonio currently lacks a sufficient range of transportation options is that, even as recently as 2010, the transportation system operated at an acceptable level of service (LOS); congestion was really not a problem in our city. Level of service is a measure of delay and congestion on roadways and at intersections. It is reported by a letter grade of A through F, with A representing the



Reaching our City's environmental, community health and economic aspirations requires prioritizing transportation projects and investments that manage congestion and reduce emissions and vehicle miles traveled and increase multimodal transit options.



Non-automobile travel alternatives can be encouraged by creating expanded, more accessible and safer pedestrian and bicycle networks and transit options.

How do we get around?

Our city's dependency on automobiles and the resulting congestion produces many negative impacts on our community's economy, environment and overall health and wellness.

80

% of San Antonians who drive alone to get to work as of 2013

22.4

vehicle miles travelled (VMT) by San Antonians in 2013

18.7

SA2020's VMT goal for our city

\$453_{mil}

predicted economic savings if residents reduce their daily VMT by 1 mile

For more information on what we are doing to address this challenge, refer to the San Antonio Sustainability Plan; SA Tomorrow Multimodal Transportation Plan; and VIAVision 2040 Plan.

4 Effectiveness

How can San Antonio update its transportation planning and facilities to meet current and future needs, including increasing demands from residents and businesses?

TC Goal 4

San Antonio builds, manages and maintains its transportation and connectivity system cost-effectively in order to meet current and future needs and expectations.

TC Goal 8

San Antonio is a world leader in moving people and goods safely, efficiently and sustainably.

In an era of increasing costs and limited resources, our City must invest in transportation improvements wisely. We seek to be a world leader in mobility and connectivity; to do so requires a holistic and innovative approach to our entire transportation system, and a more nuanced understanding of how people will choose to move about our city over the next 25 years. It will be crucial to coordinate efforts among City departments and between the City and VIA to ensure efficient transportation and mobility investments in the coming years.

The City took an important step toward efficient management of transportation planning and investment by creating the Transportation and Capital Improvements Department (TCI) in January 2014. TCI combines the former Public Works and Capital Improvements Management Services departments. The newly combined department employs over 800 people dedicated to meeting the infrastructure and transportation needs of our city. TCI is also the lead department on the Multimodal Transportation Plan, and will be instrumental in implementing the recommendations of that plan.

TCI manages the City's five-year rolling Bond Program that funds over \$500 million of capital improvement projects and other high-profile capital projects like the Henry B. Gonzales Convention Center expansion and the San Antonio Airport projects. Future Bond Programs should fund important infrastructure and mobility investments in our city's regional centers, particularly in coordination with corresponding investments from VIA.

Considering the scale of our City's Bond Program and other transportation investments, we must prioritize projects carefully to yield the most effective and impactful results. The Transportation and Connectivity policies in this Plan call for prioritization of projects based on long-term cost-effectiveness and value, emissions and VMT reductions, coordination with other large-scale projects and considerations of a project's full life cycle costs.



Cost-effective building, management and maintenance of our transportation and connectivity system will help us meet current and future needs and expectations.



We intend to utilize technology and other innovative services and solutions to ensure predictable and reliable travel throughout our city.

5 Economic Competitiveness

How can San Antonio update its transportation planning and facilities to meet current and future needs that strengthen its role in the regional, national, and international economy?

TC Goal 2

San Antonio's transportation system supports the city's competitiveness in the regional, national, and international economy.

Transportation and mobility impact not only our city's environment and community health outcomes, but also serve as key economic development tools. Although often distant from our everyday lives, freight transportation is an important aspect of our system and is an important driver of our economic success. Freight moves through our city by roadway and rail.

Seven major railroad lines pass through San Antonio, all operated by Union Pacific Railroad (UPRR). Major rail yards are located at Port San Antonio, and along I-35 south of Fort Sam Houston. San Antonio's proximity to the I-35 and I-10 corridors is a great economic asset with regard to movement of goods. The North American Free Trade Agreement (NAFTA) has greatly increased the movement of freight between Texas and Mexico, the state's largest trading partner. Major freight rail and highway

corridors originating on the Texas border in Laredo and the Rio Grande Valley all converge in and pass through San Antonio. Trade between Texas and Mexico has increased in recent years and is expected to continue to place additional demands on the City's transportation infrastructure.

The recent growth and activity associated with the energy sector has also contributed to an increase of freight traffic. Drilling in the Eagle Ford Shale formation, primarily in counties south of San Antonio such as Karnes and Atascosa, has increased dramatically over the last several years. The Eagle Ford Shale formation produces over a million barrels of oil per day (Texas Railroad Commission). San Antonio is the nearest major city to the Eagle Ford Shale, located less than an hour away from the northern edge of the oil field. Major truck and rail corridors from the region pass through San Antonio. Many companies operating in the Eagle Ford, such as Halliburton and Baker Hughes, have now located in San Antonio. The large number of trucks and employees needed to drill and maintain oil wells has increased traffic on the highways heading to and from the south such as I-37 and US Highway 181.

Finally, as described in earlier parts of this chapter, an integrated and well-designed multimodal network is an important economic development tool. San Antonio's current urban form—defined for the most part by low-density, single-use developments connected by an auto-centric transportation

system—does not offer the kind of places that will attract today's young, skilled, innovative workers. Continuing with the status quo and perpetuating the same basic development types and patterns that have dominated the city over the past few decades will all but ensure San Antonio's inability to become a center of innovation and creative industry.

Instead, we must plan for and encourage the creation of more neighborhoods and districts that offer the density, mix of uses, mobility options and amenities that draw skilled millennial workers, retiring baby boomers and many other segments of the population that crave a sustainable, walkable, and human-scaled place to live. San Antonio should continue with traditional business attraction efforts, and we also need to add the additional layer of strategic and holistic thinking about what will help bring targeted industries and businesses to the city. In this sense, the land use, urban design, and mobility goals and policies that punctuate almost every plan element are also economic development policies.

To be successful, we do not need to retrofit the entire city, and the status quo of city form dominated by an auto-centric transportation system and few places with true urban amenities will no longer work. The goals and policies articulated for this and other plan elements must address these challenges and work towards creating and linking great places to live, work and play.

Goals and Policies

The City of San Antonio supports the creation of walkable, bikeable and transit-oriented places, looking towards our City's environmental, community health and economic aspirations. The eight Transportation and Connectivity goals address the key issues identified above and provide the framework for the policies and actions the City will take as a result of the SA Tomorrow process. The policies are not associated with specific goals, but are grouped by common themes.

TRANSPORTATION AND CONNECTIVITY GOALS

Eight goals were developed to address the key issues identified and provide the framework for the policies and actions the City will take resulting from the SA Tomorrow process.

- **TC Goal 1:** San Antonio has a world class multimodal transportation system, providing safe and comfortable connectivity to residential, commercial, education, cultural, healthcare, and recreation opportunities.

- **TC Goal 2:** San Antonio's transportation system supports the city's competitiveness in the regional, national, and international economy.
- **TC Goal 3:** San Antonio's transportation and connectivity networks support a high quality of life and strong, healthy communities.
- **TC Goal 4:** San Antonio builds, manages and maintains its transportation and connectivity system cost-effectively in order to meet current and future needs and expectations.
- **TC Goal 5:** San Antonio provides a range of convenient, safe and comfortable active transportation options for all users and abilities and many regularly use multimodal options such as walking, biking and transit. (See also CHW Goal 4)
- **TC Goal 6:** San Antonio utilizes technology and other innovative services and solutions to ensure predictable and reliable travel throughout the city.
- **TC Goal 7:** San Antonio's roadway system has managed congestion and is efficient for residents and businesses.
- **TC Goal 8:** San Antonio is a world leader in moving people and goods safely, efficiently and sustainably.

TRANSPORTATION AND CONNECTIVITY (TC) POLICIES

Planning and Investment

- **TC P1:** Prioritize transportation projects that manage congestion based on objective criteria to evaluate long-term cost effectiveness and value.
- **TC P2:** Prioritize transportation projects and investments based on the ability to reduce emissions and vehicle miles travelled (VMT).
- **TC P3:** Implement policies and programs based on objective criteria to consider full life cycle costs (including capital construction and maintenance as well as the full range of benefits (mobility, safety, economic development, quality of life, etc.)) in cost-benefit analysis of transportation projects.
- **TC P4:** Provide funding to maintain and expand a multimodal transportation system in a cost-effective, equitable, accessible and efficient manner.
- **TC P5:** Increase cost effectiveness and efficiency through coordinated project timing with other projects, other agencies and private development, thus avoiding costs of deferred maintenance.
- **TC P6:** Develop procedures to incorporate multimodal improvements during the maintenance phase of roadways.

Multimodal Transportation

- **TC P7:** Expand safe pedestrian and bicycle networks and transit options/access to encourage non-automobile travel alternatives. (See also NRES P40)
- **TC P8:** Prioritize transportation improvements that will incorporate multiple modes of travel and will provide connections between those modes.
- **TC P9:** Continue to encourage and implement programs and projects that make the City's bicycle network more accessible, direct and continuous in order to increase bicycling safety and opportunities for daily bicycle travel for riders of all levels and abilities. (See also CHW P24)
- **TC P10:** Invest in furthering the momentum of the City's current river and trail investments for multi-use paths and multimodal connectivity.
- **TC P11:** Develop a safe and convenient pedestrian travel network with sidewalks and trails integrated into the transportation system and activity areas such as schools, libraries, shopping and neighborhood centers. (See also CHW P28)
- **TC P12:** Prioritize safe accommodation and alternative routes for people walking, bicycling and at transit stops during street reconstruction.
- **TC P13:** Develop and implement specific maintenance procedures for pedestrian and bicycle facilities.
- **TC P14:** Incorporate multimodal opportunities to ensure access and use of transportation facilities.
- **TC P15:** Identify and prioritize bicycle infrastructure improvements in areas where

increased bicycle trip rates can best address congestion problems and provide options for commuting to places of employment.

Safety and Comfort

- **TC P16:** Ensure the engineering and design of transportation facilities provides for the safety of all users.
- **TC P17:** Identify and implement regulations to improve the safety of people walking and bicycling.
- **TC P18:** Prioritize and maintain safe pedestrian crossings and continue supporting and implementing Safe Routes to School and Safe Routes to Transit programs.
- **TC P19:** Invest in infrastructure and amenities that provide shade and increase the comfort of pedestrians and waiting transit riders.
- **TC P20:** Accommodate the specific mobility and wayfinding needs of disabled individuals in all transportation modes.
- **TC P21:** Increase parking facility safety with design that minimizes conflicts between vehicles and people walking and bicycling.
- **TC P22:** Prioritize safety improvements and enhancements that effectively reduce crash and fatality rates and provide protection of the most vulnerable users (including children, seniors, persons with disabilities) and people walking and bicycling.
- **TC P23:** Develop performance and safety criteria for periodic evaluation of roadways and right-of-way.



Supporting active transportation technologies and infrastructure will encourage walking and bicycling for existing and future residents.

Land Use and Transit Supportive Development

- **TC P24:** Incentivize transit supportive development opportunities and incorporate transit supportive infrastructure improvements to promote transit use.
- **TC P25:** Develop incentives and zoning regulations to encourage transit-supportive development.
- **TC P26:** Encourage and invest in pedestrian-scaled streetscapes that promote placemaking and encourage walking and bicycling.
- **TC P27:** Encourage and invest in transportation infrastructure investments that also serve to strengthen social networks.
- **TC P28:** Assess and implement placemaking opportunities when developing transportation projects.
- **TC P29:** Prioritize construction and maintenance of sidewalks, crosswalks, and pedestrian lighting in neighborhoods, retail and employment areas within a half mile of major transit stops and stations.
- **TC P30:** Design commercial, residential, educational, cultural, and recreational facilities that support and provide access to and all transportation modes.
- **TC P31:** Encourage and invest in transportation network improvements that support economic development.
- **TC P32:** Leverage multimodal transportation improvements in San Antonio as attractors of businesses and talent.

Regional Transportation

- **TC P33:** Work with other regional transportation agencies to improve San Antonio's overall transportation network to enhance connectivity and efficiency.
- **TC P34:** Partner with and support the Lone Star Rail District to pursue regional rail between San Antonio and Austin is implemented.

Technology and Innovation

- **TC P35:** Continuously identify, investigate and incorporate new and emerging transportation technology and innovative solutions to improve efficiency.
- **TC P36:** Promote Transportation Demand Management (TDM) tools to reduce vehicle miles traveled (VMT) per person and manage peak hour congestion.
- **TC P37:** Utilize technology and other innovative solutions for improving and prioritizing transit reliability, especially on major routes and corridors.

- **TC P38:** Test and implement options that provide reliable transportation alternatives through pricing and accessibility, such as managed lanes, high occupancy vehicle (HOV)/high occupancy toll (HOT) lanes, ramp metering, etc.
- **TC P39:** Optimize intelligent transportation systems (ITS) and traffic signal systems to provide reliable travel times throughout the city.
- **TC P40:** Support development of autonomous and connected vehicle systems and plan for implementation in design.
- **TC P41:** Utilize managed motorways strategies to address reliability at a system-wide level. Managed Motorways is an innovative solution that provides real-time traffic management of the entire system – freeways, frontage roads and arterials.
- **TC P42:** Develop incident management strategies to maintain travel reliability on major roadways.
- **TC P43:** Continuously assess and integrate technological and design improvements that will move San Antonio to the forefront of safe, efficient and sustainable transportation systems design and infrastructure.

General Policies

- **TC P44:** Protect and enhance the environment through responsible, compatible and sustainable transportation projects.
- **TC P45:** Improve public health by supporting active transportation technologies and infrastructure that encourage walking and bicycling.
- **TC P46:** Provide community education to increase awareness of rules, appropriate behavior, and etiquette for drivers, bicyclists, pedestrians and transit riders.
- **TC P47:** Invest in public education and outreach about the regional benefits of a robust, interconnected transit system.
- **TC P48:** Support and invest in intermodal transportation facilities that safely, effectively and efficiently provide for the transfer of people and goods between modes.
- **TC P49:** Ensure resiliency in the transportation network and preparedness for system operations and management during natural or man-made emergencies.



Frequent and continuous assessment and integrated technological and design improvements will move San Antonio to the forefront of safe, efficient and sustainable transportation systems design and infrastructure.



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Chapter 10: Housing (H)

Our quality of life in San Antonio is very dependent on our housing and the neighborhoods we live in. It's relatively affordable to live here. The cost of living is below the national average, as is the average home price.

We have a strong cultural heritage that creates a unique sense of place. Our 27 historic districts offer some of the most attractive neighborhoods in the country, with charming houses, quiet streets, high walkability scores, a great mixture of uses and shorter commute times to work.

But we also have some real challenges. There is upward price pressure in the northern part of the city where the generally higher-paying jobs and better performing public schools are located. There are also large portions of the city with concentrations of low-income residents who don't have access to the same quality of jobs and schools.

The residential development market in San Antonio has been following two distinct trends: suburban/exurban low-density single-family development mainly in the north and west along Loop 1604, and urban infill multifamily development within the core of the city. The result is very little mixed-use development that offers a variety of housing options and prices with a physically and functionally integrated blend of residential, commercial, cultural, institutional or industrial uses. These compact, walkable mixed-use neighborhoods are a growing preference for homebuyers.

As 500,000 new households are formed in Bexar County by 2040, we will see demand for a wide range of housing types, including single-family detached, row homes, townhomes, condos, multifamily and live/work spaces.

What type of housing is built and where it will be built is largely dependent on the market—and on housing developers. Fortunately, San Antonio has capacity for infill development and can benefit from a close partnership with local housing developers who are already active in creating urban, mixed-use multifamily projects. We also have a strong network of nonprofit housing advocates, developers and providers. We can work together to address shifts in housing preferences, diversify our housing stock, expand the housing stock for buyers and renters at all price levels and meet our land use and economic objectives.

We must plan for growth wisely and we must plan now to address the following five key areas of concern.

10.1

1 Affordable Housing

How can San Antonio address significant income inequality and economic segregation issues present?

How can the City stimulate housing and development in and near disadvantaged areas?

How can the City provide housing for low- and moderate-income households in high opportunity areas?

How can the City and its partners address the city's affordable housing gaps and needs identified in the City's Housing Needs Assessment and Strategic Housing Plan?

How can the City be proactive in mitigating impacts of gentrifying neighborhoods, especially near Downtown?

H Goal 1

Housing for lower-income residents is available throughout the community with the greatest proportion in priority growth areas with high levels of connectivity and amenities.

The per capita income in San Antonio is \$22,184, which is lower than both the Texas average of \$26,327 and national average of \$28,184. Our poverty rate was 19% in 2010, which is 2% higher than it was in 2000.

With new developments catering mainly to wealthier single-family home buyers, we have experienced a clustering of low-income residents in areas with less expensive housing, mainly in the near-east and near-west side neighborhoods around downtown and in the southern part of the city. Recent studies have shown that San Antonio has one of the highest levels of income segregation in the country. We clearly have an affordable housing gap.

In an effort to address this growing gap we need to incorporate Assessment of Fair Housing (AFH) strategies and goals into action-oriented City and San Antonio Housing Authority (SAHA) plans (refer to Housing A25). AFH goals strive to increase low-income household access to neighborhoods of opportunity (both through place-based and mobility based strategies); identify fair housing issues and factors that impede home owner ownership for low-income families; and develop strategies to address these issues and factors.

While helping lower-income residents through providing education and jobs to improve their economic condition is important—and addressed in other elements—improving the neighborhoods they live in can also have a significant impact. A 2013 Harvard University/University of California at Berkeley study of metro areas found that when low-income families are residentially segregated from middle-income families, they have a very low rate of upward economic mobility.¹ It also showed that improving the neighborhood a child grows up in has

¹ http://www.equality-of-opportunity.org/images/mobility_geo.pdf

a direct positive correlation with the child's future success.

The recent successful infill housing in the Central Business District and other areas of the urban core has raised concerns about gentrification. Many cities have succeeded in their efforts to make a neighborhood a more prosperous and desirable place to live, but at the price of driving out long-time residents who could no longer afford to live there. Gentrification is not yet an extensive issue here, so we can take steps now to prevent it.

By identifying in advance those neighborhoods where gentrification may occur, we can develop policies and strategies to prevent the loss of affordable housing and help current residents adjust to market changes without being displaced. For example, we can develop housing initiatives focusing on residents with incomes below 80% of the area median. We can create strategic investment plans with nonprofit housing providers and provide fee waivers and/or waived development requirements for affordable housing development and preservation.

Sometimes simply designating an area for public infrastructure improvements or as a regional center for future development can drive up land values as market forces anticipate the change. Planning in advance for where those sites will be allows us and nonprofits to take steps like purchasing sites while the land values are still low and “banking” them for a few years until the time is right to develop them for affordable housing or other community services.

Combating Gentrification: Portland, Oregon

Portland is one of the most livable cities in the country, attracting young professionals, empty nesters and others with disposable incomes seeking an urban lifestyle. Entire neighborhoods have been transformed by this growth. But this urban success story has come at a price—rising housing prices are driving out long-time residents with lower incomes who can no longer afford to live there. A staggering 58% of Portland’s neighborhoods have experienced gentrification, the highest rate among the nation’s 50 largest cities. Portland Plan, the City’s 2012 strategic plan, adopted policies and actions to address this challenge. The 11-point plan calls for such actions as: *Affordability and Displacement Impact Analysis* studies before

the City rezones communities or invests in major transit or other public improvements; *encouraging mitigation* when those studies show people might be displaced; and *Community Benefits Agreements* like those requiring developers to hire locally and pay a living wage.

The City also developed a gentrification and risk assessment map that identifies neighborhoods at early, mid and late stages of gentrification. By predicting where the next wave of gentrification is likely occur, the City can work with residents and developers to ensure that people are able to remain in their homes and benefit from the changes in their neighborhoods.



2 Housing Choice

How can the City expand the market for housing, and capture an increased share of all housing types regionally?

H Goal 2

A variety of housing types (single-family detached, single-family attached, multifamily, as well as ownership and rental opportunities) are available at a variety of price and rent levels.

10.4

Despite recent strong growth in San Antonio, we are facing increased housing competition from neighboring communities and unincorporated Bexar County. Land costs are lower outside the city, and we've not been annexing land during the past decade. As a result, we've been capturing a decreasing share of the regional growth in single-family housing. And the city's capture of all types of new households in the metropolitan area has been declining steadily since 2000, from 77% of new units in 2001 to 58% in 2012. Decreased growth and not continuing to annex outward are not necessarily bad, but it does indicate that the city is becoming less competitive especially in the suburban single-family market.

The large, single-family developments in unincorporated areas of the county also generate large populations that rely on City infrastructure but are outside our land use controls and pay no property tax to the City. The Comprehensive Plan Initial Studies fiscal analysis found that new outward expansion is less fiscally beneficial to the City than are infill developments of all types. The analysis also found that compact, walkable communities offer three-to-four times greater fiscal benefits than do the traditional suburban residential neighborhoods that have been built during the past 50 years.

The City can ensure that land use designations and zoning districts allow and encourage a mixture of housing types and affordable housing units in development projects and provide incentives in targeted areas to increase the housing types that are in undersupply. We can also develop housing initiatives targeting not only the lowest income families, but also those with incomes between 80% and 120% of the median income. These initiatives facilitate the development of housing for low and moderate-income households in more affluent areas, while guarding against excessive gentrification within inner city neighborhoods.



Developments should receive public funding or use public financing tools to provide a mixture of housing types and/or affordable housing units.



Providing a variety of housing choices in walkable and bikeable neighborhoods located near transit, employment, retail, medical and recreational amenities is part of the housing vision.

3 Connected Neighborhood

How can San Antonio accommodate and provide more housing in and around where people work and play?

How can the City increase the walkability of San Antonio and its neighborhoods?

H Goal 3

Housing choices are available in walkable and bikeable neighborhoods located near transit, employment, retail, medical and recreational amenities.

Current development patterns make walking or biking within and between neighborhoods difficult, increasing reliance on the automobile. An analysis of housing preferences and existing housing conditions shows an unmet demand for walkable neighborhoods. Only 14% of San Antonio neighborhoods have Walk Scores that indicate it's a very or somewhat walkable location, and most of those are in our historic districts. While there have been some new single-family development projects with a more walkable design, it's clear that there is demand for even more, evidenced by the high market values of the historic districts.



Supporting and investing in pedestrian-scaled streetscapes and connecting neighborhoods promote placemaking and encourage walking and bicycling.

Encouraging walkable residential development not only diversifies the housing stock, these types of neighborhoods have positive impacts on health as well. Environments that encourage walking and biking increase residents' physical activity, which can help address health problems such as obesity, which is on the rise in San Antonio. Reduced auto use will also improve air quality.



Development of housing for seniors in walkable areas and near community amenities such as parks, recreation centers and senior centers should be encouraged.

The City can adopt development standards for new housing that requires designs, land use and infrastructure (such as pedestrian and bike paths and lanes) that support safe walking, biking and transit use within the neighborhood and to surrounding neighborhoods, work and amenities. We must also work with nonprofit affordable housing providers so that our current residents won't be priced out of participating in these neighborhood initiatives.

4 Priority Areas

How can the City create attractive housing in priority growth areas?

How can the City provide housing and neighborhoods that are attractive to young professionals and an educated workforce?

H Goal 4

Improved infrastructure, services and amenities increase market demand and attract residents to priority growth areas.

H Goal 5

High-density housing choices are available within the city's 13 regional centers and along its arterial and transit corridors.

The City has identified priority areas where housing can be increased: regional employment centers, urban centers, mixed-use centers, premium transit corridors, key arterial corridors, underserved areas of the city, areas of the city where there is high land capacity for growth and land near the city center.

San Antonio's polycentric economic geography, with large concentrations of employment and housing throughout the city, makes living near work more likely for many residents. There are eight regional employment centers that can become "Activity Centers" where we concentrate growth in employment, housing and amenities such as entertainment, retail and educational and cultural institutions. Portions of other center types currently are, or can be, attractive mixed-use areas supporting a range of housing types. The 13 regional centers can capture more than half of multifamily development during the next 30 years, transforming many areas into vibrant, high-density, highly walkable, mixed-use neighborhoods. (See Chapter 5, "Regional Centers" for maps and analysis.)

It's also more fiscally sustainable to concentrate higher-density housing and employment in regional centers and near transit stations than to continue the outward growth beyond the city's borders. Timing is critical. As the market realizes a neighborhood is being revitalized, land prices start to rise. We can develop specific action plans now that will support a mix of uses and higher-density development and provide incentives for developers to move quickly to provide a range of housing options. We can also invest in neighborhood amenities and infrastructure that will attract new employers, retail businesses and residents.



Market demand can be increased and new residents attracted to priority growth areas by improving infrastructure, services and amenities and incentivizing high-density housing in regional centers.



Housing with a mix of uses and built with or adjacent to retail uses and public amenities will provide a more enlivened neighborhood.

San Antonio's Housing Commission for Preserving Dynamic and Diverse Neighborhoods

The Housing Commission for Preserving Dynamic and Diverse Neighborhoods is a 15-member coordinating body that makes recommendations to City Council on workforce/affordable housing production and preservation as well as policies to minimize displacement and mitigate the effects of neighborhood change. Since September 2015 this City Council-appointed Commission has been working to tackle complex issues such as: *zoning and development codes*, *manufactured housing*, and the planning for San Antonio's first potential *affordable housing bond*.

In partnership with City staff, the Housing Commission is completing a first-of-its-kind assessment. This valuation has a two-pronged approach. First we will identify existing policies and programs that increase the cost of developing new affordable housing and contribute to the loss of existing affordable housing. That will be followed up by proposed policy changes to mitigate those impacts. The results of the Policy & Program Assessment are anticipated by late 2016.



5 Infill Neighborhoods

How can San Antonio preserve and rehabilitate its existing and aging housing stock, especially its affordable housing stock?

How can the City address the needs of its existing residents as they age in the community, especially the city's seniors?

H Goal 6

Infill development and revitalized neighborhoods provide a range of housing choices near the city center.

10.8

Multifamily housing development has been increasing in the inner core of San Antonio. Over 30% of all apartment development (the number of units under construction, approved or planned) is taking place within Loop 410. The area still has a large number of vacant and underutilized parcels, indicating the buildings are out of date and the sites are not meeting market demand for their current zoning designation. Allowing them to redevelop with a new mixture of uses, and specifically introducing housing, can help revitalize those areas and improve the neighborhoods around them.

Some neighborhoods are already engaged in long-term revitalization. Examples of revitalization programs providing replicable best practices from the EastPoint effort, including Choice Neighborhood, Eastside Promise Neighborhood and Eastside Promise Zone. We must provide a revitalization toolbox to existing neighborhoods and developers to encourage and guide investment in our existing neighborhoods.

Recent infill development has raised some concerns about the compatibility of those developments with existing neighborhoods, in terms of character, design and perceived density. Context-sensitive development policies can ensure the character of neighborhoods is enhanced by new development.

We can also help seniors remain in their homes through programs that support retrofitting, repairing and maintaining their homes. Or, if they choose to move to more walkable neighborhoods near amenities, we can ensure there are housing options for seniors available.

The City is now coordinating housing and community development through an interagency collaborative. REnewSA takes a place-based approach aimed at restoring the vitality of existing neighborhoods and commercial corridors. The partnership is led by the City of San Antonio's Department of Planning & Community Development and includes nonprofit housing providers, Build San Antonio Green, the San Antonio Housing Authority, and the City's Office of Historic Preservation, OUR SA (Office of Urban Redevelopment), Transportation & Capital Improvements Department, Development Services Department, Center City Development Office and Office of Sustainability.



Fee waivers and/or adjusted development requirements could be provided to incentivize affordable housing development and preservation.



Identifying and incentivizing mixed income catalyst projects within underserved areas should include a mix of housing that is affordable to a variety of households, including seniors.

Transit-Oriented Development Fund: Denver, Colorado

With a population, expected to double by 2035, Denver began the largest expansion of mass transit in the country in 2004. But as light rail, new lines and stations were built, costs of nearby housing began to soar. This inspired the first affordable housing Transit-Oriented Development (TOD) acquisition fund in the country, a partnership of government, quasi-governmental organizations, banks, nonprofits and foundations. This innovative financing mechanism provides affordable housing choices where market forces alone might otherwise have made that impossible. By making *strategic property acquisitions* in current and future

transit corridors the fund *purchases land for affordable housing* at stations and makes capital available at low rates, allowing affordable housing developers *time to arrange financing* to buy the site later.

By “banking” the land in Denver’s TOD corridors, the fund supports affordable housing in the region, especially for low-income populations that are frequently transit-dependent.



Goals and Policies

The City is proactively addressing the challenges and opportunities of changing housing trends, land supply, affordability, the environment and our quality of life here in San Antonio for existing and future residents. The Housing Element (H) goals were developed in response to questions in six key areas about the types, locations, density and sustainability of our future neighborhoods and available housing.

HOUSING (H) GOALS

Six goals were developed to fulfill the City's vision and to address the key issues identified for the Housing element.

- **H Goal 1:** Housing for lower-income residents is available throughout the community with the greatest proportion in priority growth areas with high levels of connectivity and amenities.
- **H Goal 2:** A variety of housing types (single-family detached, single-family attached, multifamily, as well as ownership and rental opportunities) is available at a variety of price and rent levels.
- **H Goal 3:** Housing choices are available in walkable and bikeable neighborhoods located near transit, employment, retail, medical and recreational amenities.
- **H Goal 4:** Improved infrastructure, services and amenities increase market demand and attract residents to priority growth areas.
- **H Goal 5:** High-density housing choices are available within the city's 13 regional centers and along its arterial and transit corridors.
- **H Goal 6:** Infill development and revitalized neighborhoods provide a range of housing choices near the city center.

HOUSING (H) POLICIES

Affordable Housing for Low-Income Residents¹

- **H P1:** Work with affordable housing partners, such as SAHA and nonprofit housing providers, to develop strategic investment plans for targeted areas.
- **H P2:** Support nonprofit housing providers through provision of capacity building and technical assistance.
- **H P3:** Provide fee waivers and/or waived development requirements for affordable housing development and preservation.
- **H P4:** Develop incentives to reduce costs and attract affordable housing development within target areas.
- **H P5:** Develop affordable housing initiatives targeting all residents with incomes below 80% of the area median.
- **H P6:** Work with affordable housing partners and developers to provide affordable housing options for seniors.
- **H P7:** Identify and incentivize mixed income catalyst projects within underserved areas that include a mix of housing that is affordable to a variety of households.
- **H P8:** Create opportunities for new mixed-income housing in lower-income neighborhoods through an aggressive land banking initiative.

¹ Additional policies relating to affordable housing for low-income residents are contained within other topic areas below.

Housing Diversity and Choice

- **H P9:** Develop affordable housing initiatives targeting residents with incomes between 80% and 120% of the area median.
- **H P10:** Ensure land use designations and other policies allow for and encourage a mixture of housing types and densities of housing within development projects.
- **H P11:** Encourage and incentivize new housing development projects to provide a mixture of housing types, sizes and prices.
- **H P12:** Require developments that receive public funding or use public financing tools to provide affordable housing units.
- **H P13:** Require developments that receive public funding or use public financing tools from the City, via city grants or through other city sources, to provide a mixture of housing types (e.g., rentals and ownership opportunities, attached and detached single-family units, multifamily units, and housing with a range of sizes and amenities).
- **H P14:** Provide incentives in targeted areas to encourage development of housing types that are in undersupply.
- **H P15:** Develop an outreach plan to the local real estate and development community to highlight new housing products that are in demand throughout the country in an effort to attract new development types and/or builders to the city.
- **H P16:** Partner with the development community and incentivize the development of mixed housing prototype neighborhoods.

- **H P17:** Encourage development projects to have a mixture of uses.
- **H P18:** Encourage housing to be built with, near or adjacent to retail uses.

Priority Growth Areas

- **H P19:** Develop specific land use and action plans for regional centers and transit corridors that support housing, a mix of uses and higher-density development, and that discourage lower-density uses.
- **H P20:** Incentivize high-density housing in regional centers and along major public transit routes where appropriate.
- **H P21:** Develop transit supportive zoning and infrastructure improvement plans for regional centers and transit corridors.
- **H P22:** Redevelop vacant and underutilized properties on transit corridors into stand alone or mixed-use higher-density housing.
- **H P23:** Work with VIA Metropolitan Transit to develop high-capacity and high-frequency transit options that support higher-density housing.
- **H P24:** Encourage and incentivize the development of a range of affordable housing options in and near regional centers and transit corridors.
- **H P25:** Invest in neighborhood amenities and infrastructure that will benefit existing residents while attracting new residents to underserved areas.
- **H P26:** Attract new employers and retail businesses to regional centers near or adjacent to underserved areas.



Encouraging development that invests in a live-work-play environment will help San Antonio to become a more active, healthy city.

- **H P27:** Target a set of neighborhoods for investment of resources for a pre-determined number of years. “Grandfather” in started or planned affordable housing developments in an existing target area when changing to another target area to allow the developments to be completed cost effectively.

Infill Development and Existing Neighborhood

- **H P28:** Explore commercial and industrial areas in the core of the city for conversion to residential or mixed-use.
- **H P29:** Continue and expand existing incentive programs for infill development and periodically redefine the areas eligible for incentives based on development feasibility analysis.
- **H P30:** Ensure infill development is compatible with existing neighborhoods.

- **H P31:** Prioritize infrastructure investment within existing neighborhoods.
- **H P32:** Develop a revitalization toolbox available to existing neighborhoods and promote these tools to neighborhoods and developers.
- **H P33:** Provide increased funding and incentives for owner-occupied housing rehabilitation or reconstruction for residents in existing neighborhoods, conservation districts and historic districts.
- **H P34:** Develop and implement a plan to preserve and maintain affordable rental and ownership housing for lower income residents within revitalizing neighborhoods.
- **H P35:** Prioritize the maintenance and renovation of public spaces and amenities in targeted neighborhoods with input from the community.

- **H P36:** Develop a plan to allow seniors to remain in their homes, when feasible, through programs that support reinvestment, retrofitting, repair and maintenance of their homes.
- **H P37:** Support ongoing long-term, comprehensive neighborhood revitalization efforts (such as EastPoint).
- **H P38:** Initiate new comprehensive neighborhood revitalization efforts, implementing key lessons learned from EastPoint.

Walking, Biking and Transit

- **H P39:** Prioritize infrastructure investments to improve walkability and bikeability of existing neighborhoods.
- **H P40:** Adopt and implement development standards for new housing developments requiring infrastructure, land use, and design that support direct, comfortable, and safe walking, biking and transit use to surrounding neighborhoods, amenities and major streets.
- **H P41:** Encourage the development of amenity-based neighborhoods.



New comprehensive neighborhood revitalization efforts will be initiated implementing key lessons learned from other neighborhoods and ensure infill development is compatible with existing neighborhoods.

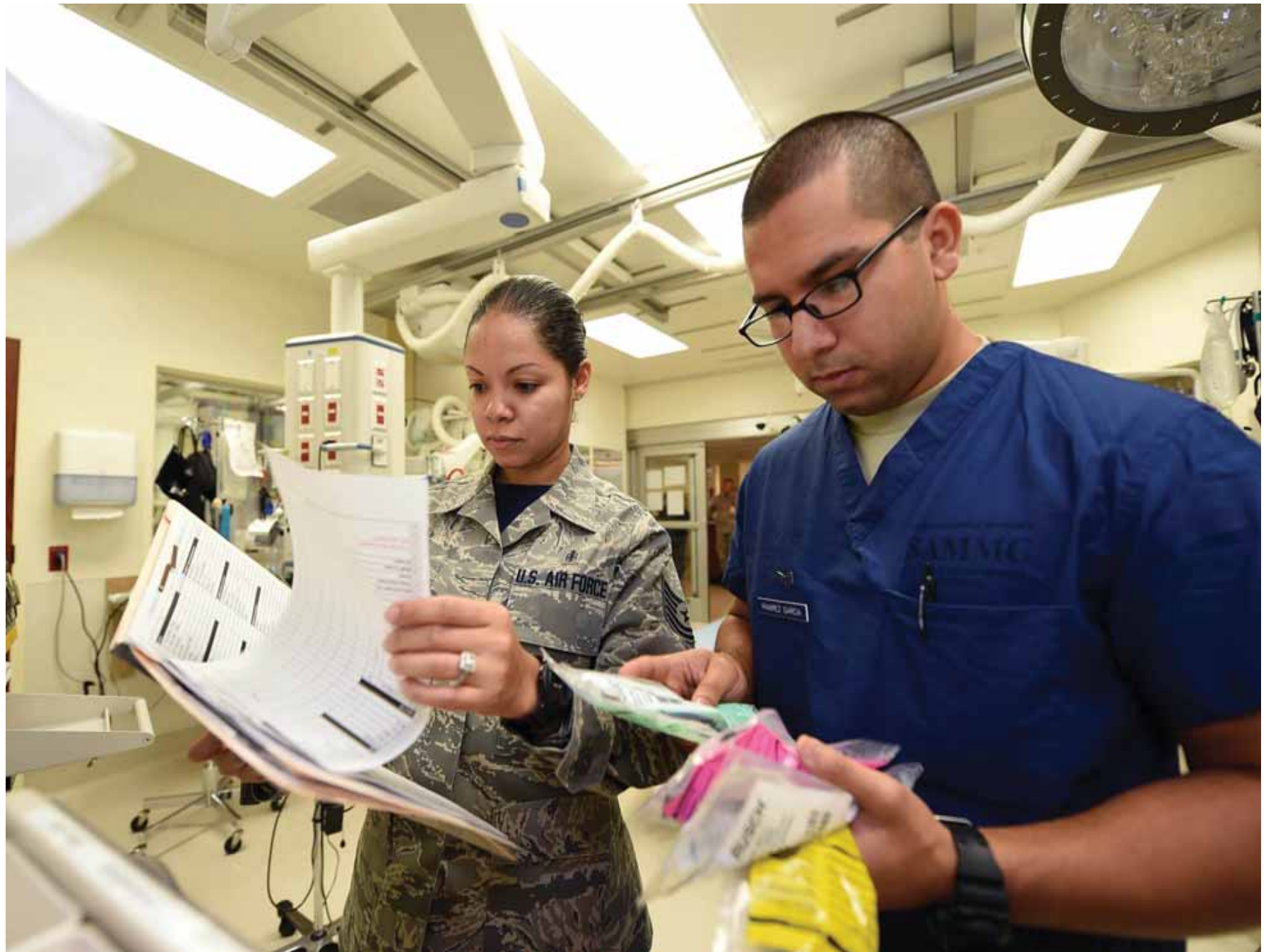
- **H P42:** Encourage the development of housing for seniors in walkable areas and near community amenities such as parks, recreation centers and senior centers.
- **H P43:** Implement development standards for nonprofit affordable housing developers so they will not be priced out of participating in walkable and bikeable neighborhood initiatives.
- **H P44:** Provide incentives and support to employers who create programs to encourage workers to live within a certain distance of work.

General Policies

- **H P45:** Implement policy recommendations developed in the City of San Antonio's Comprehensive Housing Needs Assessment and Strategic Housing Plan.
- **H P46:** Encourage new City plans and development proposals to consider and address the existing jobs-housing imbalance and the true combined housing and transportation (H+T) costs.



Creating a variety of housing types at a variety of price and rent levels in walkable, bikeable neighborhoods proximate to alternate transit methods will allow San Antonio to plan and grow wisely, diversify its demographics and keep a competitive advantage with its neighboring cities and public demand.





Chapter 11: Jobs and Economic Competitiveness (JEC)

San Antonio is an attractive place to do business. We're business friendly, with an affordable tax environment and business-friendly government supportive of new and developing businesses.

We're strategically located near the major sea ports of Houston and Corpus Christi and on the roadway and railway corridors that connect with Mexico, Canada, and the East and West Coasts. We have world-class universities and colleges. Our City-owned utilities, CPS Energy and San Antonio Water System, provide affordable energy and water with stable pricing. And, perhaps most important, San Antonio offers a high quality of life with a focus on family that attracts young workers.

There's no doubt that our city has strong assets and emerging economic opportunities.

But in the coming years, we must focus on opportunities and challenges that have been uncovered in an honest assessment of our city's economic competitiveness and the jobs available to our residents. Our economic geography lacks modern planning, the airport is constrained, our workforce lags behind in education and wages, college graduates are leaving the city and there's a lack of diversity in jobs and wage levels.

As in many other elements, it's clear that without a unifying, long-term plan, the region may very well be headed toward a stagnating economy with minimal job gains in an increasing competitive global market. The Jobs and Economic Competitiveness (JEC) goals and policies were developed to meet the five economic key challenges for our city that follow.

11.1

1 Economic Geography

How can we better define and take advantage of our distinct polycentric economic geography to enhance the potential benefits of emerging industry clusters?

JEC Goal 1

Employment is focused in the city's 13 Regional Centers, in site-specific locations in Urban Centers and along mobility corridors, providing easy connectivity for San Antonio's residents and businesses.

11.2

Generally speaking, employment and economic assets are widely dispersed throughout the city and not well connected. The scattered assets are largely due to the lack of appropriate master plans to guide/ attract employment growth to guide adequate land use controls and industry and geographic-specific incentives. Reflective of the nature of the major economic drivers present in San Antonio, these challenges have meant the City can't fully leverage these assets to create clustered businesses and spin-offs in similar industries.

However, a detailed analysis of job density also shows that jobs have somewhat organically concentrated into nine existing and four emerging regional centers along major transportation routes (see Regional Centers by Status on next page). About 50% of all jobs in San Antonio are within

those 13 regional economic centers, which have captured over half of all non-residential development since 2000.

Looking holistically at this polycentric pattern of regional centers can fundamentally change the way San Antonio envisions land use, urban form, transportation and community in the future. By developing strategic growth plans that align economic development with land use planning, public transit and infrastructure investment, these 13 regional centers can offer a wide variety of opportunities for employment-oriented uses, sites, infrastructure and amenities. Clustering similar industries within these centers will create formal and informal interactions between businesses, spurring additional economic activity.

Downtown has been, and should continue to be, a major economic focus because it anchors the multi-billion dollar tourism industry, has great potential to attract innovative and creative industries whose workers seek vibrant urban environments, and makes cost-effective use of large infrastructure investments already in place in the city's core. But other existing and emerging centers need similar levels of attention and investment to help them develop, promoting equity and access throughout the region

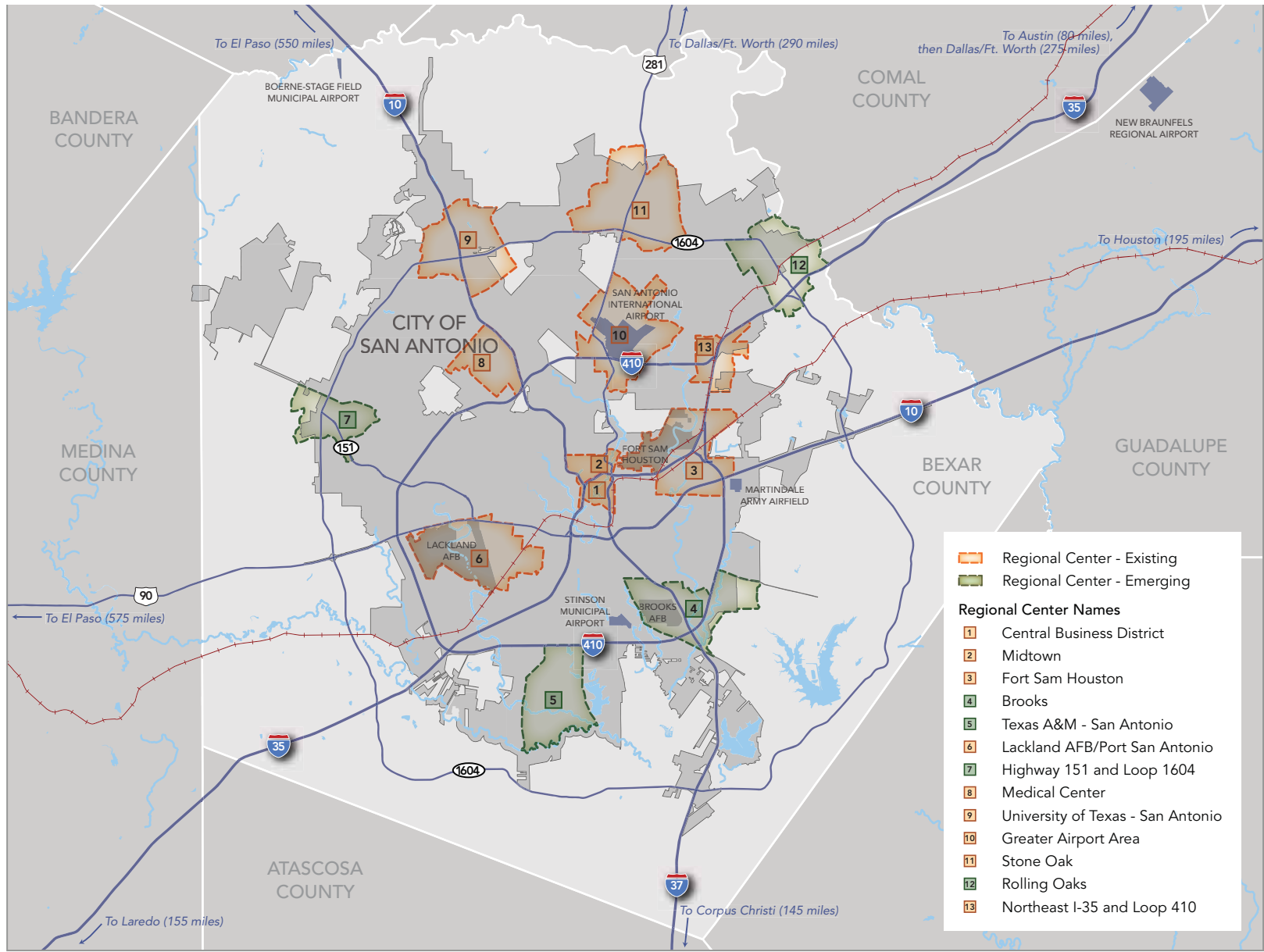
As compatible development surrounding bases is identified and prescribed, San Antonio should work with the military to attract developers who specialize in creating affordable, community-focused housing.

As with development in all parts of our city, access to transportation, green spaces, parks, trails, and proximate healthcare are all factors to consider.

Each center is different and its development will be directed by its existing uses (particularly those oriented to military, aviation or heavy industry). However, some of the centers are well positioned to develop as vibrant mixed-use places that offer a range of housing options and price ranges, allow higher-density and incorporate carefully designed and located amenities that will benefit both residents and employees of the center, as well as people in adjacent neighborhoods. These live-work-play environments attract development and businesses nationally, but are lacking in San Antonio.

The partnership of an active institution such as a university or an innovative large employer, working in concert with the City and other partners, can bring significant and rapid positive changes to areas that would otherwise remain vacant or underutilized for many years. We will also need to invest in and encourage greater multimodal and transit connections between all the centers, as well as other key corridors and activity areas.

Innovative, creative thinking about these regional centers and encouraging and supporting appropriate growth within them is a key strategy for preserving our existing lower-density, single-family neighborhoods so they retain their character in the face of significant expected population and job growth.



Regional Centers by Status



2 Economic Diversity

How can we diversify our economic base and attract jobs with higher wages?

JEC Goal 2

Traditional and targeted growth industries support San Antonio's diversified economy and provide a range of job opportunities.

11.4

San Antonio is home to the corporate headquarters of USAA, Valero Energy, NuStar, Whataburger, Southwest Business Corporation (SWBC) and HEB Grocery stores, with a combined total of approximately 40,000 employees.

But our economy is mainly driven by four major industries: tourism, healthcare, the military and education (see sidebar). Between 2000 and 2012, these industries increased in employment by 80,811 jobs and accounted for 80% of new jobs in the city. The issue for the City is that while these industries provide a strong economic base, they offer wages 20% below average. The average annual wage for workers in Bexar County was about \$45,000 in 2014. The average annual wage of workers in those four industries was \$36,179. These industries are also dependent on changeable state and federal policy and spending levels.

Going forward, economic development efforts need to shift to industries that produce employment in the 21st century, including business within specifically targeted industry sectors.

There is growing recognition and active efforts to diversify and expand our economic base into 21st century industries that provide better wages, diversify the economy of San Antonio and can be leveraged to develop support businesses, startups and spin-offs. These targeted industries include:

Biosciences and Scientific R&D

Local operations represent nationally recognized cutting-edge biotech companies and well-respected global enterprises like Medtronic and Becton Dickinson. Global-minded companies like Xenex and Canadian medical device company Innovative Trauma Care, as well as German biosciences company CytoCentrics, have noticed and have chosen to make San Antonio their base of operations.

Information Technology/Cybersecurity

This burgeoning industry is anchored by IT hosting company Rackspace, which is attracting more companies involved in Internet infrastructure such as Peer 1 Hosting, a Canada-based company, recently located an office in the Pearl. Another example is Geekdom, a start-up incubator and co-working space located in San Antonio.

Cybersecurity companies continue to grow in San Antonio due to the presence of the Air Force's Cyber and Intelligence Commands and the NSA's Texas Cryptologic Center.

Advanced Manufacturing

Boeing, Standard Aero and General Dynamics, all located in Port San Antonio, are leaders in the aerospace industry. Toyota has a major manufacturing plant in the southern area of the city. This category includes aerospace, auto, heavy equipment and other high-automation manufacturing.

New Energy

CPS Energy is partnering with a consortium of businesses focused on solar, battery, and other power storage and distribution opportunities, such as solar module manufacturer Mission Solar Energy that is located at Brooks City Base. The city is near the Eagle Ford Shale formation along I-37 and I-35, and oil and natural gas drilling companies rely on us to provide support services.

Cultural and Creative

This industry is aspirational, reflecting the recognition that creativity and cultural uniqueness will play an increasingly important role in our economy. San Antonio's burgeoning art, music and film industries are staking out a global identity that will attract a desirable workforce and innovative companies. New cutting edge firms, such as Tribu and HeartFire Media, are popping up every day.

One of San Antonio's traditional value propositions for attracting companies, low-cost labor, no longer entices targeted industries in the way it once lured call centers and other back-office operations. Instead, the city's ability to grow and attract these newer industries will be based on the expertise, relationships and funding options associated with the area's military bases, growing research universities and spin-off companies emerging from those great assets.



San Antonio is actively working to diversify its economy - primarily comprised of tourism, healthcare, the military and education - in order to provide better wages and to develop support businesses, startups and spin-offs.

Is San Antonio cyber-savvy?

San Antonio's association with the military and with scientific research has helped create a unique combination and concentration of technology resources making us a leader in cybersecurity. This specialization creates a foundation for over 80 cybersecurity, defense companies and institutes and 7,500 Sensitive Compartmented Information (SCI) employees and includes:

- JBSA-Lackland's Security Hill, home to the 24th Air Forces Cyber (AFCYBER), part of the U.S. Cyber Command;
- University of Texas at San Antonio Institute for Cyber Security (ICS); and
- Southwest Regional Institute (SwRI).

Looking forward, this nucleus of U.S. and world-leading cyber and defense technology is poised to attract greater job diversity and new innovative spin-off industries to San Antonio.

OUR TRADITIONAL ECONOMIC ASSETS

San Antonio's economy is mainly driven by four traditional industries: Tourism/Hospitality, Healthcare, Education and the Military.

Tourism/Hospitality

Over 80% of our 31 million annual visitors come to San Antonio to explore our city's cultural, historic and leisure activities. Some of our most popular sites include:

- The San Antonio Missions UNESCO World Heritage Site including The Alamo;
- River Walk;
- Yanaguana Garden;
- Tobin Center for the Performing Arts;
- SeaWorld San Antonio and Six Flags Fiesta Texas;
- Market Square;
- Pearl Brewery; and
- Historic neighborhoods including King William, Mahncke Park and Monte Vista.

In recent years we have also become a top destination for conventions, hosting 6.2 million business visitors annually. In 2016, our new Henry B. Gonzalez Convention Center and Hemisfair area are scheduled to be completed.

Healthcare

The South Texas Medical Center is a major cluster of healthcare facilities, with 45 institutions and supporting facilities, including 12 hospitals, five specialty institutions and the University of Texas Health Science Center, a leading health education center. The San Antonio Military Medical Center at Fort Sam Houston is the largest military hospital in the United States and the only Level 1 Trauma Center, bringing in patients and their families from all over the world.

The Military

We're known as "Military City, USA." The US military has been active in San Antonio for over 300 years. Currently, we're home to three major bases, Fort Sam Houston, Lackland Air Force Base and Randolph Air Force Base. Along with eight other operating areas and the almost 30,000-acre Camp Bullis training camp, these facilities together form the largest joint base operations for the Department of Defense. The facilities house major cybersecurity, intelligence, surveillance and reconnaissance services. Additionally, NSA Texas/the Texas Cryptologic Center are located in northwest San Antonio.

Education

More than 160,000 students attend the 15 higher education institutions located within 50 miles our city, including: the University of Texas at San Antonio (UTSA); the growing Texas A&M University-San Antonio; the UT Health Science Center; Texas State University; Trinity University; University of the Incarnate Word (UIW); St. Mary's University; Our Lady of the Lake University; Wayland Baptist University; Texas Lutheran University; and the Alamo Community College District with its five colleges.

UCSF Regional Center Planning: San Francisco, California

Since the early 2000s, the University of California San Francisco's (UCSF) Mission Bay Campus has transformed a mostly-vacant former rail yard into a state-of-the-art biotechnology campus. Today, UCSF is an economic engine for San Francisco, as well as the anchor of the city's largest urban development in several decades. Mission Bay's success is largely due to cooperation and collaboration between the university, the City, landowners and the surrounding community.

Strategic land and space planning is contributing to the rapid growth of the Mission Bay Campus, the surrounding neighborhoods and the biotechnology industry in San Francisco.

The master planning process allowed the City to work with UCSF to: *foster regional development* in the biotechnology industry; create a supportive *mixed-use development program*; and *engage the community* to minimize potential neighborhood impacts of Mission's Bay development.

Regional center planning that incorporates increased development flexibility available in mixed-use centers, an expanded appetite for density in key areas and a more robust approach to regional transit will yield fiscal, environmental, mobility and social benefits for the City and its residents and businesses.



3 Workforce

How can we grow and attract a more educated workforce?

JEC Goal 3

San Antonio's skilled and educated workforce supports the city's traditional and emerging growth industries.

11.8

San Antonio is behind the state and the country in workers age 25 to 34 with bachelors and advanced degrees. We also lag behind our peer Texas cities (Austin, Houston, and Dallas). It's not that the education is not available here. Many of our college graduates leave San Antonio, citing a lack of attractive, dense neighborhoods that are important to young professionals, lack of centralized social centers, inadequate public transit and the low walkability.

As our young people plan their lives, we need to ensure that they have access to the education that supports both traditional and targeted emerging industries and attractive job opportunities locally.

And we need to ensure that our college graduates—and graduates from other areas—find San Antonio an attractive place to live and work. Younger workers

have demonstrated a greater affinity than previous generations for moving to and raising families in distinctly vibrant urban environments. They are the living embodiment of the idea that great places are defined by their power to attract and engage people. San Antonio's current urban form—defined for the most part by low-density, single use developments connected by an auto-centric transportation system—does not offer the kind of places that attract today's young, skilled, innovative workers. Continuing with the status quo and perpetuating the same basic development types and patterns that have dominated the city over the past few decades

will hamper San Antonio's goal of developing into a center of innovation and creative industry.

Instead, the city must plan for and encourage more neighborhoods and districts that offer the density, mix of uses, mobility options, and amenities that draw skilled millennial workers, retiring baby boomers, and many other segments of the population that crave sustainable, walkable and human-scaled places to live.

In this sense, our land use, urban design, and mobility goals and policies are also economic development policies.



In order to attract a skilled and educated workforce, San Antonio must provide a greater diversity of employment opportunities in targeted industries and invest in quality-of-life and livability amenities that are attractive to innovative businesses and their employees.

Attracting an Innovative and Entrepreneurial Environment: Austin, Texas

In 2010, while many regions in the United States struggled under the weight of the 2008 economic recession, Austin, Texas was the sixth fastest growing city in the nation. Led by strong growth in the innovation and high-tech sectors, Greater Austin ranked among the top metropolitan regions for economic recovery and job growth, and was listed as a top relocation city for young professionals, entrepreneurs, and students among mid-sized cities. Austin's rise did not happen overnight, but rather was a carefully structured process that included: decades of *strategic collaboration* between government, academic and industry partners

fostering policies to attract and retain high tech and innovation companies to the region; creation of an *entrepreneurial business climate* that supports a strong regional economy; and *capitalizing on its unique location and quality of life* as a differentiating factor in luring the top talent from around the country.

Austin's ability to successfully attract technology firms, cultivate homegrown technology start-ups and lure young professionals has led to the development of some of the city's most vibrant and growing regional sectors of the economy.



4 Business Attraction and Retention

How can we create and maintain over 500,000 additional jobs requiring a diverse range of education and expertise over the next 25 years?

How can we best coordinate efforts with regional partners to better position the city and the region in the national and global economy?



To retain existing business and attract new, the City of San Antonio must maintain an innovative business climate that fosters technologies and create public-private partnerships with the city's major public and governmental assets, public institutions and major employers.

San Antonio needs to continue to be an attractive place to do business to ensure that we can successfully attract new employers and retain and expand existing businesses. And, we must ensure that San Antonio is an attractive place for direct foreign investment and an ideal location for exporting goods and services. To do this, San Antonio needs to elevate our role in the regional, national and international economy and better coordinate efforts with regional partners to attract attention to the city.

As a major gateway city, San Antonio plays an important role facilitating trade between Mexico and South Central Texas. We have the required assets to increase export and trade activities on both a national and international scale. The 2015 Trade & Investment Strategy identifies ways of connecting San Antonio with economic opportunities around the world.

JEC Goal 4

San Antonio's economic environment fosters innovation and attracts new and innovative businesses, investment and industries.

JEC Goal 5

San Antonio plays an important role in the regional, national and international economy.

Employers want and need to be where they have access to a talented and well-educated workforce—the kind that gravitates to exciting, great places to live and work. And new, entrepreneurial companies need to be nurtured and supported.

11.10

Our Business Incubation

Our entrepreneurial spirit is growing with the help of support organizations that provide both technical assistance and networking support:

- Café Commerce teaches young professionals to “think like an entrepreneur” and serves as a central repository for support services offered by a variety of public and private providers.
- The Texas Technology Transfer Development Center (T3DC) helps coordinate and mobilize risk capital and matches it with a programmatic process for helping entrepreneurs become investment quality ventures—accelerating innovation-led economic development.
- UTSA’s Center for Innovation, Technology and Entrepreneurship (CITE) creates a pipeline for UTSA faculty, students and the surrounding business community to develop new technology ventures.
- Geekdom is a technology incubator and co-working space that provides programming and mentorship for a growing downtown tech-ecosystem.
- TechBloc is an advocacy group for the tech industry, focused on making San Antonio an even more desirable place for tech workers and businesses.
- The Southwest Research Institute (SwRI), with 2,800 employees, is a major anchor of research and development for industrial and government clients. The independent, nonprofit organization focuses on the creation and transfer of technology in engineering and physical sciences.



Goals and Policies

A willingness to question the status quo and consider alternative approaches will allow our city to remain nationally competitive and has the added benefit that multiple plan goals can be realized through the implementation of a single new approach. The goals and policies that will drive jobs and economic development are linked with other important policy directives, including land use, transportation and environmental sustainability. The same policies that will support attraction of young, skilled workers to San Antonio and leverage the unique polycentric pattern of regional economic centers also align perfectly with strategies for creating higher-density, mixed-use developments to help accommodate the addition of 1.1 million people to the San Antonio area, while also improving transportation options to limit reliance on cars. Each also has environmental benefits for air quality, water conservation and cleaning and managing stormwater.

The five Jobs and Economic Competitiveness goals address the key issues identified above and provide the framework for the policies and actions the City will take as a result of the SA Tomorrow process. The policies are not associated with specific goals, but are grouped by common themes.

JOBS AND ECONOMIC COMPETITIVENESS (JEC) GOALS

Five goals were developed to fulfill the City's vision and to address the key issues identified for the Jobs and Economic Competitiveness element.

- **JEC Goal 1:** Employment is focused in the city's 13 Regional Centers, in site-specific locations in Urban Centers and along mobility corridors, providing easy connectivity for San Antonio's residents and businesses.
- **JEC Goal 2:** Traditional and targeted growth industries support San Antonio's diversified economy and provide a wide range of job opportunities.
- **JEC Goal 3:** San Antonio's skilled and educated workforce supports the city's traditional and emerging growth industries.
- **JEC Goal 4:** San Antonio's economic environment fosters innovation and attracts new and innovative businesses, investment and industries.
- **JEC Goal 5:** San Antonio plays an important role in the regional, national, and international economy.



While a workforce and economic drivers should be diversified, continued support of San Antonio's traditional industries as entryways for needed entry-level positions for a growing population is also important.

JOBS AND ECONOMIC COMPETITIVENESS (JEC) POLICIES

Economic Diversification and Target Industries

- **JEC P1:** Target and incent job growth within the city's target industries, including:
 - Healthcare, biosciences, life sciences and scientific R&D;
 - Information technology and cybersecurity;
 - Advanced manufacturing (Aero, Auto, Heavy Equipment);
 - New Energy (Solar, Battery, Natural Gas); and
 - Cultural and Creative Industries.
- **JEC P2:** Market and promote the city's assets within target industries nationally and internationally.
- **JEC P3:** Align regional centers and other employment centers with target industries and market these areas to prospective businesses.
- **JEC P4:** Market San Antonio's competencies and competitive advantages in cloud computing, big data, hosting and cybersecurity.
- **JEC P5:** Invest in the creation, development and redevelopment of employment hubs that allow for the collocating of businesses within target industries.
- **JEC P6:** Identify one or more regional centers to create an innovation district to serve as the center of the innovation economy within San Antonio (e.g., Downtown or Medical Center).

Education and Training

- **JEC P7:** Support collective impact initiatives that identify, prioritize and support accountability in the execution of comprehensive workforce development strategies that ensure the entire spectrum of San Antonio citizens have access to the training that can connect them to gainful employments.
- **JEC P8:** Identify talent gaps that are critical constraints for targeted industry growth and coordinate short and long-term comprehensive solutions to close those talent gaps for both targeted and traditional industries through partnership with high schools, community colleges, universities and other training providers and intermediaries.
- **JEC P9:** Pursue alignment of P-16 educational institutions and training providers to create clear, connected and continuous career pathways that also provide opportunities for internships, apprenticeships and job training for all students.
- **JEC P10:** Invest in the alignment of efforts and resources that help connect residents of chronically distressed areas, underserved or underrepresented residents, the formerly incarcerated and other populations secure wrap-around services that can help mitigate challenges securing training and job opportunities.

Business / Economic Climate

- **JEC P11:** Work with the city's economic partners to identify opportunities for increasing export activities and foreign direct investment into San Antonio and San Antonio's businesses.
- **JEC P12:** Engage trade groups, target industry representatives and investors on a regular basis in order to educate interested parties on the opportunities and assets that exist in San Antonio.
- **JEC P13:** Execute the 2015 Trade and Investment Strategy through support for partners such as the Free Trade Alliance of San Antonio and the San Antonio Economic Development Foundation through regular communication and targeted joint efforts.
- **JEC P14:** Work with other communities in the Central/South Texas region to market the area's strengths and highlight each community's unique assets.
- **JEC P15:** Work to identify common projects with communities along the Austin-San Antonio corridor and begin to plan as a region.
- **JEC P16:** Leverage the major assets within San Antonio's traditional industries to bring attention to other economic opportunities within San Antonio.

Business Attraction and Retention

- **JEC P17:** Market the strength of San Antonio's traditional industries to attract additional economic activity.
- **JEC P18:** Partner with the city's major public and governmental assets, public institutions and major employers to create public-private partnerships that generate economic activity out of public institutions.
- **JEC P19:** Identify ways to reduce barriers to entry for new businesses.
- **JEC P20:** Ensure that the city fosters an innovative business climate that is open to new technologies.
- **JEC P21:** Cluster businesses within similar and compatible industries and public institutions geographically to encourage increased interaction and collaboration.
- **JEC P22:** Partner with the military to identify ways to generate business creation that supports and leverages military activities in the city.

Workforce Attraction

- **JEC P23:** Attract a skilled and educated workforce by providing a greater diversity of employment opportunities in targeted industries.
- **JEC P24:** Continue to support San Antonio's traditional industries as entryways for needed entry-level positions for a growing population.
- **JEC P25:** Continue efforts to revitalize the urban core and encourage creation of other mixed-use nodes in order to create environments attractive to young professionals and other workers.
- **JEC P26:** Create the modern workplaces and walkable neighborhoods that will attract young professionals.
- **JEC P27:** Invest in quality-of-life and livability amenities (i.e. public spaces, civic amenities, parks and trails, public libraries, multimodal transportation options) that are attractive to innovative businesses and their employees.
- **JEC P28:** Create and support social networks and programs that allow for the interaction of businesses, education institutions and the San Antonio workforce.

Land Use and Connectivity

- **JEC P29:** Develop master plans for the regional centers to align land use with future development demand and to direct industries to the appropriate regional centers.
- **JEC P30:** Coordinate economic development efforts and land use plans to encourage and incentivize employment growth within regional centers and along transit corridors.
- **JEC P31:** Create gathering places that encourage interactions between people within regional centers and along transit and other transportation corridors.
- **JEC P32:** Enhance and increase connectivity for multiple modes of transportation to and from regional centers and other employment hubs.
- **JEC P33:** Encourage the appropriate mixture of industries and uses within regional centers by identifying each center's market strengths, and niches and uses that support these strengths.
- **JEC P34:** Provide needed support to the large redevelopment projects to catalyze employment growth (Port San Antonio, Brooks, Texas A&M University-San Antonio, and Hemisfair).

Infrastructure Investment

- **JEC P35:** Prioritize and catalyze development with infrastructure investments that facilitate new development in priority growth areas.
- **JEC P36:** Identify and invest in opportunities to retrofit existing infrastructure to allow for a mixture of uses and facilitate denser development.
- **JEC P37:** Invest in the infrastructure needed to support the growth of San Antonio's target industries.
- **JEC P38:** Prioritize traditional infrastructure investments such as road and rail projects that support the growth of San Antonio's traditional industries.
- **JEC P39:** Invest in and leverage emerging infrastructure investments that provide increased communication and connectivity that support San Antonio's traditional industries.



San Antonio's primary industries/economic drivers can be leveraged to bring attention to other economic opportunities within the city and attract bright students, employees and promising businesses.





Chapter 12: Community Health and Wellness (CHW)

Safe, healthy and well-educated citizens of all ages are the basis of a prosperous and high-quality city. Policies and programs that increase access to multimodal transportation, parks and open space, recreation activities, healthy foods, healthcare services and educational opportunities all enhance community health in San Antonio.

Healthcare is a major economic driver in Bexar County, and San Antonio residents have access to numerous high-quality healthcare resources.

In spite of that, many in the San Antonio community face serious health challenges. In 2016, of 241 measured counties in Texas, Bexar County ranked 81st in overall health outcomes, 31st in health behaviors, 61st in length of life and 148th in quality of life. In 2014, almost 1 in 3 residents was obese, while 1 in 7 had diabetes.

Health outcomes in San Antonio must improve. As in many other elements, it's clear that "business as usual" can't continue. The Community Health and Wellness (CHW) goals and policies were developed to meet the six health and wellness challenges for our City that follow.



Continuing to grow our network of farmers markets, such as this one on La Cantera Parkway, will help to ensure all residents have access to healthy and sustainable foods.

1 Healthcare and Food

How can San Antonio improve access to healthcare, education, healthy food and recreational and exercise opportunities?

How can San Antonio increase opportunities for and support of healthy food production, distribution and equitable access?

CHW Goal 1

Healthy food, health services, health literacy and proven education programs are easily accessible to all residents, regardless of location, income, age, race, ethnic background or ability level.

12.2

Access to healthcare, defined as the percentage of the civilian population under 65 with health insurance coverage, remains a challenge in San Antonio. Although access to healthcare stood at 73% in 2012 and increased under the Affordable Care Act, there are still unaddressed gaps in healthcare coverage. In 2014, 23% of adults and 8% of children in Bexar County were uninsured. In 2012, 19% of respondents in the community health assessment reported delaying medical care due to cost. Even those with insurance find that healthcare

resources are not equally distributed across the region. In addition, there are limited non-auto transportation options for reaching healthcare destinations.

Access to healthy foods is also an ongoing concern. According to the 2013 Bexar County Community Health Assessment, only 22% of adults eat three or more vegetables per day, and only 12% eat three or more fruits. Among children, 40% eat five or more fruits and vegetables daily, but 25% also consume at least one soda a day. Fresh food is simply hard to find in some areas: 40% of the county's urbanized population lived at least one mile from a grocery store and the number of farmers markets decreased by 26% between 2009 and 2013 while they increased in both Texas and the US. Contributing to the lack of healthy options, 52% of all restaurants—in both the county and the city—are fast food establishments.

Although the full impact of the Affordable Care Act (ACA) is not yet clear, the proportion of uninsured residents is expected to decrease over the long term. But more actions will be needed to address the uneven distribution of healthcare facilities, limited transportation options and other factors making it difficult for residents to have equitable access to

healthcare resources. The process of improving access can begin by first identifying where gaps in healthcare resources at the community level may exist. This information can then be used in partnership with community leaders and public transit agencies to design and implement solutions that improve access to and availability of healthcare resources in each community where problems have been identified.

Efforts to improve access to healthy food can also begin by identifying which areas in the city lack access to affordable fruits, vegetables, whole grains, low fat milk, and the other foods that make up a healthy diet. Knowing where these "food deserts" exist will allow us to target these communities and implement policies that support the development of affordable, healthy food options.

A critical strategy will be to encourage the development of grocery stores offering healthy, natural foods along with farmer's markets, community gardens and other amenities within ¼ to ½ mile walking distance of all neighborhoods. We also need to educate community members about the value of good nutrition and healthy foods and discourage the consumption of fast foods and unhealthy, highly processed foods.

Urban Garden Network: Los Angeles, California

The Urban Garden Network in Los Angeles is a community-planned and controlled series of urban open space gardens that provide community access to fresh, local produce. The gardens are an extension of the Motor Avenue Farmer's Market program. In total there are six gardens: two garden parklets, one community garden and three gardens at local schools. With support from local officials, corporations, foundations and the community, the gardens

help to: *improve food quality and access for kids and families; elevate community health practices and sustainability; and foster opportunities for social, education and recreation activities.*

The Urban Garden Program is an exemplary model for other cities to emulate in their efforts to educate children and adults on the benefits of healthy living and sustainability.



2 Physical Activity

How can San Antonio expand parks, trails, and recreation opportunities and ensure equitable access to these important assets citywide?

CHW Goal 2

San Antonio residents are physically active and have safe and convenient access to recreation opportunities.

12.4

Inadequate physical activity is a major source of health issues. Despite programs that promote healthy lifestyles, physical activity levels in San Antonio have declined in recent years. Between 2010 and 2013, regular participation in physical education in schools declined from 55% to 43%. The community also believes that physical activity is not encouraged on local streets because of the city's narrow lanes, lack of bicycle facilities, poor lighting, potholes, lack of sidewalks and prohibitions against playing in the street.

The city does have a robust parks and recreation system. In 2014, there were 18 acres of parkland for every 1,000 residents. Because of population growth, the park ratio declined from 2010 when there were 20.7 acres of parkland per 1,000 residents, although it is still above the national average. But more significantly, the size and distribution of parks in the city is uneven. As a consequence, only 33% of the population lives within walking distance of a park.

In the short term, the City can work with local schools, as it is now doing with SPARK parks, to allow open access to school playgrounds during non-school hours.

Long term, the City needs to provide parks and recreation amenities on a citywide basis, with a particular focus on areas that are currently underserved. It can also work to provide access to other green space such as community gardens, orchards, trails, greenways and creekways. By developing a network of bike lanes physically separated from vehicle lanes and connected with creek sub-street bike paths, the City could provide seamless, safe citywide travel for bicyclists. Development codes can also be reviewed and revised to improve walkability and provide recreation/play opportunities within the public realm.

Our City's Recreation Assets

The City of San Antonio operates and maintains:

- 244 parks;
- 100 miles of trails;
- 27 pools;
- 41 community and fitness centers; and
- The Botanic Garden and Conservatory.



3 Water

How can San Antonio continue ongoing efforts to expand and diversify San Antonio's water supply and to improve conservation measures throughout the city?

CHW Goal 3

All San Antonio residents and businesses have access to sufficient clean, sustainable and affordable water during foreseeable conditions.

The City of San Antonio historically relied almost entirely on a single source of water, the Edwards Aquifer. Through water management planning, diversification of supply and an award-winning conservation program, San Antonio has made great strides towards developing a sustainable supply of water. SAWS has diversified its water sources to reduce reliance on the Edwards Aquifer and added new sources, including the Twin Oaks Aquifer Storage and Recovery plant that stores water underground for peak use or during droughts. The City also has the largest direct water recycling program in the nation, using recycled water to irrigate institutional, commercial and industrial campuses, as well as parks, golf courses, lawns and the River Walk.

Water quality in San Antonio is excellent. In 2012, Bexar County met the national benchmark for safe drinking water—absolutely no samples from SAWS facilities had health-based violations. This contrasts with the rest of the state, where 6% of the population obtained drinking water from sources with health-based violations.

However, San Antonio still faces challenges related to regulations, extreme weather and demand for water associated with outdoor irrigation. In response, SAWS has developed an ambitious plan to expand the water supply and to save water through conservation measures.

In addition to developing new water supply sources, the City and its regional partners should work together to protect all existing water sources. A land management plan can protect the recharge zones of the Edwards Aquifer and other area waterways by discouraging land-intensive development patterns in the Edwards Aquifer. The City can further protect these vital water supply sources by working with the San Antonio River Authority (SARA) to develop and update plans, standards and regulations for development on or near watersheds, aquifers, flood

zones and stream restoration areas. The City can also identify aquifer recharge areas and acquire them as open space, using voter approved sales tax proceeds.

The SAWS water quality protection program is one of the most aggressive in the state and includes sampling, monitoring and enforcement. Based on this strong foundation, a sound water quality protection plan will ensure the City can continue to provide clean water at affordable rates far into the future.



As growth pressures continue to put strain on our natural resources we will need to create innovative approaches to manage and ensure a sustainable water supply for the future.

4 Transportation

How can San Antonio enhance multimodal transportation options and choices and encourage active transportation?

CHW Goal 4

San Antonio provides a range of convenient, safe and comfortable active transportation options for all users and abilities and many regularly use multimodal options such as walking, biking and transit. (See also TC Goal 5)

12.6

Land use patterns in San Antonio over the past 60 years have created a transportation system dominated by single-occupancy automobile trips. Biking, walking and transit lag far behind as ways to get around the city. Over the five-year period from 2009-2013, 95% of San Antonio residents traveled to work by car: only 3.5% of workers rode public transit, 2% walked to work and less than 0.25% cycled to work.

We have taken measures to improve this situation. Our Parks & Recreation Department has developed 50 miles of greenway multiuse trails and has plans for 40 more miles of trails. VIA Metropolitan Transit has developed a plan to provide more frequent and efficient transit service along major transit corridors and provide better transit mobility between important activity centers. Along with a recent bicycle plan and a new focus on pedestrian safety, San Antonio is beginning to lay the foundation for a safer and more efficient transportation system that safely links pedestrian, bicycle and bus travel.

Still, we need to make much more progress to create a more human-scaled, inclusive and sustainable city where people can get to work, school, personal activities and daily tasks without getting into their cars. Capital improvement and incentive programs that focus on building, expanding and improving pedestrian, bicycle and transit-oriented infrastructure should be a priority.

We can continue to encourage programs and projects that make the City's bicycle network more accessible, direct and continuous. We can promote urban forms that reinforce bicycling, pedestrian and transit activity by encouraging and providing incentives for developments close to destinations within walking or bicycling distance. We can develop sidewalks and trails integrated into the transportation system and activity areas such as schools, shopping and neighborhood centers. And we can develop a system of safe routes to schools, while we ensure ADA accessibility in all public realm improvement projects.

5 Health Outcomes

How can San Antonio improve individual and community health outcomes (as measured by comparative health metrics and indices)?

CHW Goal 6

All San Antonio residents enjoy a high level of safety, physical and mental health and well-being.

Data collected from national, state and local sources indicates that individual health concerns in San Antonio are varied, widespread and tied to the health of the broader community. Obesity stands out as one of the most crucial health concerns. In general, racial and ethnic minorities with lower educational attainment and income levels have the worst health outcomes.

As a response to these increasing challenges, the City designated health and active living as top priorities for the region. In 2010, San Antonio formed the Active Living Council to promote the integration of physical activity into people's daily routines. The Active Living Plan for a Healthier San Antonio provides a set of policies and strategies that public and private institutions can implement across eight community sectors. And the SA2020 Vision Report lays out a strong vision for a healthy community with

an online dashboard that tracks progress towards these targets. The latest SA2020 dashboard results show that the City is making progress, is on track, or has met target goals in all areas except for air quality, walkability and vehicles miles traveled.

Despite these achievements, there is much room for improvement. Community health issues are integrated with many other elements of the City including land use, urban design, transportation, economics and community services. To improve our health scores and enhance the safety and resiliency of city assets and services, San Antonio should consider the interactions of the natural and built environments on the provision and quality of services provided.

Our approach must be regional to have a significant impact on community health. Active partnerships between the City, County, adjacent municipalities, healthcare organizations, school districts, numerous nonprofits and other organizations can support the design and implementation of public health services, coordinate healthcare education and awareness programs, and support efforts to shape a built environment that supports community health goals. For example, we can inform developers about the role the built environment plays in influencing individual and community health, and all large-scale land use and development projects can be required to include an assessment of the impact they will have on community health.



Studies show that active kids become active and healthy adults. We need to support development and recreational activities that work toward this goal.



Improving Individual and Community Health Outcomes: San Diego, California

The San Diego region enjoys many assets including rich cultural diversity, a robust economy, wonderful weather, world renowned educational and research institutions, and more—all of which provide an excellent quality of life. Yet, data clearly showed that residents were experiencing increasing rates of chronic diseases, accounting for over 50% of deaths in San Diego County. In response to these alarming trends, the San Diego County Board of Supervisors adopted in 2010 a regional vision known as Live Well San Diego. This program reflects a new way of thinking about and working toward solutions, new definitions and measures of success, and the recognition that no one organization can do it all. To achieve its goals, Live Well San Diego: built a *collaborative network of 120 recognized partners* from all sectors of society (public, private, nonprofit and community based); created a *collective impact scorecard* to measure successes; and identified *five targeted areas of influence* to guide and organize partner efforts.

San Diego County's recognition that complex issues impacting health, safety and other aspects of a high quality life cannot be addressed by individuals acting in isolation has helped effectively improve air quality, combat obesity rates and increase average life expectancy.



By 2040, 75% of our youth should be getting the recommended amount of aerobic and muscle strengthening activity to meet guidelines.



San Antonio's Missions, River Walk and parks and green spaces all provide walking and biking opportunities for our residents.

Health in All Policies Approach: San Antonio Metropolitan Health

San Antonio is one of a growing number of communities who have embraced a health in all policies (HiAP) approach. This approach promotes community and personal health awareness in the development and implementation of all city wide policies and services. HiAP: recognizes that personal health behaviors are strongly *influenced by the environments where we live, learn, work and play*; acknowledges that *greater coordination is required* to ensure that programs and policies do not produce unintended negative impacts on residents' health; and offers strategies for cities to *reduce inequitable access* to healthy food options and safe play spaces for children. By paying attention to the built environment – from land use planning and restaurants, to safe streets and parks – our community can greatly shape the health of our community, and especially our children.

Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

– World Health Organization



6 Air

How can San Antonio continue improving the city's air quality?

CHW Goal 7

San Antonio's air quality is better than state and national standards.
(See also NRES Goal 7)



The San Antonio Missions National Historical Park was one of the first sites chosen by the National Park Service to receive public electric charging stations as part of its Clean Cities National Park Initiative. The initiative will also educate visitors on the benefits of fuel efficient driving and multimodal transportation options.

12.10

Air quality in San Antonio and the region has been worsening for several years. Before 2005, Bexar County's average daily air quality measure far exceeded the state measure. By 2008, the county's level of fine particulate matter in the air had decreased to 9.1 micrograms per cubic meter. This level was lower than the state's 10.2 micrograms, but higher than the national benchmark of 8.8. SA2020 put forth a goal of reducing ozone by 16%. However, our current ozone levels are above the standard.

The City of San Antonio maintains and enforces a pollution control ordinance to address urban air quality. It's also monitored and governed by the Federal Clean Air Act, which requires states to meet national ambient air quality standards. States must develop plans to achieve and maintain acceptable levels in all areas, and develop specific plans and implement additional programs for those areas designated as not meeting the standard.

There are many steps we can take to improve air quality, especially for car and truck emissions: we can preserve and expand the city's tree canopy to reduce carbon dioxide in the atmosphere or enhance programs and policies such as incentives for electric and hybrid cars to reduce greenhouse gas emissions.

We can also provide incentives to increase the amount of local renewable energy production. We can develop strategies to increase bicycling, walking and transit ridership. And we can develop new and utilize existing public/private partnership programs to monitor air quality to see how well we're doing.

Goals and Policies

Efforts to improve community health and wellness are integrally linked with other important Plan Elements, including land use patterns, transportation, urban design, and environmental and economic sustainability, all of which have an impact on public health. Policies to encourage the development of pedestrian-friendly communities, for instance, can attract young professionals seeking a more vibrant urban environment in which to live and work. This not only helps achieve economic development goals by attracting workers with the skills needed for the region to compete in a global economy, but by reducing auto dependence also helps meet air quality improvement goals, while promoting a more active healthy lifestyle among residents.

The following goals were developed to address the key issues identified and to provide the framework for the policies and actions the City will take as a result of the SA Tomorrow process. The policies are not associated with specific goals, but are grouped by common themes.

COMMUNITY HEALTH AND WELLNESS (CHW) GOALS

Six goals were developed to fulfill the City's vision and to address the key issues identified for the Community Health and Wellness element.

- **CHW Goal 1:** Healthy food, health services, health literacy and proven education programs are easily accessible to all residents, regardless of location, income, age, race, ethnic background or ability level.
- **CHW Goal 2:** San Antonio residents are physically active and have safe and convenient access to recreation opportunities.
- **CHW Goal 3:** All San Antonio residents and businesses have access to sufficient clean, sustainable and affordable water during foreseeable conditions.
- **CHW Goal 4:** San Antonio provides a range of convenient, safe and comfortable active transportation options for all users and abilities and many regularly use multimodal options such as walking, biking and transit. (See also TC Goal 5)
- **CHW Goal 5:** San Antonio is a Vision Zero City that is committed to eliminating traffic fatalities and serious injuries.
- **CHW Goal 6:** All San Antonio residents enjoy a high level of safety, physical and mental health and well-being.
- **CHW Goal 7:** San Antonio's air quality is better than state and national standards. (See also NRES Goal 7)

COMMUNITY HEALTH AND WELLNESS (CHW) POLICIES

Health and Wellness Coordination and Integration

- **CHW P1:** Increase coordination, education and awareness of the City's social, physical and mental health programs and sustainability goals in formats accessible to all residents.
- **CHW P2:** Establish information programs for developers to convey the role of the built environment in achieving sustainability and community health goals.
- **CHW P3:** Partner with healthcare organizations to promote, support and expand comprehensive public health services and programs, including substance abuse-free lifestyles and substance use prevention programs.
- **CHW P4:** Partner with physical and mental healthcare organizations and nonprofits to promote, support and expand the availability and quality of senior services and amenities citywide.
- **CHW P5:** Study and promote best practices to identify and address connections between community health and economic development including living wages, the effects of poverty, education and literacy.

- **CHW P6:** Consider health impacts (such as conducting health impact assessments (HIA)) when conducting Community, Corridor and Regional Center Plans.
- **CHW P7:** Partner with school districts to assess the health and well-being of youth by utilizing the CDC's Youth Risk Behavior Surveillance System (YRBSS).

Access

- **CHW P9:** Identify and address gaps in public transit, pedestrian and bicycle access to parks, open space, recreation sites and healthcare destinations.
- **CHW P10:** Coordinate with public transit agencies and organizations on public transit network improvements that increase access to healthcare facilities.
- **CHW P11:** Increase the number and quality of parks and ensure a more equitable distribution of park and recreation opportunities.
- **CHW P12:** Provide access to and equitable distribution of other green spaces (which can include community gardens, orchards, school grounds, trails, greenways and creekways).

Healthy Food

- **CHW P13:** Evaluate and develop a plan to address food desert¹ neighborhoods.
- **CHW P14:** Implement policies to increase accessibility and affordability of healthy food options (natural grocery stores, natural and/or organic sections in grocery stores, school programs, farmer's markets, community gardens and urban agriculture/retail opportunities) within walking distance of all neighborhoods (1/4 to 1/2 mile depending on amenity).
- **CHW P15:** Implement policies to promote education about nutrition and healthy foods and create programs to disincentivize unhealthy, highly processed and "fast" foods and/or incentivize nutritious, healthy, and culturally appropriate foods in new and creative ways.
- **CHW P16:** Identify important farm lands for production of healthy foods in the San Antonio vicinity and protect them from development using zoning, subdivision and other regulatory or incentive-based tools.
- **CHW P17:** Revise zoning requirements and guidelines for the Urban Agricultural District to allow edible landscapes and supportive produce retail.

¹ According to the Centers for Disease Control and Prevention (CDC), food deserts are defined as areas that lack access to affordable fruits, vegetables, whole grains, low fat milk and other foods that make up the full range of a healthy diet.

Active Living

- **CHW P18:** Partner with businesses, healthcare providers, senior and childcare centers and residents to promote local physical activity education programs and active living projects.
- **CHW P19:** Provide increased parks and recreation amenities city-wide, with a particular focus on areas of the city considered as under-served based on regularly updated indicators.
- **CHW P20:** Provide access to other green spaces (which can include community gardens, orchards, school grounds, trails, greenways and creekways) city-wide, with a particular focus on areas of San Antonio considered as under-served based on regularly updated indicators.
- **CHW P21:** Partner and coordinate with area school districts through the SPARK program to allow community recreation and gardening options in school activity spaces and facilities.
- **CHW P22:** Study and promote best practices for how zoning code revisions can help address walkability and recreation/play opportunities.

Active Transportation

- **CHW P23:** Prioritize capital improvements and incentive programs that build, expand, and improve pedestrian, bicycle, and transit-oriented infrastructure.
- **CHW P24:** Continue to encourage and implement programs and projects that make the City's bicycle network more accessible, direct and continuous in

order to increase bicycling safety and opportunities for daily bicycle travel for riders of all levels and abilities. (See also TC P9)

- **CHW P25:** Encourage and incentivize development in locations that provide or are in close proximity to many destinations within walking or bicycling distance.
- **CHW P26:** Develop a system of safe routes to schools and other public activity areas; create partnerships with businesses, schools and other organizations to establish the system and to promote the program. (See also PFCS P38)
- **CHW P27:** Implement accessibility solutions for issues identified in the City's ADA Pedestrian Transition Plan, in all public realm improvement projects.
- **CHW P28:** Develop a safe and convenient pedestrian travel network with sidewalks and trails integrated into the transportation system and activity areas such as schools, libraries, shopping and neighborhood centers. (See also TC P11)
- **CHW P29:** Continue to promote and implement Vision Zero to ensure the safety of all people in the community.

Air Quality

- **CHW P30:** Implement policies to achieve air quality levels within the thresholds established by the National Ambient Air Quality Standards (NAAQS), with particular reference to automobile and truck emissions and CPS emissions. (See also NRES P34)

- **CHW P31:** Enhance San Antonio's tree canopy and develop a robust street tree program. (See also NRES P39)
- **CHW P32:** Develop new and utilize existing public/private partnership programs with public agencies and a diversity of residents, community groups and organizations to monitor the city's air quality. (See also NRES P38)
- **CHW P33:** Continue to enhance programs and policies (including incentives for electric and hybrid vehicles) to reduce greenhouse gas emissions 25% by 2020 and 50% by 2040. (See also NRES P35)
- **CHW P34:** Increase the amount of local renewable energy production, with 30% of energy use from renewable sources by 2025 and 50% by 2040. (See also NRES P27)

Water

- **CHW P35:** Develop and implement a management plan for land use activities that includes best management practices, based on a scientific study, which will protect the recharge and contributing zones of the Edwards Aquifer and other area waterways.
- **CHW P36:** Encourage land intensive development patterns to locate outside of the Edwards Aquifer recharge and contributing zones and preservation reaches of rivers and creeks. (See also GCF P26 and NRES P11).

- **CHW P37:** Coordinate with SARA and other agencies to regularly review and update, and as necessary as part of the standard UDC amendment process, plans, standards and regulations for development on or near aquifers, flood zones and stream restoration areas based on best management practices and scientific studies.
- **CHW P38:** Identify and acquire land in aquifer recharge areas for use as city open space utilizing voter-approved sales tax proceeds.
- **CHW P39:** Jointly work with SAWS and CPS to determine the impact of utility service area expansion by coordinating the providers' service areas with the City's Comprehensive Plan and growth policies. (See also NRES P13)
- **CHW P40:** Develop new and utilize existing partnership programs between public agencies and private citizens to monitor the city's water quality. (See also NRES P16)
- **CHW P41:** Support the efforts of and collaborate with appropriate governmental entities to monitor, protect and ensure water quality within the Edwards Aquifer. (See also NRES P17 and GCF P32)





Chapter 13: Public Facilities and Community Safety (PFCS)

The safety of the community must always be a priority. As the city continues to grow and develop, we will work to accommodate this growth sustainably so we always maintain a safe and healthy community.

Community services and facilities are vital to our economic prosperity and quality of life. Crime prevention, maintaining reliable energy supplies, schools, parks, flood protection and green infrastructure provide an essential foundation for stable, prosperous communities.

Failing to plan for the impact of growth on our public facilities is not an option.

For instance, we know buildings account for over 90% of electricity consumption in San Antonio (compared with 75% nationally). Our community has already begun to implement strategies to improve environmental performance, such as the Mission Verde effort and the Mayor's task force which

provided new building code recommendations. We do not have a large-scale, municipally supported retrofit program. Nor do we have a citywide green infrastructure and stormwater management effort.

Given that 1.1 million more people will live in the area by 2040, it's clear that "business as usual" can't be continued. This growth represents a tremendous opportunity for the San Antonio metropolitan region, but could undermine our quality of life if we do not plan and act appropriately. The Public Facilities and Community Safety (PFCS) goals and policies were developed to meet the six public facilities and community safety challenges for our City that follow.

1 Infrastructure

How can San Antonio upgrade its infrastructure and public facilities and services to remain economically competitive while supporting healthy, prosperous and safe lives for all its residents?

PFCS Goal 1

San Antonio has a 21st century infrastructure that supports the existing and future growth of the city.

PFCS Goal 2

The City has an environment of continuous quality improvement that ensures its facilities and services adequately support the existing and future growth of San Antonio.

To spur economic growth and remain competitive at both a national and international level, San Antonio needs to continually maintain and upgrade our existing infrastructure—roads, bridges, electrical grid, water and sewage systems—incorporating principles of sustainable design. We can strategically use our infrastructure investments as a tool to support our broader urban planning and economic development goals.

The City has identified 13 employment centers that offer an opportunity to create vibrant, mixed-use places; the type of live-work-play environments that attract development and business nationally, but are lacking in San Antonio. We can use infrastructure investments to focus economic activity that will facilitate new development in these priority growth areas. We can also identify and invest retrofitting existing infrastructure to allow for a mixture of uses and facilitate denser development within these regional centers. Major public and private facilities can also be strategically located to serve as an additional catalyst for the development of downtown and other regional centers as destinations of choice for residential and business communities. New neighborhoods and other new developments should then be oriented around the parks, schools, libraries and other public facilities within these growth centers.

These same investments can also support the growth of San Antonio's target industries within these centers. These targeted industries include biosciences and scientific R&D, information technology/security, advanced manufacturing and energy. Many of these industries rely on young, highly skilled professionals who will be attracted to the regional centers' walkable neighborhoods, civic amenities and urban lifestyles.

To ensure the environmental sustainability and resilience of these growth centers and of San Antonio as a whole, we can promote development that leverages and protects the public's investment in major green infrastructure and natural resource projects. As a core element of this sustainability program, the City can coordinate stormwater management by upgrading existing infrastructure with green stormwater management solutions. We can also implement stormwater infrastructure management policies that balance well-developed and well-maintained regional infrastructure with site-specific stormwater infrastructure.

Infrastructure investments must also take into account projected population growth to ensure there will be adequate capacity as demand increases. We need to be sure that public facilities and services remain aligned with public needs and expectations. The City can regularly evaluate the capacity and timing of new infrastructure, concurrent with private development. In addition, we can plan how best to expand water treatment and wastewater treatment plants. This will also require partnering with utility providers to regularly update their planning efforts and review processes. Finally, we should also systematically evaluate and identify existing infrastructure that is at or near the end of its lifespan, or that is operating at or above recommended capacity and plan accordingly for replacement or expansion.

Integrated Drainage and Flood Mitigation: Portland, Oregon

Portland has a history of combined sewer (and stormwater) overflow (CSO) issues. Between 1991 and 2011 the City invested over \$1.4 billion in major grey infrastructure projects to help control the problem. In 2008, Portland also launched a Grey to Green Initiative with an initial investment of \$50 million in Stormwater Management Fees to support green infrastructure projects including 43 acres of green roofs, 920 green street components, planting over 80,000 trees and purchasing 419 acres of high priority natural areas.

As green streets projects developed over time, the City realized they had the potential to incorporate elements that achieved other city goals beyond stormwater management. Specifically, green street projects can easily combine *natural stormwater management and water quality techniques*; provision of *neighborhood park and green spaces*; and facilities to *enhance safety and comfort for walking and biking*.

Portland's integrated, multilayered approach to stormwater management has created a sustainable and scalable application for the City, allowed for multiple goals to be achieved through a singular application, and laid the ground work for a broader regional and state-wide green infrastructure network. In addition, these programs reduced the region's infrastructure upgrade costs from an estimated \$144 million for conventional solutions to \$86 million with green infrastructure approaches.



2 Emergency Response

How can San Antonio continue improving emergency response times for fire and police protection and plan for continued provision and improvements in level of service for existing and future growth areas?

PFCS Goal 3

All San Antonio residents have the opportunity to live in safe and resilient neighborhoods.



The safety of our local police, emergency responders, and residents is a high priority for our City.

13.4

We have made significant progress in improving our emergency response. In one of the early successes, both the San Antonio Fire Department and San Antonio Police Department have reduced emergency response times from 9.4 minutes in 2010 to 7.1 minutes in 2013. The crime rate decreased about 11% from 2010 to 2012. And, in 2014 66% of San Antonio citizens surveyed rated their overall feeling of safety as “excellent” or “good.”

Public safety officials, City staff, businesses and residents must continue to collaborate through strong, engaged community neighborhood networks

to reduce crime and promote a thriving and law-abiding San Antonio. We need proactive crime prevention programs, responsive enforcement efforts and a high state of disaster readiness to achieve and maintain low levels of crime and a high sense of personal safety.

It will be critically important for San Antonio to maintain our progress with a rapidly expanding population. We can meet this challenge by

strategically locating police, fire and emergency medical services in both existing and new growth areas to provide and enhance effective and efficient services and response times. Public safety facilities and services and neighborhood resilience can also be enhanced through efforts such as safety awareness and educational programs, animal control and a focus on other issues impacting neighborhoods.

3 Schools

How can San Antonio work with area school districts to improve access to education and educational outcomes?

PFCS Goal 4

Students in San Antonio have access to quality education and perform at a high level. (See also GCF Goal 8)

The City has identified education as one of its most important challenges. We've set a variety of goals for improving educational standards and performance, from kindergarten readiness to high school graduation rates and the number of San Antonio adults with college degrees. Achieving these educational goals will prepare our residents to thrive in a variety of occupations and to respond to the changing needs of the 21st century workplace.

The results of our efforts so far have been mixed. High school graduation rates have increased 7% since 2010 and are still trending upwards. But, third grade reading proficiency levels declined 3% over a three-year period leading up to 2014. And despite an enormous citywide push to encourage more students to enroll in 2- and 4- year colleges, we are not graduating enough students to meet the demand in the workplace. Of the nation's largest cities, San Antonio has one of the lowest percentages

of adults with college degrees. That number has indeed slightly increased recently. But since college enrollment has not increased, the higher percentage may be due to new arrivals with degrees coming to San Antonio, rather than more local students completing college degrees.

The City can and should play a significant role in promoting educational performance. The effort to improve educational outcomes can also be used to support other important regional goals, such as encouraging development within priority growth areas. For instance, the City can assist area school districts in reserving land for future school sites in planned regional centers and other future growth areas. And, to drive market demand for housing, we can work with school districts to help promote innovative educational opportunities within these priority growth areas. And we can also support existing schools by investing in their surrounding neighborhoods. Finally, by encouraging cooperative, flexible design of school facilities to ensure maximum use, we can also ensure their potential for adaptive reuse as ongoing neighborhood resources.

To enhance educational performance on a community-wide basis, the City can provide land, facilities and entitlements that can be used to establish schools to attract a broad spectrum of families with children. We can collaborate with and provide support to underperforming independent school districts, including effort-funding increases and support for early childhood education programs.



Our economic future is linked to the success of our youth. We need to prioritize programs that support higher education achievement and increase graduation and retention rates.

4 Energy

How can San Antonio encourage further increases in renewable energy capacity and energy conservation measures?

PFCS Goal 5

San Antonio is a leader in energy conservation and providing clean, renewable energy for residents and businesses. (See also NRES Goal 5)

13.6

The City of San Antonio's power is delivered by CPS Energy, a municipally owned energy utility. CPS has a relatively diversified mix of fuels, including 43% natural gas, 28% coal, 14% nuclear and 14% wind. Solar and methane-gas sources account for the remaining 1%. As of December 2013, renewable sources accounted for 14.6% of the region's generating capacity (1,113 megawatts), up from 9.7% in 2011 and 7.5% in 2009. While the city has grown and increased our energy demand, CPS's greenhouse gas emissions have declined as a result of increasing use of nuclear and renewable energy. The city reached its SA2020 goal of having 1,500 MW of renewable energy capacity under contract five years early in 2015.

CPS's Save for Tomorrow Energy Plan (STEP) aims to reduce the growth in demand for electricity in the city by 771 megawatts by 2020. This is the equivalent of the output of one large power plant. To achieve this goal, CPS has committed millions of dollars in incentives and rebates for customers. Residents are encouraged to purchase energy-efficient appliances, improve residential HVAC systems and insulation, increase the use of energy-efficient lighting, increase the use of programmable thermostats and expand commercial lighting retrofits. But it is an ongoing challenge to reach lower-income customers and find ways to include renters in the programs.

Between 2008 and 2013, the STEP program reduced over 318 megawatts of energy consumption. To continue this progress requires that we acknowledge that buildings account for over 90% of electricity consumption in San Antonio. The Mission Verde effort, an economic development plan initiated in 2008, recommended strategies to improve the environmental performance of existing buildings through a retrofit program and improve new construction by developing a high-performance development code. The Mayor's Task Force established guidelines for a new building code that

has not yet been adopted. Despite the lack of a consolidated green building effort, San Antonio has over 180 buildings and residences certified under the U.S. Green Building Council's green building certification program. Build San Antonio Green the City's residential green building program has certified over 3,500 homes to date.

Moving forward, the City can set an example by promoting policies and regulations that maximize the energy efficiency of all City buildings and facilities. Next, we can create policies requiring City owned buildings be brought up to green building standards by 2040 and promote and expand weatherization programs for existing buildings.

The City can also do more to encourage alternative forms of clean energy and expand systems for its provision. This effort can include partnering with utility providers to offer a renewable energy purchase choice and to expand renewable energy rebates programs. We can explore fee waiver programs to encourage renewable energy options in new development. And we can regularly review and revise ordinances regarding energy infrastructure and transmission components.



Investment in renewable energy sources, such as the Blue Wing Solar Project, are vital and will create a more resilient and sustainable San Antonio.



Is your home powered by renewable energy?

The Blue Wing Solar Project, a 14-megawatt (MW) solar photovoltaic (PV) facility located in southeast San Antonio at the intersection of I-37 and U.S. 181, is the largest PV farm in Texas and the third largest nationally. Built in 2010, CPS Energy has a 30-year agreement to purchase all electricity generated by the site. According to CPS, the 139-acre site generates an estimated 26,570 megawatt-hours (MWh) of electricity each year. That's enough to power approximately 1,800 San Antonio area homes annually. Additionally, the emissions-free power generated from the site is equivalent to taking 3,800 cars off the road.

5 Zero Waste

How can San Antonio carry out a program of waste reduction, recycling and reuse to achieve its vision of zero waste?

PFCS Goal 6

San Antonio is a model for innovative recycling and solid waste diversion programs that deliver ongoing community benefits. (See also NRES Goal 8)



Waste reduction and recycling education programs can help our residents of all ages make more informed choices about what they are putting into our landfills.

13.8

The City's Solid Waste Management Department (SWMD) developed a Recycling and Resource Recovery Plan that outlines a vision for zero waste. It offers strategies and actions to improve waste reduction and recycling programs through education and outreach, incentives and regulatory changes. According to SWMD, an average single-family household in San Antonio generates about eight pounds of waste every day.

Recycling rates have increased so that, despite population growth, we are now sending less waste

to landfills. After instituting automated recycling services and other improvements to make recycling more convenient for residents, household recycling increased almost four-fold, to 29% of the residential waste stream by 2014. The City's goal is to increase the single-family residential recycling rate to 60% by 2025. Since the adoption of the Recycling and Resource Recovery Plan in 2010, the Department has reduced annual landfill waste from 444,000 tons to 362,000 tons, an 18% reduction.

To move closer to fulfilling the zero waste vision, the City can establish regulations to minimize waste generation through effective waste reduction, reuse and recycling. We can also take the lead by prioritizing use of as many recycled materials as possible for all City facilities and programs.

6 Parks

How can San Antonio develop its park and recreation system to ensure that every neighborhood is within walking distance of a park, trail or other open space?

PFCS Goal 7

All San Antonio residents have equitable quality of and access to a variety of park, trail and open space amenities.

The City of San Antonio operates and maintains 257 parks covering 15,469 acres of land, with more than 100 miles of trails. Park facilities include playgrounds, trails, fitness equipment stations, pools, gyms, sports facilities, recreation centers and the Botanical Garden and Conservatory.

Park acreage in 2014 was 18 acres per 1,000 residents, which compares favorably with the national average. But as the city has grown, we haven't increased park space. The 2014 figure is a decrease from 2010, when the rate was 20.7 acres per 1,000 residents. We will need to build many more new parks to keep pace with our population.

As our community grows, we need to prioritize park development and expansion in order to supply equitable green space and recreation access to all residents.

It's also true that there's an uneven distribution of numbers of parks and sizes of parks in the region. Park acreage is especially slim in the west and southwest portions of San Antonio, where there are only 3.0 and 5.1 acres per 1,000 residents respectively. As a consequence, in 2013 only 33% of the population lived within a walkable distance to a park.

We will need to enhance our efforts to reduce park disparities, while maintaining an acceptable park acreage ratio, especially in underserved areas. This effort should be guided by recommendations from the Parks and Recreation System Strategic Plan. In light of the uneven distribution, we also need to review and amend current park dedication requirements in the Unified Development Code (UDC) to ensure they yield the type and size of parks the city wants.



San Antonio's parks provide access to nature, encourage physical activity and provide opportunities for social engagement.

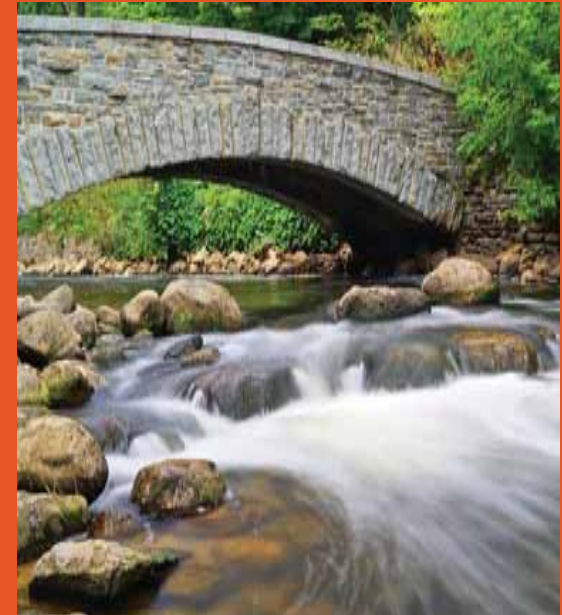


Equitable Parks and Recreation Planning: Minneapolis, Minnesota

The Minneapolis Parks System spans 6,790 acres of parkland and water, and features 251 park properties, over 200 miles of paths, 22 lakes, 12 formal gardens and 47 recreation centers. The City's investment in parks and open space helped it earn the first-ever "five park bench" rating on The Trust for Public Land's ParkScore® index, finishing first among the 50 largest U.S. cities. Minneapolis scored especially high marks for park accessibility and park system investment. Yet despite the City's strong commitment to the park system, equitable distribution of open spaces and the quality of park and open space resources in lower-income communities remains a City concern.

The main avenue for addressing the equitable distribution and investment in its parks is the semi-independent Minneapolis Park and Recreation Board (MPRB). The MPRB works to mitigate disparity by *emphasizing equity* as one of three cornerstones of system sustainability; utilizing system-wide planning to *identify and address existing service gaps*; and using growth projections to identify areas which will require *new or enhanced services*.

MPRB's commitment to equitable park and open space planning has made Minneapolis a leader in providing physical, social and environmental benefits to all its residents and communities.



Goals and Policies

A willingness to question the status quo and consider alternative approaches will allow our city to remain nationally relevant. The goals and policies that drive the development of public facilities and provide for enhanced community safety are critical to the creation of vibrant, mixed-use places that will allow our city to achieve land use, community development, economic development and environmental sustainability goals.

The following goals were developed to address our key issues and to provide the framework for the policies and actions the City will take as a result of the SA Tomorrow process. The policies are not associated with specific goals, but are grouped by common themes.

PUBLIC FACILITIES AND COMMUNITY SAFETY (PFCS) GOALS

Seven goals were developed to fulfill the City's vision and to address the key issues identified for the Public Facilities and Community Safety element.

- **PFCS Goal 1:** San Antonio has a 21st century infrastructure that supports the existing and future growth of the city.
- **PFCS Goal 2:** The City has an environment of continuous quality improvement that ensures its facilities and services adequately support the existing and future growth of San Antonio.
- **PFCS Goal 3:** All San Antonio residents have the opportunity to live in safe and resilient neighborhoods.
- **PFCS Goal 4:** Students in San Antonio have access to quality education and perform at a high level. (See also GCF Goal 8)
- **PFCS Goal 5:** San Antonio is a leader in energy conservation and providing clean, renewable energy for residents and businesses. (See also NRES Goal 5)
- **PFCS Goal 6:** San Antonio is a model for innovative recycling and solid waste diversion programs that deliver ongoing community benefits. (See also NRES Goal 8)
- **PFCS Goal 7:** All San Antonio residents have equitable quality of and access to a variety of park, trail and open space amenities.

PUBLIC FACILITIES AND COMMUNITY SAFETY (PFCS) POLICIES

Parks, Libraries and Other Civic Facilities

- **PFCS P1:** Provide a variety of amenities at varying scales in each neighborhood city-wide.
- **PFCS P2:** Orient new neighborhoods and new development around parks, schools and public facilities including libraries.
- **PFCS P3:** Continue to implement recommendations from the Parks and Recreation System Strategic Plan.
- **PFCS P4:** Review and amend current parks dedication requirements in the Unified Development Code (UDC) to ensure they yield the type and size of parks that are identified as needs in the Parks and Recreation Systems Strategic Plan.
- **PFCS P5:** Periodically reevaluate and update park dedication requirements in the UDC to adjust for inflation of acquisition, construction and long-term maintenance costs.
- **PFCS P6:** Develop a long term plan for libraries based on community need.
- **PFCS P7:** Develop public and private partnerships to provide cultural amenities throughout the community.
- **PFCS P8:** Develop a plan for the development of downtown and other regional centers as destinations of choice for major public and private facilities.



The Southwest Bexar Pipeline project is a crucial aspect in San Antonio's continued infrastructure and utility development. This public-private funded venture will catalyze development on the city's south side.



San Antonio's emergency services have made great strides in reducing in emergency response times.

Infrastructure and Utilities

- **PFCS P9:** Promote development that leverages and protects the public's investment in major green infrastructure and natural resources projects (such as the San Antonio River Improvements Project and other creek and trail restoration projects). (See also GCF P31)
- **PFCS P10:** Develop and regularly update a comprehensive site and building plan review process to coordinate new development and capital improvements between the City, school districts and developers for new neighborhoods, schools and public facilities including libraries and parks.
- **PFCS P11:** Systematically evaluate and identify infrastructure that is at or near the end of its lifespan or that operates at or above recommended capacity.
- **PFCS P12:** Plan for the expansion of the water treatment and waste water treatment plants to accommodate projected growth in population.
- **PFCS P13:** Implement stormwater infrastructure management best practices that balance well-developed and well-maintained regional and site-specific stormwater infrastructure (i.e., gray and green infrastructure). (See also GCF P23 and NRES P17)
- **PFCS P14:** Continue to manage the capacity and transmission capabilities of the storm drainage network to prevent degradation of natural resources. (See also NRES P19)
- **PFCS P15:** Upgrade existing City infrastructure with green stormwater management solutions. (See also NRES P23)

- **PFCS P16:** Continue partnering with utility providers to regularly update utility planning efforts and review processes to ensure easements and distribution systems are and will continue to be adequate.
- **PFCS P17:** Continue to regularly evaluate and require adequate capacity and timing of infrastructure concurrent with private development.
- **PFCS P18:** Continue to design and implement emergency response services appropriate for narrower rights-of-way supportive of human-scale, walkable development patterns.

Schools and Education

- **PFCS P19:** Coordinate with school districts to identify potential school sites, especially those planned in regional centers and other future growth areas.
- **PFCS P20:** Support and invest in existing schools and their neighborhoods.
- **PFCS P21:** Promote innovative educational opportunities within priority growth areas of the city to drive market demand for housing.
- **PFCS P22:** Encourage innovative educational opportunities throughout San Antonio, including in traditionally underserved areas, in order to elevate educational attainment and quality.
- **PFCS P23:** Collaborate with and provide support to underperforming independent school districts to enhance access and improve performance.
- **PFCS P24:** Increase funding and support for early childhood education programs in underperforming school districts.



Continued population growth will necessitate the building of new schools and related infrastructure.

- **PFCS P25:** Encourage cooperative, flexible design of school facilities to ensure maximum use and potential for adaptive reuse as continuing neighborhood resources.

Recycling, Compost and Waste Reduction

- **PFCS P26:** Establish regulations to minimize waste generation through effective waste reduction, reuse and recycling. (See also NRES P42)
- **PFCS P27:** Prioritize the purchase of recycled materials in City facilities and programs. (See also NRES P43)

Energy

- **PFCS P28:** Incentivize alternative forms of clean energy and expand systems for its provision.
- **PFCS P29:** Partner with utility providers to offer a renewable energy purchase choice and to expand renewable energy rebate programs.
- **PFCS P30:** Explore fee waiver programs to encourage renewable energy options in new development.
- **PFCS P31:** Promote policies and regulations which maximize the energy efficiency of all City buildings and facilities. (See also NRES P29)

- **PFCS P32:** Create policies requiring all existing City of San Antonio-owned buildings be brought up to green building standards by 2040. (See also NRES P31)
- **PFCS P33:** Promote and expand weatherization programs for existing buildings. (See also NRES P33)
- **PFCS P34:** Regularly review ordinances regarding energy infrastructure and transmission components and revise, if necessary and possible, to ensure resident health and safety.
- **PFCS P35:** Enhance public safety facilities and services (such as police, fire, and other emergency services) and neighborhood resilience, including safety awareness and educational programs, animal control and other issues impacting neighborhoods.
- **PFCS P36:** Strategically locate police, fire and emergency medical services in existing and growth areas to continue to provide and enhance effective and efficient services and response times.
- **PFCS P37:** Expand implementation of San Antonio's Complete Streets Policy to ensure that the city's rights-of-way are planned, designed and operated to provide safe access for all users.
- **PFCS P38:** Develop a system of safe routes to schools and other public activity areas; create partnerships with businesses, schools, and other organizations to establish the system and to promote the program. (See also CHW P26)
- **PFCS P39:** Develop a system of safe routes to transit. Work with AAMPO, TxDOT and VIA to identify priorities and funding to implement the system.





Chapter 14: Natural Resources and Environmental Sustainability (NRES)

A sustainable community aligns its built environment and socioeconomic activities with nature’s constraints and opportunities. Central to this concept is meeting our present and future needs by balancing protection of the environment and ongoing prosperity of the local economy. The two components are interrelated and equally important—one component should not succeed at the expense of the other.

The degree to which a city’s urban form is compact, mixed-use, pedestrian and bicycle-friendly and transit-oriented influences its travel patterns and vehicle miles traveled, public health and safety, emergency preparedness and access to housing and economic opportunity. San Antonio’s sustainability planning work to date has included considerations of both our transportation and our land use networks. In particular, the Mission Verde retrofit plan and the Neighborhood Sustainability Assessment provide a strong framework. San Antonio achieved a Neighborhood Sustainability Assessment median

score of 40/100, with the downtown area scoring highest. Not surprisingly, neighborhoods with denser housing and development achieve higher index scores than those with low-density, suburban-style development patterns.

In 2014, the City adopted the nation’s first Green Event Guide Ordinance, requiring events on City-owned property to complete a “green scorecard” for certification and consider measures to reduce water and energy use, generate less waste and increase recycling. Other key City accomplishments include a Farm to Work

program to help City employees receive farm fresh produce and working with Staples to establish eco-conscious purchasing policies and practices. The City’s upcoming Sustainability Plan will include recommendations, strategies and actions to further reduce the city’s greenhouse gas emissions and resource consumption.

Several key issues will define San Antonio’s successful approach to natural resources and environmental sustainability during the next 25 years.

14.1

1 Natural Resources

How can San Antonio protect and responsibly use its natural resources?

NRES Goal 1

San Antonio protects the natural environment and ensures sustainable land use and development.

NRES Goal 2

San Antonio balances environmental goals with business and community needs.

NRES Goal 3

San Antonio maintains a sustainable balance between the conservation, use and development of the city's energy and natural resources.

As a community we will need to commit to preserving, protecting, conserving, reusing and efficiently using San Antonio's natural resources to ensure they will be available for current and future residents. An ample and reliable supply of clean, safe water, sufficient energy supplies and the full diversity of natural resources will contribute to the physical and psychological health and well-being of the community and strengthen the vitality of our local and regional economic base.

Our City has established itself as a leader in urban sustainability. We have developed innovative policies, programs and partnerships that guide municipal and community actions to support resource conservation and sustainable behavior. But as we grow, we must recommit ourselves to ensuring San Antonio remains a sustainable community.

San Antonio has over 180 buildings and residences certified under the U.S. Green Building Council's green building certification program. "Build San Antonio Green" is San Antonio's local residential green building program certifying over 3,500 homes to date. The City itself continues to "green" its municipal operations under the leadership of the Office of Sustainability, ensuring efficient operations that minimize environmental impact and resource use. However, there is no large-scale, city-wide retrofit, energy efficiency, green building or green infrastructure program.

The City will need to incorporate sustainable principles into our everyday actions and decisions, monitoring progress and adapting to changing conditions and new information. City land use policies will need to increasingly promote compact, walkable, mixed-use development, infill development and redevelopment, protect open space and agricultural lands, and encourage a jobs and housing balance. The City's transportation policies will call for improved connectivity between neighborhoods, jobs and services, street design that accommodates all modes of transportation and reduces idling time, reduced parking requirements and sustainable transportation modes. This sustainable policy direction will occur while fostering a positive climate for economic development.

Beyond the City's civic efforts are those that will need to be spearheaded by the San Antonio community. Residents, businesses, community groups, schools and other organizations all need to be engaged and actively participating in the effort to create a socially, environmentally and economically healthy community. The City must be an effective leader and partner in sustainability efforts. Participation in larger scale sustainability efforts is critical because local environmental and economic issues are a part of a broader regional, national and global context.

2 Water

How can San Antonio ensure an adequate and safe drinking water supply?

How can we reduce demand for water?

NRES Goal 4

San Antonio has an adequate, diversified, high-quality water supply and is a national leader in water conservation.

Nothing is more integral to sustaining human life than clean, safe water. We depend on it for our basic needs. We also need a reliable supply for irrigation and for commercial, industrial and recreational uses. As we grow, we will need additional water supplies; insufficient supplies can stunt local housing and economic development. Historically, San Antonio has relied almost entirely on a single source of water, the Edwards Aquifer. Encompassing an area of 8 counties across south-central Texas, including San Antonio and our surrounding communities, the Edwards Aquifer is the main water supply source for the region and provides water flows for endangered species habitat.

In 2000, San Antonio passed the first voter-supported aquifer protection program to help safeguard the city's primary source of drinking water, the Edwards Aquifer. Funded by a 1/8-cent sales tax,

the Aquifer Protection Program has been renewed by voters three times, in 2005, 2010 and again in 2015. The Program has resulted in the protection of over 135,000 acres of land located over the sensitive recharge and contributing zones of the aquifer to date.

The San Antonio Water System (SAWS) has diversified its water sources to reduce reliance on the Edwards Aquifer with new sources such as the Twin Oaks Aquifer Storage and Recovery plant that stores water underground for peak use or during droughts. The SAWS Water Management Plan also lays out an ambitious program to expand the water supply by over 69,000 additional acre-feet of water annually by 2020 and over 100,000 acre-feet of water annually by 2026.

The city also benefits from the largest direct water recycling program in the nation. More than 130 miles of pipeline delivers high-quality recycled water for use by golf courses, parks, commercial and industrial customers, as well as San Antonio's famous River Walk. The system can provide up to 25,000 acre-feet per year, further reducing demand on the Edwards Aquifer.

Water conservation is a cost-effective and environmentally sound way to reduce how much water we need. Residents and business owners can use water-conserving fixtures and appliances, fix leaks, plant drought-tolerant landscaping and avoid unnecessary water use.



San Antonio's advanced water retention and conservation efforts are helping to reduce dependency on aquifers and rivers by catching and re-using stormwater run-off.



A San Antonio River Authority (SARA)-organized water education bike ride instructs residents on water conservation strategies while promoting healthy lifestyles.



How can we protect San Antonio's waterways?

The San Antonio Regional Authority (SARA) has the mission of caring for our city's rivers and streams, ensuring continued high water quality and quantity. This is accomplished through improvements and programs such as: the Clean River Program; SARA Stream Monitoring Program; and the San Antonio River Basin Plan for Nature-based Park Resources.

These programs help enhance community appreciation for and recreational use of our creeks and rivers. They also help balance our community's environmental, economic and quality of life needs.

Through water management planning, diversification of supply and an award-winning conservation program, San Antonio has made great strides towards developing a sustainable supply of water. Since the inception of the City's conservation program in 1993, per capita water use has generally declined over time, although it does increase during particularly dry years.

The City also needs to ensure the quality of the community's drinking water. Water contamination can come from various sources, including soil erosion, runoff from impervious surfaces and discharge from agricultural activities. We can reduce the impact on water quality in several ways: using proper management practices for agricultural, livestock, industrial, and commercial operations; reducing or eliminating excess sediment, nutrients and pathogens in upstream waters; requiring new development to use best management practices; and enforcing septic tank regulations

The SAWS water quality protection program is one of the most aggressive in the state. SAWS implements policies that prevent, detect and reduce environmental pollution in our drinking water supplies, streams and rivers by:

- Enforcing the regulatory requirements established to protect regional water quality;
 - Reviewing and analyzing development plans over the recharge zone of the Edwards Aquifer;
 - Monitoring best management practices at construction sites;
 - Utilizing an extensive sampling and monitoring network for compliance purposes;
 - Educating industries on the Storm Water Program; and
 - Funding a Sensitive Land Acquisition Program to protect water quality on the recharge zone.
- While our water resources are currently adequate, the City still faces challenges related to regulations, extreme weather and demand for water associated with outdoor irrigation. To continue meeting the needs of population increases, economic growth and competing regional demands, San Antonio's water resources must be effectively managed through a combination of conservation, supply development and other practices to support growth and sustainability.
- Ensuring water quality of the Edwards Aquifer is protected;

3 Energy

How can San Antonio be a leader in energy conservation?

NRES Goal 5

San Antonio is a leader in energy conservation and providing clean, renewable energy for residents and businesses.
(See also PFCS Goal 5)

Knowing where we get our energy supplies—particularly those sources that are nonrenewable—and understanding the consequences associated with energy waste will help us use energy more efficiently.

Our most common forms of energy are coal and natural gas to create electricity and heat, and petroleum (gasoline) for transportation. When we harness energy through burning fossil fuels, greenhouse gases are released into the environment. Energy use (in buildings, for transportation or elsewhere) is the primary source of greenhouse gas emissions in San Antonio as it is in most U.S. cities. Global climate change is caused by greenhouse gases being released into the atmosphere faster than the Earth’s natural systems can reabsorb them.

Increasing renewable energy production and decreasing energy consumption through land use policy and energy conservation practices can reduce greenhouse gas emissions and slow the Earth’s climate change.

Residents, the business community and institutions can use less energy through simple conservation techniques. The City can provide incentives and programs that promote energy conservation, increased production of renewable energy sources, expand incentives and requirements for green building standards and encourage further investment in energy conservation education and incentives.

The City can serve as an example through a municipal energy reduction program; the new Energy Management Division (EMD) oversees efforts to maximize water and energy efficiency in City-owned buildings and facilities. Municipal operations, however, represent only a small percentage of the total electricity and natural gas used throughout the city—community-wide efforts are essential to achieving overall reductions in energy use and greenhouse gas emissions.

Buildings account for over 90% of electricity consumption in San Antonio. The City’s ability to influence energy efficiency in existing buildings will be critical to achieving our sustainability goals. However, a large-scale municipally supported retrofit program has yet to be implemented. Similarly, green infrastructure efforts are concentrated in a handful of programs and are often driven by nonprofit advocacy organizations rather than institutionalized by the City.

Another significant way to conserve energy use is to reduce automobile use and the related vehicle miles traveled (VMT). The City can use regulatory authority in important areas like land use, building and transportation policy. As a result, San Antonio endorses land use and transportation policies and practices that encourage compact, mixed-use, pedestrian- and bicycle-friendly and transit-oriented development. These policies influence travel patterns and reduce vehicle miles traveled.

4 Stormwater

How can San Antonio best address flooding issues and stormwater management?

NRES Goal 6

San Antonio is a national leader in stormwater management best practices and low impact development (LID) design.



Collaborative efforts between SARA, SAWS and the City have sparked innovative solutions to handle and mitigate flooding thereby helping to prevent urban runoff into our streams and waterways.

14.6

Flooding has plagued the San Antonio River Basin for generations. As recently as 2015, we experienced major flooding in the Upper San Antonio River watershed, which was felt throughout Bexar, Wilson, Karnes and Goliad counties. Floods can occur in various ways. Some develop slowly, when rain continues over a period of days and inundates water systems. Some, like flash floods, occur in a matter of minutes when a levee or dam is breached. Every year brings the potential for serious flooding.

Bexar Regional Watershed Management (BRWM) has been working to identify areas in Bexar County where there are major flooding issues. It has invested significant resources to develop new planning and technical tools, initiate comprehensive watershed and water quality studies and construct projects to address flooding concerns and improve safety.

San Antonio has developed a public education program called the SAFE (San Antonio Flood Emergency) System to educate the public about flood awareness and preparedness.

On a more local level, we need to deal with urban stormwater, rainfall that has fallen onto our streets, roofs and driveways and other paved surfaces. Rainwater runoff picks up bacteria, toxins, oils, hydrocarbons, sediment, metals, fertilizers and other contaminants and deposits them right into our creeks and rivers. In San Antonio, stormwater does not drain into a sewer system to be treated as we treat wastewater.

The San Antonio River Authority (SARA) water quality monitoring data shows that pollutants carried by stormwater runoff are the greatest threat to our creek and river health. That water flows all the way to San Antonio Bay, with direct effect on the health of wildlife in the Bay and the Gulf of Mexico.

The City's Regional Storm Water Management Program was established to protect public health and safety by requiring developers to mitigate increases in stormwater runoff that result from development projects. Because impervious, paved surfaces have replaced most of the natural ground cover in our urban environments, a great stormwater control measure is low impact development (LID).

LID is an innovative stormwater management approach, modeled after nature. Rather than sending stormwater rushing into rivers, it mimics the natural environment, holding and cleansing water on site through natural filtration.

In San Antonio, stormwater management efforts are concentrated in a handful of programs and are often driven by nonprofit advocacy organizations rather than institutionalized in the city. SARA and its BRWM partners have developed a LID design manual to proactively address water quality and water resource protection in the San Antonio River Basin. These efforts work towards preserving natural watershed functions that manage the quality and quantity of stormwater runoff through a balance of economic, environmental and quality of life considerations.

Maintaining water quality is important to public health, wildlife and economic prosperity, and is a requirement of the federal Clean Water Act. A combination of increasing water quality regulations, aging infrastructure, a growing population and increased urbanization require that the City adopt a more holistic approach to solve flooding and environmental issues from stormwater events.

Key Principles of Low-Impact Development

LID is based on the premise that stormwater management is not stormwater disposal; in fact, stormwater can be a reusable asset. LID addresses stormwater through small, cost-effective landscape features located at the lot level. The goal is to mimic a site's original, natural hydrology by using design techniques that infiltrate, filter, store, evaporate and cleanse runoff close to its source, rather than sending it directly to the storm drain system in large, costly end-of-pipe facilities. Key principles include:

- Decentralize and manage urban runoff to integrate water management throughout the watershed;
- Preserve or restore an ecosystem's natural hydrological functions and cycles;
- Account for a site's topographic features in its design;
- Reduce impervious (paved) ground cover and the building footprint;
- Maximize infiltration on-site; and
- If infiltration is not possible, then capture water for filtration and/or reuse for irrigation.



5 Air

How can San Antonio improve its air quality?

NRES Goal 7

San Antonio's air quality is better than state and national standards (See also CHW Goal 7).

14.8

Chief among our environmental concerns is the impact of human actions and choices on the atmosphere. With the emergence of the industrial age, human activity began to release increasing amounts of pollutants, carbon dioxide and other harmful gases into the atmosphere, largely through burning fossil fuels and deforestation. The elevated levels of harmful gases and pollutants create two key concerns: compromised local air quality and a global “greenhouse” effect that has resulted in changing the Earth’s atmosphere.

Air quality in San Antonio has been steadily getting worse for several years, climbing to 81 parts per billion in 2013 from the baseline of 75 parts per billion in 2010. This number declined slightly in 2014 to 80 parts per billion, but we are still significantly off target from our goal of 68 parts per billion by 2020.

To comply with federal policy on air quality, which was put in place to protect the environment and community health, we must be more proactive about local solutions and incentives to improve air quality.

Good air quality in San Antonio contributes to good health, which benefits families and businesses (in terms of fewer sick days). While air quality is a regional issue addressed by State and regional regulatory agencies, the City has an obligation to contribute to regional efforts to improve air quality. The City’s Air Pollution Program monitors the ambient air in San Antonio and we maintain and enforce a pollution control ordinance. The program monitors for particulate matter 2.5 microns in size (PM2.5) and particulate matter 10 microns in size (PM10). These small particles could cause respiratory problems for small children, the elderly and the general public. The program also operates and maintains an ozone monitor located at Calaveras Lake for the Texas Commission on Environmental Quality (TCEQ).

How we design the built environment can have a significant effect on our air quality. Since motor vehicles are a major air pollution source, urban designs that decrease private automobile use could improve air quality and decrease air pollution related health risks. The City’s plans to meet and exceed state and federal air quality standards rely on control measures that reduce emissions associated with transportation facilities.



Tree canopy programs help lessen the impact of harmful air pollutants, reduce heat islands, and enhance the natural and planned landscapes they are incorporated into.

These measures include any program to reduce vehicle trips and miles traveled, to increase average vehicle ridership, or to reduce direct emissions from vehicle activity.

San Antonio’s sustainability planning work has also included considerations of its transportation and land use networks. The challenge moving forward is to persuade San Antonio residents to drive less. To do that, we must change the way we plan, develop and manage our communities to make it easier and more attractive for people to use transit, bicycle or walk.

The Air We Breathe

Transportation-related pollutants such as ozone, sulfur dioxide and small particulate matter (PM10 and PM2.5) are the largest contributors to poor air quality in most cities. Many of these transportation-related pollutants are respiratory irritants, a major contributing factor to asthma rates. They are also associated with higher incidence and severity of other respiratory symptoms, impaired lung function and other health problems. Air pollution is significantly worse near energy-intensive industrial areas, diesel truck routes, rail yards, ports and busy/congested roadways.



Urban Forest and Tree Canopy Preservation: Baltimore, Maryland

Urban areas are subject to much higher rates of pollution and poorer air quality than rural areas, threatening the health of residents. To mitigate the effects of air pollution, the Baltimore, MD has heavily invested in and set an ambitious goal of 40% for Tree Canopy coverage over the city. The Baltimore Metropolitan Area has about 2.8 million trees, but about one-fourth of the city's trees are distressed, dead or dying. To reach its goal, Baltimore must plant approximately 750,000 trees — about 25,000 to 30,000 each year. Currently, about 7,500 are planted per year. Spearheading these planting goals is a coordinated effort between the City and nonprofit organizations. TreeBaltimore, a city-led partnership funded in part by corporate donations, was established in 2007 and is headed by the Baltimore City Department of Recreation and Parks Forestry Division. TreeBaltimore serves as the umbrella organization for all City agencies and private organizations working to increase the tree canopy of Baltimore. To achieve the 40% goal, it offers *free one-gallon trees* for homes and businesses every Spring and Fall, fosters *community engagement and public education programs* and invests in *restoration of the existing tree canopy*.

Baltimore's commitment to its tree canopy will create a more sustainable and healthy future for all its current and future residents.



6 Recycling

How can we increase recycling and minimize waste sent to landfills?

NRES Goal 8

San Antonio is a model for innovative recycling and solid waste diversion programs that deliver ongoing benefits to the community (See also PFCS Goal 6).

14.10

Recycling is an important component in San Antonio's future – we have set a goal of achieving a zero waste vision. To accomplish this, we must establish regulations to minimize waste and promote reuse and recycling. Refer to Public Facilities Goal 6 for a more in depth discussion of achieving a zero waste vision.

The City's goal is to increase the single-family residential recycling rate to 60% by 2025. We have begun to offer single-family residences the choice of three garbage cart options: 48-gallon; 69-gallon; and 96-gallon. Residents' monthly bills will be based on the size of their garbage cart thereby encouraging households to recycle and reduce their waste. We will also work to ensure that residents living in multifamily properties have convenient and accessible recycling services and partner with businesses to improve recycling in the commercial sector.



San Antonio's residential recycling rates, which saw a sharp increase following the SA2020 roll-out, have since fallen off pace and are no longer on target.

Zero Waste Initiative: San Francisco, California

In 2009, the City of San Francisco passed an ordinance mandating the composting of food waste. The ordinance is part of the City's larger goal of reaching zero waste by 2020. In 2011, San Francisco composted a record 600 tons of organic waste per day. In 2012, it was announced that 80% of San Francisco's waste is diverted to recycling, composting, and reuse, making it the greenest city in North America. To achieve its 2020 goal of zero waste, the City has implemented a strategic waste reduction, education, and recycling and compost plan which utilizes innovative recycling and reuse programs and policies.

A few of these policies include: *the sale of locally made compost* to farms and wineries in neighboring counties; a *Christmas Tree Recycling program* where chipped trees are turned into broiler fuel at waste to energy facilities; and an *ordinance outlawing plastic bags and bottles*.

By focusing on preventing waste, reducing and reusing first, and recycling and composting, San Francisco is quickly becoming not only a national leader, but a world leader with its zero waste initiative.



Goals and Policies

The City of San Antonio supports the preservation of San Antonio's natural resources and environment through the reduction of impacts caused by human activity. The eight Natural Resources and Environmental Sustainability goals address the key issues identified above and provide the framework for the policies and actions the City will take as a result of the SA Tomorrow process. The policies are not associated with specific goals, but are grouped by common themes.

NATURAL RESOURCES AND ENVIRONMENTAL SUSTAINABILITY (NRES) GOALS

The City developed eight goals to address the key issues identified as part of the Natural Resources and Environmental Sustainability element.

- **NRES Goal 1:** San Antonio protects the natural environment and ensures sustainable land use and development.
- **NRES Goal 2:** San Antonio balances environmental goals with business and community needs.
- **NRES Goal 3:** San Antonio maintains a sustainable balance between the conservation, use, and development of the city's energy and natural resources.
- **NRES Goal 4:** San Antonio has an adequate, diversified, high quality water supply and is a national leader in water conservation.
- **NRES Goal 5:** San Antonio is a leader in energy conservation and providing clean, renewable energy for residents and businesses. (See also PFCS Goal 5)
- **NRES Goal 6:** San Antonio is a national leader in stormwater management best practices and low impact development (LID) design.
- **NRES Goal 7:** San Antonio's air quality is better than state and national standards. (See also CHW Goal 7)
- **NRES Goal 8:** San Antonio is a model for innovative recycling and solid waste diversion programs that deliver ongoing benefits to the community. (See also PFCS Goal 6)

NATURAL RESOURCES AND ENVIRONMENTAL SUSTAINABILITY (NRES) POLICIES

Land Use and Development

- **NRES P1:** Develop ordinances that preserve the integrity of natural settings in neighborhoods, communities, open spaces and parks and develop specific procedures for enforcement.
- **NRES P2:** Develop a growth and annexation plan that reduces negative environmental impacts of new development.
- **NRES P3:** Develop programs to attract environmentally sensitive industries to San Antonio and encourage local industries to adopt conservation measures and minimal impact technologies in their operations.
- **NRES P4:** Implement policies that encourage infill development and higher-density development outside environmentally sensitive areas.
- **NRES P5:** Plan and implement policies that protect and conserve native flora and fauna and iconic regional landscapes.
- **NRES P6:** Plan and implement policies that allow for the natural movement of wildlife.



Protection of our natural resources will help ensure our continued enjoyment of recreation opportunities.



Community engagement and education are important ways to continue advancing toward our City's waste reduction goals.

Water

- **NRES P7:** Continue to reduce per capita water consumption through conservation and other efforts.
- **NRES P8:** Support continued water conservation investment to include education, incentives, and implementation of reasonable regulation, with particular emphasis on high volume users.
- **NRES P9:** Support and incentivize rainwater harvesting and reuse (in accordance with Texas HB 3391 (2011)).
- **NRES P10:** Support and incentivize xeriscape and other non-lawn alternatives through programs such as SAWS WaterSaver Landscape Coupon program.
- **NRES P11:** Encourage land intensive development patterns to locate outside of the Edwards Aquifer recharge and contributing zones and along preservation reaches of rivers and creeks. (See also GCF P26 and CHW P36)
- **NRES P12:** Protect the Edwards Aquifer recharge and contributing zones and the preservation reaches of rivers and creeks.
- **NRES P13:** Jointly work with SAWS and CPS to determine the impact of utility service area expansion by coordinating the providers' service areas with the City's Comprehensive Plan and growth policies. (See also CHW P39)
- **NRES P14:** Support and coordinate with the SARA Watershed Plan effort.

- **NRES P15:** Continue to support SAWS plans and programs to diversify San Antonio's water sources.
- **NRES P16:** Develop new and utilize existing partnership programs between public agencies and a diversity of residents, community groups and organizations to monitor the city's water quality. (See also CHW P40)
- **NRES P17:** Support the efforts of and collaborate with appropriate governmental entities to monitor, protect and ensure water quality within the Edwards Aquifer. (See also CHW P41 and GCF P32)

Stormwater Management

- **NRES P18:** Implement stormwater infrastructure management best practices that balance well-developed and well-maintained regional and site-specific stormwater infrastructure (i.e., gray and green infrastructure). (See also GCF P23 and PFCS P13)
- **NRES P19:** Continue to manage the capacity and transmission capabilities of the storm drainage network to prevent degradation of natural resources. (See also PFCS P14)
- **NRES P20:** Encourage preservation of 100-year floodplains as natural drainage ways without permanent construction, unnecessary straightening, bank clearing or channeling.
- **NRES P21:** Require or incentivize new development to manage stormwater using best practices and green techniques such as clustered and LID.

- **NRES P22:** Explore effective impervious surfaces standards and guidelines.
- **NRES P23:** Upgrade existing City infrastructure with green stormwater management solutions. (See also PFCS P15)
- **NRES P24:** The City should address the impacts of stormwater run-off from public facilities and schools to protect adjacent neighborhoods.

Energy

- **NRES P25:** Support policies and incentives to improve energy efficiency as one strategy to reduce energy consumption.
- **NRES P26:** Support continued energy conservation investment to include education, incentives, and implementation of reasonable regulation, with particular emphasis on high volume users.
- **NRES P27:** Increase the amount of local renewable energy production, with 30% of energy use from renewable sources by 2025 and 40% by 2040.
- **NRES P28:** Support the creation of aggregated “solar assets” that can be deployed in the same manner as central station, fossil-fueled generation assets.
- **NRES P29:** Promote policies and regulations which maximize the energy efficiency of all City buildings and facilities. (See also PFCS P31)
- **NRES P30:** Evaluate existing development standards related to green building and green

infrastructure and create a pilot incentive program to encourage incorporation of green building standards and green infrastructure in new development.

- **NRES P31:** Create policies requiring all existing City of San Antonio-owned buildings be updated to green building standards by 2040. (See also PFCS P32)
- **NRES P32:** Incorporate the transportation mode split of building’s daily occupants and users as a green building criterion.
- **NRES P33:** Promote and expand weatherization programs for existing buildings. (See also PFCS P33)

Air Quality

- **NRES P34:** Implement policies to achieve air quality levels within the thresholds established by the National Ambient Air Quality Standards (NAAQS), with particular reference to automobile and truck emissions and CPS emissions. (See also CHW P30)
- **NRES P35:** Continue to enhance programs and policies (including incentives for electric and hybrid vehicles) to reduce greenhouse gas emissions 25% by 2020 and 50% by 2040. (See also CHW P33)
- **NRES P36:** Implement policies that help support and expand the tools and incentives encouraging alternative fuels and vehicles in AACOG’s Clean Cities program.

- **NRES P37:** Continue to collaborate with and implement the recommendations of the Clean Air Plan developed by the multi-jurisdictional Air Improvement Resources (AIR) Committee formed under the auspices of the AACOG.
- **NRES P38:** Develop new and utilize existing public/private partnership programs with public agencies and a diversity of residents, community groups and organizations to monitor the city’s air quality. (See also CHW P32)
- **NRES P39:** Enhance San Antonio’s tree canopy and develop a robust street tree program. (See also CHW P31).
- **NRES P40:** Expand safe pedestrian and bicycle networks and transit options/access to encourage non-automobile travel alternatives. (See also TC P7)
- **NRES P41:** Recruit and incentivize more green industries and businesses that are low emitters of pollution to become a larger part of the regional economy.

Recycling, Composting, and Waste Reduction

- **NRES P42:** Establish regulations to minimize waste generation through effective waste reduction, reuse, and recycling. (See also PFCS P26)
- **NRES P43:** Prioritize the purchase of recycled materials in City facilities and programs. (See also PFCS P27)

Techniques such as rain gardens and other low impact development approaches help protect and conserve water.







Chapter 15: Historic Preservation and Cultural Heritage (HPCH)

San Antonio's wealth of historic and cultural resources tell the 11,000-year story of our city's long and diverse past. Our heritage, both tangible and intangible, reflects America's melting pot of ideas, traditions and peoples.

We recognize the importance of this diverse and culturally significant history and want to ensure its continued preservation.

To do so we must maintain and support our historic neighborhoods, reinvest in our historic buildings and sites, perpetuate our cultural heritage, and invest in on our UNESCO World Heritage Site and buffer zone. By working together, we can protect San Antonio's identity and ensure an inclusive and sustainable historic and cultural future for our community.

As a city rich in history and culture, we recognize the opportunity to invest in our historic resources and enhance the character and quality of life in our city. Historic preservation has proven economic and social benefits at the local level, and we look forward to providing new opportunities and incentives for those who are interested in investing in the historic building fabric that makes San Antonio unique.

To fully realize these opportunities, we must also acknowledge several challenges that require a collaborative community approach: consistent pressure from new development, balancing preservation of neighborhood character with healthy growth and addressing perceptions that preservation is onerous and expensive.

Along with property owners and stakeholders, we must work to increase clarity and consistency in our historic preservation policies and procedures. We must promote the benefits and opportunities that preservation provides to property owners, stakeholders, decision makers and key organizations. We must also be open to discussions with our residents on ways to improve cultural and historic preservation processes and overall effectiveness.

The City needs to ensure that the identification, designation and protection of historic and cultural resources are an integral part of our community planning, development, and permitting processes. The Historic Preservation and Cultural Heritage (HPCH) goals and policies meet six key historic preservation and cultural heritage issues for our city.

15.1

1 Policies and Procedures

How can San Antonio best sustain and protect the historic and cultural identity of the city?

HPCH Goal 1

San Antonio's zoning and design review processes and procedures promote clear and effective decisions related to historic preservation and cultural heritage.

The City has developed many programs and inducements aimed at protecting and preserving these resources such as the new historic district tax incentive and a tax incentive to reward substantial rehabilitation. Additionally, Federal and State programs provide property owners with financial incentives and offer cities preservation tools. We need to work with residents to guide them through these processes and ensure that all our residents have access to these tools.

The City can ensure that the development review and permitting process is clear and transparent, and easily processed by the public. We must strengthen outreach to clarify procedures and protocols and streamline the permitting process as much as possible. These processes and procedures, along with the formal policies and strategies, should be regularly evaluated to ensure they are meeting citywide goals and measurable targets.

SAN ANTONIO'S PRESERVATION PROGRAM

San Antonio's Office of Historic Preservation (OHP) coordinates our historic preservation program to protect the historic, cultural, architectural, and archaeological resources that make San Antonio unique. The Historic Preservation section of our Unified Development Code (UDC) outlines the local historic designation process, the roles and responsibilities of the Historic and Design Review Commission (HDRC), the design review process and other regulatory tools and requirements.

Historic Survey and Designation

The designation of individual landmarks and historic districts is a zoning overlay that is an effective tool for preserving the character and aesthetic of important sites and neighborhoods. Designation of properties protects them from hasty demolition and promotes alterations and new construction that is compatible with the landmark or the district. The comprehensive survey and designation initiative known as ScoutSA works to proactively identify significant resources and designate those that the community wishes to protect.

Historic structures and landscapes are important, tangible reminders of the city's rich and diverse cultural heritage. They provide a sense of our past and contribute in many ways to our quality of life. Yet, urban growth and new development pose threats to many of these heritage resources.

15.2

HPCH Goal 2

Historic preservation policies, initiatives and incentives are regularly updated to improve performance and effectiveness and are incorporated into elements of all City plans.

Design Review

New construction, additions, modifications, signage, and other site elements must follow our historic preservation design guidelines when the property is designated a historic site or the property is within one of our 27 historic districts. The guidelines give property and business owners direction for how to preserve and maintain the character and use of historic structures, while allowing for necessary upgrades required by current building and safety regulations. The intent of the guidelines is to provide additional clarity, consistency, and predictability to the design review process.

Education and Outreach

OHP established the Preservation Academy to host training, workshops, events, and other activities to promote the value and importance of preservation in the community and to provide citizens with tools and resources to maintain historic properties. Outreach initiatives include youth education programming and service-learning opportunities through Students Together Achieving Revitalization (S.T.A.R.). The Rehabber Club initiative also provides technical training and certification for contractors and other preservation trade practitioners in topics such as window restoration.

Additional Zoning Overlays

The River Improvement Overlay, Viewshed Protection districts, the Mission Protection Overlay District, aim to protect and enhance the overall character of the San Antonio River and safeguard San Antonio's heritage by preventing the despoliation of views of areas and buildings that reflect important elements of the city's cultural, natural, historic and economic fabric.

Archaeological Surveys

Since the city has seen human habitation since the last phase of the Pleistocene, over 11,200 years ago, there is definite potential for historic resources to exist both above and hidden below ground. We provide direction to developers in specific areas of the city where potential projects require Archaeological Surveys to identify and preserve cultural resources. If the site might contain significant cultural resources, we advise on the appropriate next steps and necessary actions required.

The Rehabber Club

This programs mission is to build and support a network of do-it-yourselfers, craftsmen, contractors, historic homeowners, realtors and everyday citizens to revitalize San Antonio's historic buildings. The program provides: networking opportunities; training on specialized skills; and certification. Rehabber Club is a support network for anyone tackling a rehabilitation project.



2 Cultural Heritage

How can San Antonio improve policies that recognize and protect historic and cultural names, landscapes and references?

HPCH Goal 3

San Antonio is a national leader in recognizing and protecting the tangible and intangible attributes of its diverse cultural heritage.

15.4

Cultural heritage is the reflection of our legacy through physical artifacts and intangible characteristics inherited from our ancestors and passed down from generation to generation. It includes tangible assets like our UNESCO World Heritage Site and intangible resources such as spiritual and culinary customs, traditions and languages.

The City's Office of Historic Preservation and an alliance of heritage conservation groups helps identify cultural resources for historic landmark protection, including the Guadalupe Community Center on W. Cesar Chavez.

In order to document and preserve our extensive and significant heritage, we must continue to engage in mapping and identifying sites, customs, languages, traditions, places and people. While this is easily accomplished with tangible sites and landmarks, we must work to strengthen our database of intangible assets.

By working with our residents we can recognize and protect intangible heritage resources through oral histories and cultural mapping. By creating a cultural map, we can transform our intangible heritage and customs into a physical and visual tool that establishes places in our community where important traditions take place.



Historic District Cultural Landscape Inventory: San Francisco, California

The Civic Center Historic District comprises a roughly 58-acre and 15-block part of San Francisco that has multiple historic designations. It was designated locally as a San Francisco Landmark District (1994 SFLD), a National Register of Historic Places (1978 NR) and a National Historic Landmark (1987 NHL). To better understand and assess the site's history and extant resources the City commissioned a Cultural Landscape Inventory (CLI).

A CLI is a versatile document that provides the stewards of the Civic Center Historic District a valuable reference which *enriches people's knowledge of the history* of the site, *deepens the understanding of surviving features* and whether they contribute to the historic character of the district and *provides an understanding of the district's significance*.

A CLI is a guiding document more than a prescriptive one; it is a resource that directs and manages decisions rather than making them outright. It culls historic and current information, bringing it all together in one place and providing a database, analysis and framework for future decisions affecting the Civic Center Historic District.



3 Economic Development

How can we leverage our history and culture to provide economic benefits for the City and its residents?

HPCH Goal 4

Historic and cultural preservation is effectively used as a tool for economic development in San Antonio.



The San Antonio Conservation Society is actively involved in preserving and keeping intact our community's history, customs and culture.



Tobin Hill is one of our city's oldest urban neighborhoods and was designated a local historic district in 2008.

15.6

Historic preservation has proven to be economically beneficial for San Antonio. Historic sites and districts can generate employment opportunities, additional tax dollars, local business development, tourism revenue, downtown revitalization and myriad other contributions to the local economy. We can trace that economic impact directly back to efforts to protect and preserve our historic and cultural resources. Beyond generating revenue and creating jobs, historic preservation is a proven and effective tool for a wide range of public goals including small business incubation, affordable housing, sustainable development, neighborhood stabilization, center city revitalization, promotion of the arts and culture, small town renewal, heritage tourism and economic development¹.

¹ For more information on the economic impacts of Historic preservation, see: Historic Preservation: Essential to the Economy and Quality of Life in San Antonio, City of San Antonio Office of Historic Preservation, February 18, 2015.



Tourist Destination

More than 2.5 million visitors annually tour “The Alamo” complex in Downtown San Antonio. From the Alamo, it’s a short walk to the River Walk, another popular tourist destination. According to a Trinity University study conducted in 2014, the hospitality and tourism industries in San Antonio generate over 100,000 jobs and create an overall economic impact of \$13.4 billion. Nearly \$350 million goes to local government, with much of that reinvested back into the City to further advance historic and cultural preservation.

4 Technology and Innovation

How can San Antonio use technology and innovative new policies to achieve historic and cultural preservation objectives?

How can San Antonio enhance and nurture historic value through education and interpretive programs?

CHW Goal 5

Innovative technology and robust education and outreach programs actively engage the public in the appreciation and preservation of historic and cultural assets.

Technology can greatly enhance community access to our history, through content-rich websites, online databases of historical and cultural records, City directories, and other digital resources. Interactive tour itineraries, maps, photo galleries, virtual tours, GPS tours and mobile activities can target the growing cultural heritage tourism segment, engaging and educating residents and visitors about our historic resources.



The Office of Historic Preservation's Students Together Achieving Revitalization (S.T.A.R) program coordinates local students with homeowners in San Antonio's historic districts to help with minor home repairs and maintenance.

Preserving our history and learning about our culture teaches us and our children about our past and brings us closer to our ancestors. The future of San Antonio's historic and cultural districts and landmarks rests upon educating younger generations about their importance and value. Historic places provide authentic and interactive experiences, making them valuable learning tools for educators and students. Historic and cultural educational activities can be introduced into school curricula allowing students in primary and secondary schools and colleges and universities to learn about San Antonio's history.

ScoutSA Discovery App

The Scout SA initiative has introduced a new method of conducting building surveys without a pen and paper. Staff, professionals or anyone can use the Discovery web application to identify, inventory, and document potential historic landmarks and districts in San Antonio. The app is GIS based so the user can pin point a location, upload a photo and provide a description with their mobile device. All residents can get involved by downloading the app to their mobile phone and submitting places, objects, traditions or people that are important to them.



5 Adaptive Reuse

How can San Antonio most effectively encourage the continued utilization and value of historic resources through strategic updates and adaptive reuse?

HPCH Goal 6

San Antonio strategically incentivizes reinvestment in and reuse of landmark buildings and districts.

15.8

Adaptive reuse refers to remodeling an existing building to accommodate a new use or purpose other than what it was initially designed for. Particularly in the downtown core, adaptive reuse can be an important element in land conservation and reducing urban sprawl. Additionally, many sustainable features can be found in historic buildings, including passive heating and cooling as a result of site orientation and natural ventilation,

natural daylight and use of durable local materials. Reusing existing buildings saves energy and reduces greenhouse gas emissions by avoiding new construction and diverts demolition waste from landfills.

The City has developed incentive programs for adaptive reuse projects in eligible areas. The City will continue to work with community partners to seek financial resources and incentivize opportunities for adaptive reuse projects, as well as continue to identify and evaluate procedural incentives.



Revitalization of the historic Pearl Brewery is one of our city's most notable adaptive reuse success stories.



The San Antonio Museum of Art

We've successfully implemented adaptive reuse in many projects in San Antonio. The San Antonio Museum of Art building in downtown was formerly the Lone Star Brewery complex, built between 1895 and 1905. It was added to the National Register of Historic Places in 1972. Through a multimillion-dollar renovation, the facility transitioned into a museum in 1981. Another successful example is the 13-story Medical Arts Building, built in 1924. The high-rise building included a hospital and housed the offices of doctors and dentists.

Adaptive Reuse Ordinance: Los Angeles, California

Downtown Los Angeles is the central business district of the City of Los Angeles and the urban core of the greater metropolitan area. In the early 1900's, Downtown Los Angeles was a hub of employment activity. However, by the 1990's, the city center lacked a significant number of residents and had a large stock of vacant older office buildings. To help combat continued decline, the City approved the Adaptive Reuse Ordinance in 1999.

The ordinance allows for the *conversion of existing buildings* into residential and live/work units; provides an *expedited approval process* and ensures that older and historic building are not subjected to the same zoning and code requirements that apply to new construction; and has created a *clear direction for developers* in dealing with the mechanical, plumbing and structural concerns in redeveloping older buildings for 21st century uses.

The ordinance resulted in a complete rejuvenation of Downtown. The resident population increased from 27,849 in 2000, to 52,400 in 2014, a 94% increase. Downtown Los Angeles is now a thriving economic and social hub for the region, home to corporate headquarters from a variety of industries, and a sought after location for sporting, social and cultural events.



6 The Missions

How can the City best promote and protect the World Heritage Missions of San Antonio?

HPCH Goal 7

The City uses innovative tools and approaches to protect and promote the World Heritage designated San Antonio Missions.

15.10

Preserving culturally and scientifically important resources has always been an issue of global importance. When the United Nations Educational, Scientific and Cultural Organization (UNESCO) was created in 1945, part of its mission was to develop intercultural understanding through the preservation of culturally and historically significant sites. To date, UNESCO has designated 1,031 properties as World Heritage sites including sites such as Grand Canyon National Park, the Statue of Liberty, Machu Picchu, and Stonehenge.

In 2015, the San Antonio Missions were added to the list of 802 UNESCO World Heritage Cultural sites. This is a tremendous achievement for our community. It is the result of over nine years of coordinated effort and we should be proud of this great honor and distinction.

The Missions (see details on page 15.11) are recognized based on their cultural importance (Cultural Criteria ii) and outstanding universal value to the world. They demonstrate an interweaving of Spanish, Coahuiltecan and other indigenous peoples in the San Antonio River Basin area. They also demonstrate such characteristics as the integration of indigenous natural art with decorative elements of the Catholic Church and provide post-secularization evidence and a shared value system that transcends the church's rule.

Our community takes very seriously the protection of these sites and our mission to address appropriate development around the Missions to preserve their character and enhance their economic prosperity. In 2013, Bexar County commissioned a study of the economic impacts of World Heritage designation for the San Antonio Missions, concluding that the designation would result in a range of 11 to 26% higher economic impacts. The City and its partners must make continued investments with these goals in mind. The recognition of the Missions as a UNESCO World Heritage site, while culturally significant for our area, does present challenges and long term maintenance requirements. These challenges and requirements affect multiple parties involved in management of the Missions including the City, State of Texas (owns the Alamo property), the Archdiocese of San Antonio (owns and operates the 4 remaining missions) and the US

National Park Service (manages all property within the San Antonio Missions National Historic Park). These entities must work together to continually update management plans for the Missions, set up and maintain an accurate reporting system on the state of conservation, and work to increase the public's awareness of the Missions and the greater conservation effort. The established coordinating committee will continue to implement and strengthen its work plan for the Missions, addressing issues such as land use, infrastructure and marketing.

The long-term sustainability of the San Antonio Missions is an issue of cultural importance not only for San Antonio but for the world. The City will continue to work with both the community and the Missions to create a sense of shared responsibility and pride thereby ensuring future support and sustainability of the various sites. Additionally, continued discussions and partnerships between the US National Park Service, the Archdiocese of San Antonio, the State of Texas and other local and regional organizations is critical to maintaining the Missions and attracting and educating the one million plus visitors to the Missions annually.

UNESCO World Heritage Site

The World Heritage Missions of San Antonio include five 18th century missions: Mission San José y San Miguel de Aguayo; Mission Concepción; Mission San Francisco de la Espada; Mission San Juan Capistrano; and The Alamo (which began as Mission San Antonio de Valero). The San Antonio Missions are only the 3rd site to be designated a UNESCO site in the past 20 years in the United States, the first ever in Texas, and the 23rd nationally.



Mission San Jose y San Miguel de Aguayo



Mission Concepcion

15.11



Mission San Francisco de la Espada



Mission San Juan Capistrano



The Alamo

Goals and Policies

We will continue to make decisions that protect and preserve our historic and cultural resources for future generations. Preserving and reinvesting in our historic sites, objects, structures and landscapes will continue to strengthen our communities and neighborhoods, improve our economy, grow local tourism and conserve our natural resources. Even more importantly, they inform and educate our youth about the important events and places that shaped the San Antonio of today. The goals and policies will continue incorporating innovative programs and opportunities to preserve our historic assets and cultural heritage, showcasing these important resources to the world, and allowing our community to easily reinvest and protect our historic buildings, objects, sites, traditions and customs.

15.12

The seven Historic Preservation and Cultural Heritage goals address the key issues identified above and provide the framework for the policies and actions the City will take as a result of the SA Tomorrow process. The policies are not associated with specific goals, but are grouped by common themes.

HISTORIC PRESERVATION AND CULTURAL HERITAGE (HPCH) GOALS

- **HPCH Goal 1:** San Antonio's zoning and design review processes and procedures promote clear and effective historic and cultural preservation decisions.
- **HPCH Goal 2:** Historic preservation policies, initiatives and incentives are regularly reviewed to enhance performance and effectiveness and are incorporated into elements of all City plans.
- **HPCH Goal 3:** San Antonio is a national leader in recognizing and protecting the tangible and intangible attributes of its diverse cultural heritage.
- **HPCH Goal 4:** Historic and cultural preservation is effectively used as a tool for economic development in San Antonio.
- **HPCH Goal 5:** Innovative technology and robust education and outreach programs actively engage the public in the appreciation and preservation of historic and cultural assets.
- **HPCH Goal 6:** San Antonio strategically incentivizes reinvestment in and reuse of landmark buildings and districts to protect those historic resources in accordance with established zoning and design guidelines.



The "Chili Queens" served chili con carne and other Mexican American dishes in San Antonio plazas and courtyards from the 1890's through the 1930's.

- **HPCH Goal 7:** The City uses innovative tools and approaches to protect the World Heritage designated San Antonio Missions.
- **HPCH Goal 8:** San Antonio should develop design guidelines for each historic district that reinforces their unique character.

HISTORIC PRESERVATION AND CULTURAL HERITAGE (HPCH) POLICIES

Process and Procedure

- **HPCH P1:** Maintain and update as needed the Strategic Historic Preservation Plan (2009) which consolidates the City's official vision and policies for historic preservation.
- **HPCH P2:** Continue to incorporate historic preservation elements in all citywide, district and neighborhood planning initiatives.
- **HPCH P3:** Continue to promote preservation as a tool for cultural, economic and environmental sustainability.
- **HPCH P4:** Work with community groups and organizations to identify and promote key historic areas of the city and create policies which protect their integrity.
- **HPCH P5:** Continue to review the Unified Development Code (UDC) to improve the effectiveness of codes related to historic preservation as well as the Code's overall readability.
- **HPCH P6:** Continue to use the Historic Design Guidelines (2012) to facilitate OHP and HDRC reviews of public and private development initiatives. Work with historic districts to develop district-specific guidelines.

- **HPCH P7:** Provide regular training for the City's planning and development related boards and commissions, staff and the public to increase awareness of regulations and design, planning and zoning guidelines and best practices.
- **HPCH P8:** Work with Development Services Department and historic neighborhoods to ensure that underlying zoning supports the desired character of the district.
- **HPCH P9:** Protect well-established neighborhoods by strengthening Neighborhood Conservation Districts (NCD) to address the appropriateness of new and infill construction through enforceable design standards that allow neighborhoods to define unique character and features and promote compatible infill development.

Incentives and Economic Development

- **HPCH P10:** Enhance the effectiveness of existing historic preservation incentives and create additional city-wide programs that encourage reinvestment in historic resources, such as programs that support the neighborhood single-family housing stock.
- **HPCH P11:** Target incentives that stimulate reinvestment in neighborhoods and encourage preservation, rehabilitation and adaptive reuse of existing community assets.
- **HPCH P12:** Streamline and expand promotion of preservation programs and incentives to property owners, builders, developers and investors.

- **HPCH P13:** Identify and remove disincentives and obstacles to preserving and reusing historic resources.
- **HPCH P14:** Expand incentives and programs to encourage the rehabilitation or adaptive reuse of historic structures while preventing unwarranted demolition, including programs for low-income property owners who may not otherwise be able to preserve their historic structure.
- **HPCH P15:** Promote historic preservation as a strategy for maintaining diverse and vibrant neighborhoods.
- **HPCH P16:** Continue to promote and expand the findings of the Economic Impact of Historic Preservation (2015) study.
- **HPCH P17:** Promote the use of available incentives for rehabilitation such as the Historic Tax Credits or funds for the rehabilitation of endangered sites.
- **HPCH P18:** Create new preservation initiatives that facilitate rehabilitation and reuse of historic resources including owner occupied single-family housing stock, revitalization of neighborhoods and commercial districts, and creation of new jobs and small businesses.

Education and Outreach

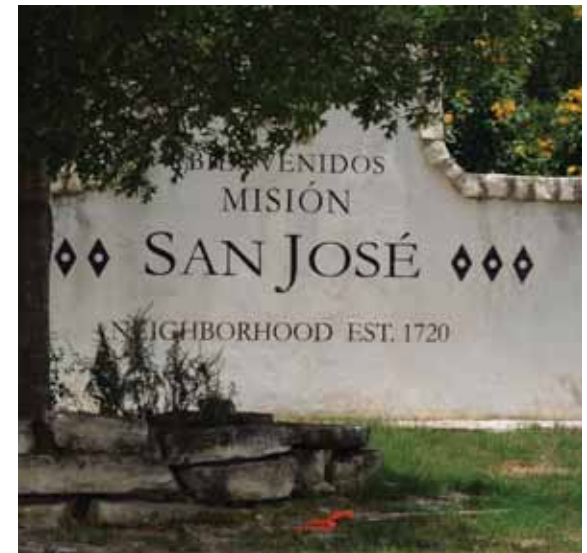
- **HPCH P19:** Continue to employ a comprehensive outreach effort to increase awareness of the tremendous value of San Antonio’s architectural, cultural, and archaeological resources, and the inherent benefits of historic preservation.
- **HPCH P20:** Harness public and private resources to market the numerous incentives and programs available to property owners, builders, and developers.
- **HPCH P21:** Develop innovative ways to engage and educate students and young people.
- **HPCH P22:** Utilize an “early warning” system to encourage advocacy and communication within the community to better protect endangered sites, buildings, landscapes and view sheds.
- **HPCH P23:** Utilize technology to capture new audiences and expand the overall reach of historic preservation programs and efforts.
- **HPCH P24:** Proactively work with property owners and community groups, especially those in historically underserved areas, to designate new historic landmarks and districts that are valuable to the city.

Cultural Heritage

- **HPCH P25:** Define and communicate a broader definition of cultural heritage to the community that includes tangible and intangible resource of architectural, historic and cultural significance.
- **HPCH P26:** Develop a formal process to recognize properties/assets of cultural significance.
- **HPCH P27:** Establish methods for the identification, recognition and awareness of intangible cultural and social heritage.
- **HPCH P28:** Utilize technology to expand survey areas and make survey information more accessible to the public to promote a greater understanding of significant historic and cultural resources, such as the development of a cultural map.
- **HPCH P29:** Continue to facilitate public discourse and education relating to cultural heritage.

World Heritage San Antonio Missions

- **HPCH P30:** Continue public engagement activities to identify and document the attributes which create the Outstanding Universal Values identified in the UNESCO inscription.
- **HPCH P31:** Enforce and evaluate the Mission Protection Overlay Districts; explore the effectiveness of additional design review tools or changes to underlying zoning.
- **HPCH P32:** Utilize tools which evaluate potential impacts to the Outstanding Universal Values (as defined by UNESCO) within the designated Missions of San Antonio area and the buffer zone.
- **HPCH P33:** Partner with stakeholders to promote heritage tourism.
- **HPCH P34:** Develop strategies and incentives which protect and enhance the authenticity of the designated area.



15.15

Our city's remarkable history and heritage encompass a range of tangible and intangible assets including world renowned landmarks, notable structures, local neighborhoods, art, culture, language and cuisine.





Chapter 16: Military (M)

As a major employer and actor in the greater San Antonio-New Braunfels metropolitan area, the military and its multiple assets, including Joint Base San Antonio (JBSA) and Camp Stanley, provide important employment, economic and partnership opportunities for our city.

Despite these varied and extensive benefits, there are also challenges that the City and military must work together to address. We have a long and distinguished history as “Military City, USA” and continue to engage active service members and veterans in City decisions. With future base closures and realignments always a looming possibility, proactive steps to strengthen the viability of these installations as an integral part of the city and the region are critical.

JBSA, the largest base organization in the Department of Defense, is made up of 55,760 active duty personnel and 31,624 civilians/contractors. JBSA is comprised of the following:

- JBSA-Fort Sam Houston: Medical Training, Patient Care, Headquarters;
- JBSA-Lackland: Basic & Technical Training;
- JBSA-Randolph: Instructor Pilot, Navigator & Instrument Flight Training; and
- JBSA-Camp Bullis: Base Operations Support and Training Support to Joint Base San Antonio Mission.

Our commitment to work with the military and support service members, veterans, and their families will contribute substantially to not only the economic success of our city, but also the health and wellbeing of all its current and future residents.

By partnering with the military we have the opportunity to enhance our economic performance, strengthen our position as a welcoming military community and advance research and innovative businesses that will distinguish our City in the future. By addressing land use compatibility problems through cooperative land use planning efforts we foster a supportive environment for military operations. The City of San Antonio has already established itself as “Military City, USA.” To protect this legacy, we must work with the military to ensure only safe and compatible development occurs near our military installations. Several key issues will define San Antonio’s successful approach to its partnership with the military over the next 25 years.

16.1

1 Land Use and Military Integration

How can the City continue to attract and retain military locations, assets and missions?

How can the City address infrastructure limitations near Joint Base San Antonio (JBSA) locations, including road capacity and traffic congestion?

M Goal 1

Incompatible land uses in the vicinity of Joint Base San Antonio (JBSA) locations are minimized in order to safeguard operational mission requirements.

16.2

A Joint Land Use Study (JLUS) is a cooperative land use planning effort conducted as a joint venture between an active military installation, surrounding cities and counties, state and federal agencies and other affected stakeholders.

Three of the military facilities in or near San Antonio have conducted or are in the process of conducting a JLUS. These include studies for JBSA-Camp Bullis, JBSA-Lackland and JBSA-Randolph. Each of these studies provides:

- A detailed land use assessment for surrounding high growth areas;
- A baseline of existing incompatible land uses around the installation;
- Assessments of regional growth trends along designated transportation corridors;
- A plan to assist surrounding communities with decision-making; and
- Recommendations and strategies to promote compatible land use planning around the military installation and surrounding communities.

The effect of implementing JLUS recommendations has led to increased levels of cooperation and communication and shifted the tone and language of the dialogue regarding the interaction of military and community uses. The prevalence of encroachment issues is gradually giving way to an increased focus on encouraging compatible land uses in the future. Furthermore, there seems to be a new emphasis and commitment to planning for better integration of military installations, activities, personnel, families and veterans into the city fabric.

In addition, we should collaborate with potential developers, realtors and homeowners to identify areas of compatible development and work with them to integrate affordable housing, desired services and other appropriate uses.

We must also collaborate with military installations to understand potential issues affecting mission readiness and military quality of life. When possible, City projects and investments should be aligned with needs on and surrounding JBSA facilities. Road construction and investments to manage congestion on major roads leading to installations is one example; SAWS collaboration on water projects to ensure reliable supply to base is another.

Finally, active engagement by the City's Office of Military Affairs and other task forces and commissions is also crucial to maintaining the success of San Antonio's military missions. Cities that actively address legislative and regulatory issues at the state and national levels can ward off situations that may compromise military installations and missions, protecting their ability to maintain or even gain missions if future rounds of Base Closure and Realignment (BRAC) occur.

The City of San Antonio has established a Military Transformation Task Force (MTTF), tri-chaired by members of the City of San Antonio, Bexar County and the business community. The mission of the MTTF is to foster communication between the military and the community, enhance mission readiness, sustainability and infrastructure, advocate for the military at the local, state and national levels, and evaluate the impact of any Department of Defense reductions.



JBSA Lackland is home to numerous military training programs including the Department of Defense Military Working Dog Program. The Transportation Security Administration (TSA) also opened a 25,000 square foot training center at the base in 2016.

JBSA Coordination Planning

The Air Force has funded an Installation Development Plan that lays out the proposed development of each San Antonio military installation. The Plan is expected to be complete in Fall 2016. In addition, there are several Air Force Community Partnership projects being explored at select San Antonio military installations.



Supporting Infrastructure and Connectivity: Fort McPherson, East Point, Georgia

In 2011 Fort McPherson, the seventh largest employer in the Atlanta metro area, closed during the 2005 Base Realignment and Closure (BRAC) process, resulting in a loss of 9,600 direct and indirect jobs. Despite years of advanced knowledge of the closure, the 486-acre site sat vacant and in poor condition until a 330-acre portion was bought in 2015 to be used as a film studio lot. Even though the City and County put forward their best efforts, the site provided challenges which severely impacted its functionality and future usability. Namely, the site was *boxed in by transportation infrastructure* (highways and railway tracks) that largely eliminated pedestrian access; is *surrounded by a high blight and unemployment*



area with many vacant buildings and a lack of amenities; and *required expensive upgrades* to its road, electrical, power and water networks.

While each military installation and city is different, the case of Fort McPherson offers valuable lessons. Importantly, cities must recognize the immense land use and

infrastructure challenges posed by large base closures. Advanced planning, investment and coordination are required by the City, military, and other municipal partners to address infrastructure (water, power) and connectivity (roads, transit) issues that will help the former base successfully integrate into the city's fabric.



2 Encroachment

How can San Antonio and the military work to mitigate encroachment issues that pre-date the Joint Land Use Studies (JLUS)?

How can the City's policies and ordinances proactively address current and potential future land use compatibility issues and avoid costlier retrofit solutions in the future?

M Goal 3

Communication and coordination between San Antonio, adjacent jurisdictions, and the Military engender a strong regional approach to compatibility issues.

The primary challenge associated with the military presence in San Antonio is the issue of encroachment, or the potential impact of the built environment and development activities that can compromise military mission training requirements or mission readiness. Many encroachment issues have been addressed by Memorandums of Understanding (MOUs) between the City and military installations, based on the recommendations of the various Joint Land Use Studies (JLUS).

Zoning overlay districts and other policies and ordinances are used to regulate or limit development within defined Military Influence Areas (MIAs) and in order to help ensure land use compatibility of future development.

- The three most critical issues identified in the JBSA-Lackland JLUS include communication and coordination, noise and light and future land use. The JLUS includes several strategies to address these issues.
- The three most critical issues identified for JBSA-Camp Bullis are light and glare; threatened and endangered species; and noise and safety. The JLUS for JBSA-Camp Bullis includes several strategies to address these issues including a Military Influence Overlay District as a proposed zoning tool to implement policies and regulations associated with a Military Influence Area. We have also implemented both a Sound Attenuation Overlay (MSAO) and a Lighting Overlay (MLOD/Dark Sky) around Camp Bullis to address light and noise issues.
- The goal of the JBSA-Randolph JLUS is to reduce potential conflicts between the military's training mission and the surrounding areas while also accommodating growth and economic development, sustaining economic vitality, protecting public health and safety and protecting the operational missions of the installation.



San Antonio and neighboring communities should adopt Joint Land Use Studies and support the missions at area installations including JBSA-Randolph.

- Other common issues identified include vertical obstruction concerns, traffic congestion around the bases, and encroachment into the MIA.

The military continues to provide valuable guidance and resources even after the JLUS reports are completed. An Installation Complex Encroachment Management Action Plan (ICEMAP) is under development for JBSA and is expected to be available to the public in 2016. As part of this effort, summary documents titled "Partners in One Community" are being developed for Bexar and Guadalupe counties. These planning documents will provide valuable information for the City's future planning efforts.

Some encroachment problems existed before the JLUS were completed, and remain as issues that still impact both military operations and training, and adjacent communities. In other cases, encroachment and compatibility issues were identified in a JLUS, but have not yet been addressed by City regulations or ordinances. Coordinated efforts are needed to revisit and address JLUS recommendations that have not yet been implemented.

We must pay particular attention to unresolved issues that require coordination among or attention from multiple jurisdictions. As the largest city in the region we must lead regional efforts to establish cooperative agreements where there are multiple jurisdictions adjacent or near MIAs. Memorandums of Understanding have typically been established between military bases and single jurisdictions, and in some cases, a regional jurisdiction. A more comprehensive regional approach is needed to help ensure the bases are experiencing more consistent regulations and ordinances throughout the region.



Our close relationship with the military in San Antonio provides our city with economic, technological and social and cultural benefits. Attracting training and retaining skilled individuals can spur future business opportunities.

16.6

3 Economic Impact and Employment

How can the City leverage the presence of JBSA locations and personnel to enhance San Antonio's economic performance, including employment, military spending and investment, and research and advanced training projects?

M Goal 5

The City's investments and partnerships leverage and maximize the economic impacts of the military on San Antonio.

GCF Goal 6

San Antonio invests and coordinates with the military to minimize potential future impacts that could be created as a result of sequestration or base closure or realignment initiatives.

The military is an important source of employment for the City of San Antonio and the broader region. Aggregating employment across these multiple locations, an estimated 132,000 jobs are directly attributed to the U.S. Department of Defense.

That direct employment also helps generate additional indirect and induced jobs. Initial numbers from the updated study indicate that the military presence now generates approximately 212,000 jobs in the city.

The military also plays a key role in supporting a wide variety of non-military industries across San Antonio. The Department of Defense awarded \$4 billion in local contracts in San Antonio in 2011, including \$1.5 billion to SA2020 targeted industries of aerospace, biosciences/healthcare and information technology and cybersecurity.

The City should also explore policies, programs, and partnership opportunities to help harness and promote the synergy of intellectual and physical property in the area. There are unrealized opportunities to link military assets and training opportunities with research projects and advanced

training in the higher education, medical and civilian sectors.

While San Antonio greatly benefits from the creation of jobs due to the military's presence, it must also be cognizant of employment gaps present in veteran and spousal employment. Between 2010 and 2014 an estimated 5.32% of veterans aged 18-65 years were unemployed. With a growing number of veterans retiring in San Antonio action must be taken to ensure that an acceptable unemployment rate of between 4.5% and 5.5% is not exceeded. Additionally, services must be implemented to help military spouses find off base employment.

Finally, although the city and JBSA installations actively work to maintain missions, or even attract new ones, it is prudent to plan for potential impacts that may occur if our bases are negatively affected by future base realignment or closure issues. When possible, the City should work with JBSA to consider how new or renovated building and facilities can be built with future, non-military uses in mind. While supporting current missions is always our top priority, we should take advantage of opportunities to envision the potential adaptive reuse of military installation buildings.

4 Care for Service Members, Families, and Veterans

How can the City provide enhanced housing, education, employment and healthcare services and opportunities for service members, veterans and their families?

M Goal 4

San Antonio supports quality of life and wellness initiatives for, and the integration of, military service members, veterans and their families.

16.8

Access to affordable housing, quality education, healthcare and employment are all contributing factors to our overall quality of life and wellness. San Antonio needs to work with the military to ensure that service members, their families and veterans all have access to these opportunities and amenities outside of the military installations. The city's military installations, service members, veterans and their families require a wide range of support and advocacy on multiple levels and from a broad range of organizations.

With approximately 84,405 retired and 211,299 military veterans in the San Antonio vicinity, long-range planning for provision of services to this aging population is vital. We must continue to solicit and respond to veterans' concerns and work towards remedying them. The City should initiate a study that addresses how the local healthcare community can help mitigate shortfalls in Veteran Affairs (VA) care.

The Commission on Veterans' Affairs is an important part of this work. Its mission is to serve the City Council in an advisory capacity on legislative issues affecting the city's military population, both active and retired. The Commission serves as the community's liaison and advocates for veterans' affairs; advises the City Council on issues affecting San Antonio veterans and their families; and makes recommendations for improving services. This Commission, as well as other commissions and nonprofit organizations, help bridge the gap between the military, the City and other jurisdictions in the region. They create a venue for developing solutions that are mutually beneficial for both parties and we should support their efforts.

We should also encourage and support educational and job training programs that help veterans transition from military to civilian life. Job training and education courses should also be available for spouses who wish to learn trades outside of the home or off the base.

As compatible development surrounding bases is identified and prescribed, San Antonio should work with the military to attract developers who specialize in creating affordable, community-focused housing. As with development in all parts of our city, access to transportation, green spaces, parks, trails and proximate healthcare are all factors that should be considered.



Families of active duty military personnel sacrifice a lot to support our troops and deserve programs and amenities that integrate them into our community.

Commission on Veteran's Affairs

The Commission on Veteran's Affairs is an 11-member board representing the Mayor and ten City Council Districts. All members must be veterans and may serve no more than three (3) two-year terms. The Commission was chartered by the City Council on April 12, 2001 and their first meeting was held on August 29, 2001.



Longstanding Military Partnership: San Antonio Office of Military Affairs

For 300 years, the City of San Antonio has enjoyed a deep and long standing history of partnership with the military. That relationship, and the City's commitment to its military community, is manifested through our Office of Military Affairs. San Antonio is one of the few cities in the nation that has integrated this permanent structure into our local government in order to: *sustain and enhance the military's missions, ensure the long-term protection of our bases; and support veterans, retirees, active duty personnel and their families.*

Established in 2007, the Office of Military Affairs is the City's formal point of contact for issues of common concern affecting the military and the City.



Goals and Policies

A willingness to question the status quo and consider alternative approaches to the city's future development not only encourages much needed change for the city to remain nationally relevant, but has the added benefit that multiple plan goals can be realized through the implementation of a single new approach. Six goals were developed to address the key issues identified and provide the framework for the policies and actions the City will take as a result of the SA Tomorrow process. The Military policies are not associated with specific goals, but are grouped by common themes.

MILITARY (M) GOALS

Six goals were developed to fulfill the City's vision and to address the key issues identified for the Military element:

- **M Goal 1:** Incompatible land uses in the vicinity of Joint Base San Antonio (JBSA) locations are minimized in order to safeguard operational mission requirements.
- **M Goal 2:** City policies and investments position San Antonio to retain its military installations and attract expanded missions due to realignments and base closures in other areas.
- **M Goal 3:** Communication and coordination between San Antonio, adjacent jurisdictions, and the military engender a strong regional approach to compatibility issues.

- **M Goal 4:** San Antonio supports quality of life and wellness initiatives for, and the integration of, military service members, veterans and their families.
- **M Goal 5:** The City's investments and partnerships leverage and maximize the economic impacts of the military on San Antonio.
- **M Goal 6:** San Antonio invests and coordinates with the military to minimize potential future impacts that could be created as a result of sequestration or base closure or realignment initiatives.

MILITARY (M) POLICIES

Land Use

- **M P1:** Discourage development in areas where the risks to potential health and safety cannot be mitigated to accepted guidelines. Consider overlay districts (independently or in cooperation with other jurisdictions) in the Military Influence Areas (MIA) to mitigate encroachment issues.
- **M P2:** Develop strategies that apply land use and development tools to mitigate encroachment and compatibility issues that pre-date the JLUS.
- **M P3:** Revisit and continue to monitor unimplemented recommendations of the JLUS and other applicable studies.
- **M P4:** Continue to monitor and enforce Memorandums of Understanding (MOUs) between the City and JBSA regarding the compliance of master development, neighborhood, community and other functional and regional plans located five miles or less from the perimeter boundary of military installations for compatibility with the military.
- **M P5:** Partner with JBSA locations to identify, prevent and reduce encroachment and sustainment challenges identified in the Installation Complex Encroachment Management Action Plan (ICEMAP).
- **M P6:** Incentivize development potential in other priority development areas of the city to take pressure off of base-adjacent land.
- **M P7:** Coordinate with JBSA to identify sub-districts within JBSA locations where different internal and adjacent development types may be appropriate and further other City land use and connectivity goals.
- **M P8:** Coordinate with JBSA locations and City Police to facilitate infrastructure improvements and staffing that facilitate more flexible ingress/egress options.
- **M P9:** Develop land use and development strategies to address potential base closures, consolidations and realignments. Assess appropriate land uses and potential reuse of structures and infrastructure should bases close or reduce in size in the future.
- **M P10:** Encourage JBSA and the Department of Defense (DOD) to consider the long-term potential of military contraction or mission reduction/ shift when planning and constructing facilities. Encourage the design of housing, educational, medical and other facilities to facilitate their continued use or adaption for other uses if no longer needed for military purposes in the future.

Regulations and Ordinances

- **M P11:** Develop a voluntary sound attenuation retrofit program.
- **M P12:** Partner with JBSA locations to develop protocols for the safe movement of hazardous materials.
- **M P13:** Continue to enforce the City's Dark Skies Ordinance around Camp Bullis to address unnecessary light pollution, uplight, and glare from new construction or the revision/replacement of existing lighting.
- **M P14:** Require the dedication of aviation easements when development is proposed on property within the safety zones as per JLUS recommendations.
- **M P15:** Continue to monitor and enforce the Military Airport Overlay Zone (MAOZ) overlay zoning district limiting the density of development and intensity of uses in identified runway Clear Zones and Military Airport Overlay Zone.
- **M P16:** Continue to enforce the requirement that all new development or substantial redevelopment located five miles or less from the perimeter boundary of military installations conform to Federal Aviation Regulations Part 77 height limits.
- **M P17:** Support and implement the Southern Edwards Plateau Habitat Conservation Plan developed under a cooperative agreement with Bexar County to mitigate within the "Threatened and Endangered Species Military Influence Area (MIA)" identified in the Camp Bullis JLUS.

Communications and Collaboration

- **M P18:** Honor Memorandums of Understanding (MOU) that foster on-going formal consultation with and among the JBSA and area cities and counties regarding issues of mutual concern.
- **M P19:** Continue to provide opportunities for collaborative participation by the Military in all phases of the San Antonio comprehensive master planning, zoning and/or master development plan review process.
- **M P20:** Provide notifications to JBSA for review and comment on City land use applications for properties located within five miles of a military installation.
- **M P21:** Coordinate closely with those jurisdictions, agencies, and organizations that have jurisdiction within five miles of the perimeter boundary of a military installation to encourage their policies and regulations are consistent with the City's Comprehensive Plan. Include representatives from Bexar, Comal, and Guadalupe Counties and regional municipalities when planning a regional JLUS with the military.
- **M P22:** Cooperate to provide City and Bexar County staff with on-going training opportunities to maintain their awareness of the latest technology and regulations concerning military compatibility issues.
- **M P23:** Create a military compatibility communication and education program for developers and realtors.
- **M P24:** Continue to support State legislation requiring real estate disclosures for all real estate transactions within the Military Influence Areas.
- **M P25:** Continue to support the efforts and policies of the Military Transformation Task Force (MTTF), a joint initiative of the City, Bexar County, and the Greater San Antonio Chamber of Commerce, to work with the military to promote mission readiness and to address impacts the military has on the community.
- **M P26:** Coordinate with JBSA locations on Joint Use agreements that allow non-military users/uses of certain military facilities (transition areas, specific hours or floors of designated facilities).

Infrastructure and Investment

- **M P27:** Review City, County and State (TXDOT) projects on an annual basis to identify capital improvement plans (CIP) and master infrastructure plans that may impact or benefit the mission at each of San Antonio's military installations. Consider the projected need for additional infrastructure and other municipal services by JBSA in the development of new infrastructure master plans.
- **M P28:** Consider the needs of military installations when planning transportation and infrastructure projects by consulting regularly with the military to ensure military routes are depicted accurately in plan diagrams and maps.

Education, Training, and Economic Development

- **M P29:** Support and help coordinate educational and advanced training opportunities with overlap between the military, education and civilian sectors.
- **M P30:** Coordinate with JBSA locations to leverage military expertise, resources and personnel to establish and support innovation clusters in San Antonio (including cyber, medical, advanced technical and engineering).
- **M P31:** Develop programs to help coordinate and link local college curriculums with appropriate military missions as a strategy to help retain those missions long-term.
- **M P32:** Support programs and organizations that work to retain workers with specialized skills and competencies leaving the military to in order to help incubate and support targeted industries such as biosciences and healthcare, information technology and cybersecurity, advanced manufacturing and aerospace.
- **M P33:** Work to enhance the military's use of local contractors and services and to increase the purchase of equipment and materials from San Antonio-based suppliers. The City should identify, attract and support businesses that serve the military and military contractors.
- **M P34:** Coordinate with and support the Texas Military Preparedness Commission to preserve, protect, expand, and attract new military missions, assets and installations in San Antonio.

Quality of Life and Wellness

- **M P35:** Explore the use of public-private partnerships to assist in potential land use and personnel transitions similar to work done to advance Port San Antonio and Brooks City Base.
- **M P36:** Cooperate with and support efforts such as the Military and Veteran Community Collaborative (MVCC) and The Community Blueprint Network to address critical issues facing veterans, returning service men and women and military families including employment, education, housing and healthcare.
- **M P37:** Work with local nonprofits to establish workforce transition programs so that highly skilled military workers can easily transition to public sector employment in health, bio-medicine, cyber security and IT industries, if and when needed.
- **M P38:** Work with JBSA officials and area developers in identifying strategies to meet the housing needs of service members, veterans, and their families when updating the City's Comprehensive Plan Housing Element and other housing studies and plans.
- **M P39:** Cooperate with and encourage JBSA base development planning initiatives (such as the Installation Development Plan expected in 2016) that support City goals and policies for growth, urban form, housing, transportation and healthy communities.





SECTION 4

Implementation

Chapter 17: Comprehensive Planning Program

Chapter 18: Implementation Strategy





Chapter 17: Comprehensive Planning Program

This chapter makes specific recommendations that update San Antonio’s Comprehensive Planning Program. Recommendations include a refined plan hierarchy, introduce a regional planning approach, and suggest changes to the Implementation Service component.

The Comprehensive Planning Program (CPP) is the city’s coordinated approach and process for public planning. It provides the rationale and goals for the city’s long-range development efforts and contains three main service components: Building Capacity, Comprehensive Planning, and Implementation. San Antonio’s most recent update to the City’s CPP was completed in 2009. The SA Tomorrow process has identified a number of changes that need to be incorporated, including new planning approaches and geographies.

This chapter provides a review of the Comprehensive Planning component and explains recommended changes to two of the planning types.

The next chapter provides details on the Comprehensive Plan Implementation Strategy. This includes indicators to measure progress toward achieving Plan goals and policies, and actions to direct the city and its partners in this effort.

Plan Hierarchy

The following is the revised approach and hierarchy for San Antonio’s Comprehensive Planning component of the CPP. The SA Tomorrow Comprehensive Plan is the guiding document that directs the city’s long range development efforts and the other types of plans utilized by the city. The intent of a revised hierarchy is to ensure that planning at all levels in San Antonio is completed in an efficient and effective manner with meaningful participation and buy-in from neighborhoods, property owners, business owners, partner agencies, major institutions and other key stakeholders. The four planning levels are described below:

Level 1: Regional Plans are developed in collaboration with partner agencies to guide regional and multi-jurisdictional services and/or infrastructure investments. Not all plans at the Regional Plan level of the CPP necessarily address a full regional geography, as many regional planning efforts coordinate interjurisdictional strategies, policies and investments with neighboring cities and counties at a smaller geographic scale.

Level 2: Citywide Functional Plans direct specialized components of city planning such as transportation, economic development, housing, natural resources and sustainability.

Level 3: Sub-Area Plans provide detailed strategies regarding land use, transportation, infrastructure and facilities for specific geographies, such as regional centers, corridors and neighborhood groupings, aligning them with higher level plans.

Level 4: Specific Plans address smaller scale geographies and are focused on implementation. Examples of these types of plans include San Antonio’s airport, station area plans, area reinvestment plans and special purpose places and facilities such as Hemisfair.

It should be noted that existing plans at levels 1, 2, 3 and 4 are not nullified upon adoption of the SA Tomorrow Comprehensive Plan. Similarly, existing neighborhood plans as defined in the existing CPP are still applicable until another plan at the Sub-Area Plan level (Level 3) or Specific Plan (Level 4) is completed for that particular geography. Sub-Area plans in particular should utilize existing neighborhood plans as a foundation and provide the platform through a coordinated planning effort for updated neighborhood level visions, values, goals, recommendations and priorities.

While Citywide Functional Plans (Level 2) and Specific Plans (Level 4) are important for understanding San Antonio’s planning hierarchy, they will not be discussed in detail in this Chapter as no major changes are recommended at this time.

17.2

Level	Plan Type	Example Plans ¹
0	Comprehensive	SA Tomorrow Comprehensive Plan
1	Regional	AAMPO Metropolitan Transportation Plan, Annexation Strategy, Military Joint Land Use Plans, Perimeter Plans, VIA Vision 2040
2	Citywide Functional	Multimodal Transportation Plan, Major Thoroughfare Plan, Sustainability Plan, Forefront SA
3	Sub-Area	Regional Center Plans, Corridor Plans, Community Plans
4	Specific	Airport Plans, Station Area Plans, Area Strategic Plans, Redevelopment/Reinvestment Plans, Specific Project Plans

¹ For Levels 1, 2 and 4 this is not an exhaustive list of covered plans just a set of examples. For Level 3, the examples include a complete list of representative plan types.

Regional Planning

The city continually participates in planning efforts with regional partners. However, SA Tomorrow identified the need to enhance these efforts. The city needs to take a more proactive approach to address issues that cross jurisdictional boundaries. To achieve this, the CPP has been modified to include regional planning as a plan type, ensuring Department of Planning & Community Development staff and resources are devoted to this area of planning. There are three main aspects to the regional planning approach:

1. Regional Plans;
2. Perimeter Plans; and
3. San Antonio's annexation strategy.

REGIONAL PLANS

Regional Plans address broad topics such as transportation, utility service areas and provision and natural resource issues that span multiple jurisdictions. These plans preserve and enhance the future of many communities across South Texas, including San Antonio. By taking an active role in these plans our city can advocate the vision and goals articulated in the three plans comprising the SA Tomorrow process. Participation in these cross-jurisdictional efforts promotes the coordination of policies and investments making them more efficient and impactful.



Regional planning in and around San Antonio will help to protect endangered species, such as the Golden Cheeked Warbler (upper left). Coordinated planning on the edge of the community and across the region will result in a more balanced and environmentally sensitive approach to development, stronger economic positioning and more convenient transportation.



Perimeter planning will establish preliminary direction for land use, designate or protect open space and infrastructure in areas adjacent to the City of San Antonio.

PERIMETER PLANS

Perimeter Plans support cooperative, community-led planning in San Antonio's ETJ. They are developed jointly with Bexar County and other jurisdictions to provide land use and infrastructure investment guidance. The structure of these plans should mimic the components of Sub-Area Plans (described later in this chapter) and provide guidance, but are not regulatory documents.

ANNEXATION STRATEGY

A major analysis of San Antonio's current Annexation Policy and Annexation Strategy documents was conducted as part of the SA Tomorrow process. To integrate the SA Tomorrow Comprehensive Plan policies into the city's Annexation Policy document, this effort:

- Developed recommended revisions to the Annexation Policy;
- Evaluated the 2013 Annexation Strategy using the revised Annexation Policy; and
- Provided recommended changes to the city's annexation and regional planning strategies.

Annexation Policy Changes

A complete version of recommended revisions to the city's Annexation Policy is included in the Appendix to this Plan. These recommendations were the result of the Plan Element Working Group Annexation process. High level recommendations to the Annexation Policy include:

- **Make the basis for annexation more focused and aligned with the goals of the city.** The current basis for annexation—the reasons the city would choose to annex—are broad and provide little direction for why to annex. The peer cities analyzed had more focused and fewer reasons for annexation, which makes the subsequent policy more focused and easier to follow. The recommended revised basis for annexation is provided later in this report. The major themes (reasons) to annex identified in the outreach efforts were the need to protect natural, cultural, historic, military and economic assets and to ensure a more orderly development pattern.

- **Provide annexation policies that align with the context of the areas being considered for annexation.** The current annexation policy statements do not specify condition or context in which they apply to, therefore, it is difficult to understand if a policy should be considered because it may not be applicable to the area being considered. The city should organize policies by three contexts: all areas; undeveloped areas; and developed areas. These three contexts make using the policy document easier and provide more clarity to reasons why the city should consider annexing land that is undeveloped or developed, as they often differ and sometimes are contradictory.

- **Goals and policies related to the desired development pattern and overall city form should be incorporated into the annexation policy and considered when annexing.** The current annexation policies provide minimal guidance or evaluation criteria related to the desired form of the built environment the city is hoping to achieve through this Comprehensive Plan. The city should incorporate policies specific to the city’s desired development form into the annexation policies and use the annexation policies developed by the Growth and City Form Plan Element Working Group as the overriding policies for annexation. These policies are included in the revised Annexation Policy document attached to this report and are listed separately in the sidebar to the right. Lastly, the city should consider and measure how well potential annexation areas reinforce the desired city form.

Growth and City Form Plan Element Working Group Annexation Policies

- Work with AACOG, AAMPO, and other regional partners to determine a consistent approach for forecasting growth in the region and develop a strategic, proactive approach to annexation that is consistent with the adopted growth forecast.
- Ensure the City’s annexation policy supports desired city form through the application of the Unified Development Code.
- Ensure that newly annexed residents of the city receive a comparable level of service as current residents.
- Ensure that annexation decisions do not create an undue fiscal burden on the city or utility providers (SAWS and CPS Energy).
- Ensure that the city's growth and annexation plan provides direction for decisions made by the major utility providers, SAWS and CPS, so they can aid in reinforcing the Comprehensive Plan

Annexation Strategy and Regional Planning Priorities and Recommendations

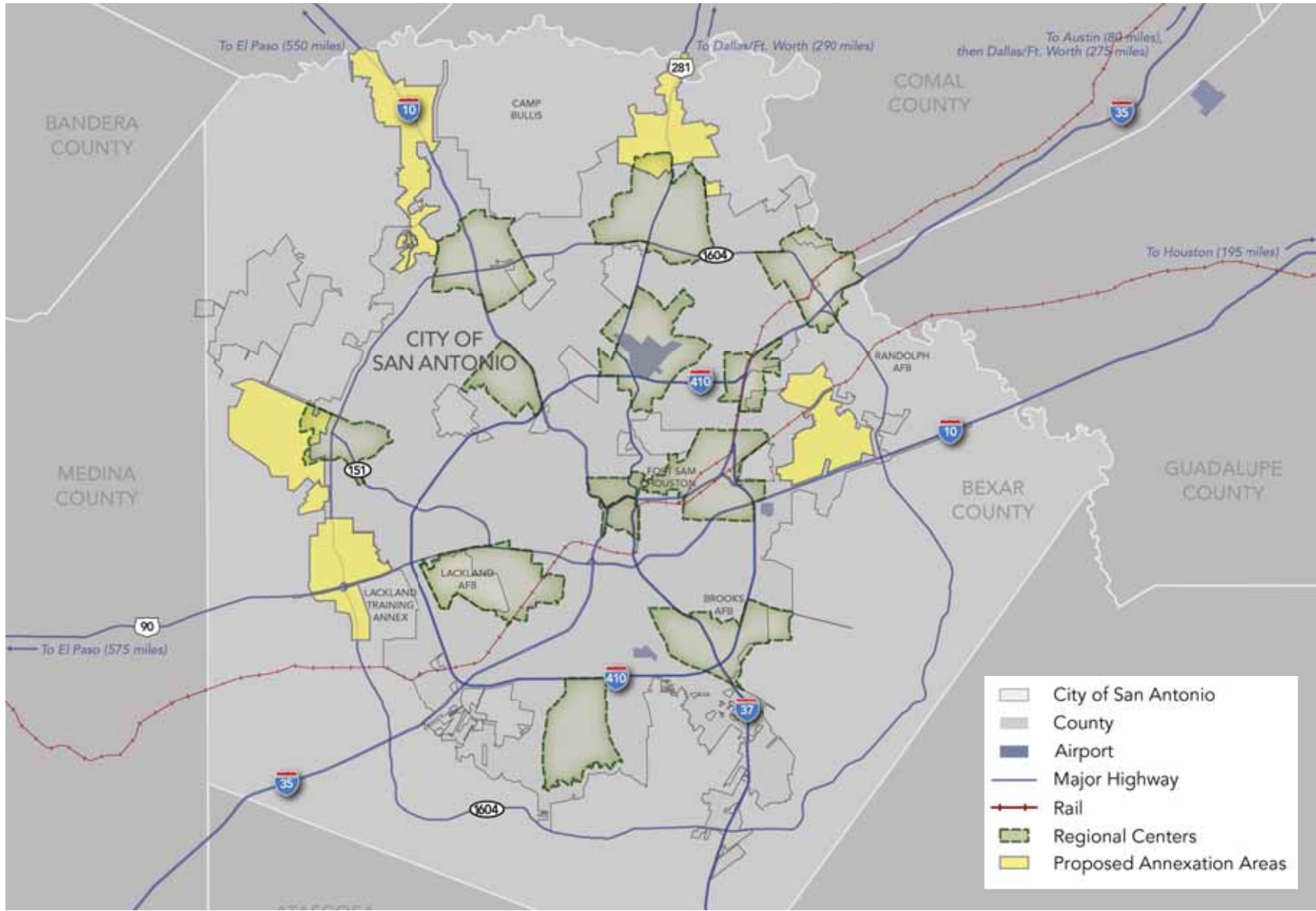
Annexation has several implications on the city, both positive and negative. Not annexing also has several implications. These implications needed to be evaluated in the development of any annexation strategy. The implications identified during the annexation process of SA Tomorrow are described in the SA Tomorrow Annexation Policy and Strategy Assessment found in the Appendix. Also provided in this assessment are the recommended changes to the city's annexation strategy and approach to regional planning. The specifics regarding each recommendation are provided in the assessment, and the high level recommendations are as follows:

Annexation Strategy and Regional Planning Priorities

The following priorities should be the main objective of any annexation strategy the city develops. The current priority annexation areas for the city should be reassessed to ensure they are in line with these priorities and additional regional coordination is likely necessary before the city continues with its current annexation strategy.

Regardless of future annexation activities, these priorities should be paramount.

1. The long-term growth plans of the city, SAWS and Bexar County should be coordinated and documented specifically in policies related to the city's ETJ, SAWS' CCN areas for water and sewer and utility service agreements.
2. The city, Bexar County and other regional jurisdictions and partners need to develop a strategic, regional approach to growth that reinforces regional goals related to transportation, sustainability and resource protection. The regional growth approach must identify ways to reduce the amount of urban level development in the unincorporated portion of Bexar County.
3. The city should prioritize the protection of its natural resources, specifically the Edwards Aquifer, and enhance policies and tools needed to protect the continued recharge of the aquifer and water quality within the aquifer.
4. The city should consider annexing any areas that have the greatest potential for aiding the protection of natural, cultural, historic, military and economic assets.
5. The city must ensure annexation policies assure the long-term fiscal health of the city.
6. The city must ensure annexation policies enable the city to balance resources in an equitable manner and do not lead to disinvestment in the existing portions of San Antonio.



Potential Annexation Areas



Annexation Strategy and Regional Planning Recommendations

Annexation strategies and regional planning recommendations include:

- **The city should reexamine the existing priority annexation areas.** The current priority annexation areas seem to be the logical areas for continued annexation. However, they should be revisited to ensure they match with the revised policy and goals developed through SA Tomorrow and consider the priorities of the city for annexation.
- **The city and Bexar County should meet to develop a coordinated approach and policy regarding development in the unincorporated portion of Bexar County.** The ultimate goal is to develop a joint approach and policy to future growth. The meeting(s) should focus on how the city and Bexar County can work jointly to mitigate the negative impacts of new development and identify tools and strategies to address impacts. As a coordinated approach is developed, coordination with regional stakeholders (utility providers, service providers and other stakeholders) should be held to help vet the approach.
- **The city and SAWS should set up regular meetings to coordinate growth plans and address impacts of planned development.** The city and SAWS should hold quarterly or bi-annual meetings to coordinate on planned development (both greenfield and infill) and future growth plans. At least annually, a meeting should be focused on long-term growth issues and identifying potential conflicts with long-term growth plans that could be mitigated. CPS and other providers should be included in long-term growth discussions.
- **The focus of the city's annexation strategy should be oriented around protecting its assets and long term opportunities (natural, cultural, historic, military and economic).** The extension of city services and regulations should provide a significant improvement to annexed areas. The implications of non-action should be analyzed to identify the upside to annexation and potential mitigation approaches that could be used instead of annexation.
- **Annexation areas should have multiple reasons for being considered for annexation that fit within the revised basis for annexation.** The city should not explore large-scale annexations for one singular, primary reason or purpose. Annexing primarily to ensure new development is built to city standards should not be the only goal. Annexing just to protect an asset should not be the only goal. The annexation should serve multiple purposes and fit within a coordinated growth strategy.
- **Annexation should not be the primary tool and strategy used by the city to protect its assets.** A toolbox of alternatives to annexation to achieve goals in lieu of annexation should be developed.
- **The city should modify its fiscal impact analysis policy and methodology for reviewing annexation areas.** The findings from the fiscal impact studies completed recently should be incorporated into the annexation policy document and the revised approach should be used to reassess the priority annexation areas.

The city should avoid annexing areas where there is limited opportunity to impact the quality of life through city services, investment and regulations. Large-scale annexation can have unforeseen implications that may inhibit the city from achieving its goals. The benefit to the existing area and the city should be considered, as well as the implications of annexing versus not-annexing.

Planning Emphasis and Techniques

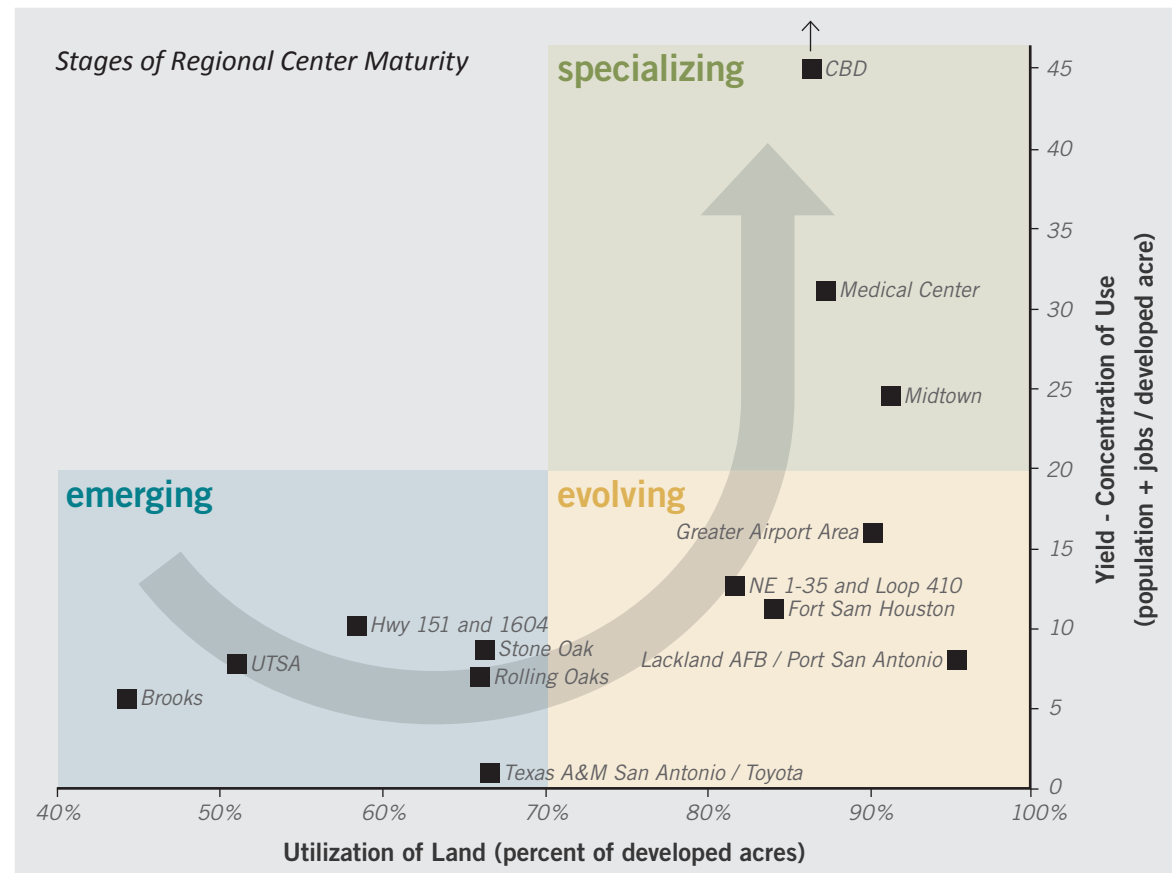
San Antonio's 13 regional centers each offer unique attributes and vary greatly in development maturity. Some centers are still developing and have low land utilization, while others are more densely built-out and have a greater diversity and concentration of uses. This is demonstrated by differing levels of infrastructure, transportation options and community amenities. Recognizing and analyzing the distinct conditions and challenges of each regional center necessitates a nuanced and targeted planning approach. Such an approach will help each center advance and fulfill its role in the city, either as a hub of specialized employment or as a true vibrant, mixed-use place for our residents to live, work and play.

The following categories illustrate the basic progression of a regional center's maturity and identify the appropriate planning emphasis and techniques useful at each stage.

Emerging – Emerging centers typically have significant amounts of undeveloped land, often resulting in low-density urban form. Plans for emerging centers should focus on clarifying the long-term vision; creating a regulatory and policy environment supportive of higher-density and a greater mix of uses; and aligning the center with citywide transportation and infrastructure initiatives.

Evolving – Evolving centers are more developed, but still have low density, require a greater mix of uses and offer limited community amenities. Plans for evolving centers should focus on providing and adapting infrastructure that supports higher density development; encouraging a mix of uses including a strong economic base; and investing in amenities that enhance the public realm.

Specializing – Specializing centers have a high density of uses and are largely built-out. Plans for these centers should be more fine-grained and tactical in nature; focus on remaining opportunity sites; and address missing attributes and amenities.



Sub-Area Plans

Sub-Area Plans are intended to provide a more coordinated, efficient and effective structure for neighborhood planning. Existing and future neighborhood planning will be integrated into the planning for regional centers and community planning areas. Neighborhoods will become integral sub-geographies of these sub-areas while also receiving special attention through chapters and/or sections reflecting specific opportunities, challenges, recommendations and priorities from each participating neighborhood. Neighborhood and community plans should be respected, as appropriate, as they are integrated into the sub-area plans. Following are the three categories of Sub-Area Plans which include: Regional Center Plans; Corridor Plans; and Community Plans.

REGIONAL CENTER PLANS

This section begins with an overview and definition of regional center parameters, followed by explanations of the planning process and the criteria used to prioritize regional center plans. Next, analysis that categorizes centers based on their development maturity and identifies the appropriate planning emphasis and techniques for each is presented. Finally, the major components of a regional center plan are outlined.

Overview

Regional centers are the major activity and employment centers in San Antonio. They are areas

where the city will capture the expected new job growth and housing development over the next 20 to 30 years. To absorb and leverage this growth successfully, coordinated land use plans are needed for these regional centers that identify areas of change and stability; provide strategic approaches for transitions between incompatible land uses and densities; and incorporate subsections and action plans for neighborhoods located within regional center boundaries. Neighborhoods adjacent to regional centers will be invited to participate in the planning effort, but will not have subsections in the plan.

Parameters

The SA Tomorrow process identified 13 regional centers based on the following parameters: 1.5 to 15 square miles in size; currently have or are planned to have a total employment of at least 15,000 jobs; contain significant economic assets and/or major employers; and major city-initiated redevelopment or specific project plans. Other areas of the city have the potential to evolve into regional centers provided they meet these criteria.

Process and Prioritization

Development of a regional center plan is a 12 to 18-month process and San Antonio should strive to produce two plans per year. These plans should be updated every 10 to 15 years. The community

and stakeholder engagement process should include a minimum of: a Steering Committee with representation from each neighborhood, including all registered neighborhood associations, within and adjacent to the Regional Center, major institutions, major property owners, major employers, City of San Antonio, and partner agencies; community meetings; an interactive project website; and an online survey or similar internet-based idea gathering and testing tool.

Criteria for determining prioritization will take into account the center's stage of regional center maturity with emphasis placed on specializing centers (due to immediate infill conflicts) and emerging centers (in an effort to provide an appropriate framework for future development). Additional criteria include:

- Projected growth;
- Existing planning framework (i.e. Master Plans or Master Development Plans);
- Degree of variation between existing uses and new development;
- Role in larger regional efforts such as economic development or transportation; and
- Economic and geographic diversity of regional centers.

Regional Center Plan Components

The following provides the major plan components and steps for a regional center plan.

Project Team and Initiation

- Organize Planning Team and Key Stakeholders
 - Neighborhood Representatives, including all registered neighborhood associations, Major Institutions, Major Property Owners and Major Employers
 - Department of Planning & Community Development Lead
 - Economic Development Department Co-Lead
 - Plan Partners
 - Housing Commission Staff Liaison
 - Transportation & Capital Improvements Department
 - Development Services Department
- Develop the boundary of the regional center, while ensuring that neighborhood boundaries remain intact.
- Develop community engagement strategy

Areas of Change and Areas of Stability Analysis

- Areas of Stability identification and stabilization and enhancement strategy
- Areas of Change identification and strategy
 - Economic development strategy
 - Housing strategy
 - Housing and job capture target development
- Transition Areas strategy

Land Use Plan Development

- Areas of Change land use plan
- Areas of Stability plans (Neighborhood Plans)
- Identification of zoning changes

Infrastructure and Amenity Improvement Plan

- Identification of major issues and gaps
- Identification of needed improvements

Implementation

- Regional Center organizational structure and management plan
- Update land use plan and zoning
- Key Investments
 - Prioritization of needed improvements
 - Phasing strategy
- Design guideline/standards development
- Neighborhoods action plans

CORRIDOR PLANS

This section begins with an overview and definition of corridor plan parameters, followed by explanations of how these plans fit into San Antonio's planning approach. It concludes by outlining the major components of a corridor plan.

Overview

Our major transportation corridors were identified within the SA Tomorrow process as key areas to attract new jobs and households, specifically higher-density development. As VIA and the city provide more frequent and high-capacity transit options, these corridors will increasingly connect employment centers to residential and recreation spaces. Many of these corridors have primarily auto-oriented,

commercial uses that do not support transit, higher-density development or potential residential uses. In addition, they frequently have conflicting land use designations on either side of a major street.

These corridors often run through several neighborhoods, serve as central gathering places and provide amenities and a sense of identity. Corridor plans and the community plans described in the next section each have a vital and complementary role. While corridor plans should focus on establishing appropriate and compatible land use and zoning, and key infrastructure moves, community plans should drive public space design and investments. Ideally, corridor plans will be in place prior to a community plan process.



The City and VIA will collaborate on corridor plans to revitalize and activate existing and future transit corridors like Fredericksburg Road. The Corridor Plans will address land use, transition strategies and transportation infrastructure.

The recommended approach for San Antonio's corridor and community planning highlights the importance corridors play at multiple levels; they link various parts of the city and are integral to the fabric of local neighborhoods. Corridor plans will support and enhance transportation operations while also ensuring that areas of change along priority corridors can accommodate new development. However, while the city's major transportation corridors often serve as boundaries between neighborhoods, planned changes along corridors have often not been incorporated into neighborhood planning efforts.

In order to accommodate a change in the built environment and revitalize these areas, corridor plans are needed.

Parameters

Many of the city's major arterials will benefit from corridor plans, especially those with existing or planned high frequency transit service. The study area of a corridor plan should include area within $\frac{1}{4}$ mile of the arterial, expanding to $\frac{1}{2}$ mile around high-frequency transit stops or stations.

Process and Prioritization

Development of a corridor plan is a six to nine-month process. The city should collaborate with VIA to determine appropriate deployment and scheduling of corridor plans. Criteria for determining

prioritization will take into account the corridor’s adjacency to regional centers that are concurrently or have recently undergone a regional center plan. Additional criteria include: Projected Growth; Existing Plan Framework (i.e. Master Plans or master Development Plans; Degree of variation between existing uses and new development; Role in larger regional efforts such as economic development or transportation; and Disinvestment in the surrounding area. (Note: listed as bullets refer to pg. 17.9)

Corridor Plan Components

The following provides the major plan components and steps for a corridor plan.

Project Team and Initiation

- Organize Planning Team and Key Stakeholders
 - Department of Planning & Community Development Lead
 - VIA Metropolitan Transit Authority Co-Lead
- Plan Partners
 - Transportation & Capital Improvements Department
 - Development Services Department
- Define boundary of study
 - General guidelines are ¼ mile along corridor, expanding to ½ mile at high-frequency stops or stations
- Develop stakeholder engagement strategy

Identify Areas of Stability and Areas of Change

- Identify areas of change and stability
 - Areas of Stability to be addressed by community plan(s)
- Areas of Change Analysis
 - identify needed land use changes
 - Market analysis of potential development opportunities
 - Develop targets for jobs and housing capture
 - Land use intensification strategy
 - Transitions and buffer areas strategy

Infrastructure Plan

- Identify planned and needed major infrastructure improvements
- Coordination with project partners in infrastructure improvement design and implementation
 - Guiding Plans: MTTP, Sustainability Plan, VIA’s Vision 2040

Implementation

- Update land use plan and zoning
- Major Investments Plan
 - Prioritization of improvements
 - Phasing strategy
- Develop tools, incentives and financing options

COMMUNITY PLANS

This section begins with an overview and definition of community plan parameters, followed by explanations of how these plans fit into San Antonio’s planning approach. It concludes by outlining the major components of a community plan.

Overview

Community plans should protect and enhance our city’s neighborhoods. They are grass-roots driven plans intended to provide detailed strategies for land use, transportation, infrastructure and community facilities and amenities. These plans should establish community character and develop and enhance places through the designation of place types and community assets. As described in the previous section, the city’s corridors often serve as focal places within and between neighborhoods. While the corridor plans will establish compatible land uses and ensure infrastructure supports transportation and placemaking goals, the Community Plans should drive the creation of place along these corridors and focus on the scale and design of public spaces.

The Community Plans should integrate and will eventually incorporate two plan types from the 2009 CPP, neighborhood plans and community plans. The purpose of the Community Plans is to develop actionable strategies for the city’s neighborhoods at a manageable and implementable scale. In addition, developing a single plan that

represents multiple neighborhoods is a more effective way to elevate neighborhood-level issues for consideration of policy changes and funding priorities. These plans can also serve to protect specific communities within larger regional centers. For example, existing historic districts which would not benefit from certain types of development (such as policies promoting increased density) must be recognized in community plans to ensure the character of the historic district is protected.

Parameters

Community plans should generally cover areas including at least two or three large neighborhoods and as many as ten or 11 smaller neighborhoods. Most Community Plans will generally include five to eight neighborhoods and include an area of 5 plus square miles. They should include a diverse team of stakeholders and be community driven. They should be updated every 10 to 12 years.

Process and Prioritization

The planning process for community plans will generally range from nine to twelve months and should include a robust community engagement strategy. They should be updated every 10-12 years. Identification of areas needing a community plan should be driven by neighborhoods with incongruent land use issues or major infrastructure needs and should prioritize those neighborhoods that have an expressed interest in implementing the

key objectives of the SA Tomorrow program. Plans should be completed within a five-year cycle, with approximately three plans per year, and should have a wide and equitable geographic diversity. Criteria for determining prioritization will take into account the community's proximity to regional centers that are concurrently or have recently undergone a regional center plan. Additional criteria include: Projected Growth; Existing Plan Framework (i.e. Master Plans or master Development Plans; Degree of variation between existing uses and new development; Role in larger regional efforts such as economic development or transportation; and Disinvestment in the surrounding area. (Note: listed as bullets refer to pg. 17.9)

Community Plan Components

The following provides the major plan components and steps for a community plan.

Project Team and Initiation

- Organize Planning Team and Key Stakeholders
- Neighborhood Representatives and Residents, Major Institutions, Major Property Owners and Major Employers
 - Department of Planning & Community Development Lead
 - Plan Partners
 - Neighborhood Groups
 - Housing and Social Services Partners

- Economic Development Partners
- TCI
- Development Services Department (DSD)
- Other Partners
- Define boundary of the community plan area, while, ensuring that neighborhood boundaries remain intact.
 - Identify neighborhoods and areas within common challenges and assets
 - Community Plan Area standards
 - Area size of approximately 5 square miles
- Develop community engagement strategy

Community Vision and Goals

- Develop vision(s) for community area
- Develop goals for achieving vision
- Align vision and goals with Comprehensive Plan

Detailed Land Use Analysis

- Identify community focus areas
 - Identify and designate Place Types
- Develop neighborhood land use plans
 - Review existing land uses and plans
 - Identify neighborhood opportunities
 - Identify land use issues and changes needed

Infrastructure and Amenities Direction

- Identify planned and needed infrastructure improvements
- Identify neighborhood assets and amenities
- Develop list of desired assets and amenities
- Coordination with project partners in infrastructure improvement identification, design and implementation
 - Guiding Plans: MTTP, infrastructure plans, Sustainability Plan, VIA's Vision 2040, Parks and Recreation Master Plan, other plans

Implementation

- Update land use plan and zoning
- Key Investments
 - Prioritization of needed improvements
 - Phasing strategy
- Design guideline/standards development update (as needed)
- Neighborhood action plans
- Targeted Revitalization Plans

Implementation Service Component

The SA Tomorrow Comprehensive Plan has an implementation plan and substantial set of plan indicators. The approach to implementation of the Comprehensive Plan and the use of plan indicators needs to be incorporated into the city's CPP. The recommended implementation approach for the Comprehensive Plan is a five-year strategic action plan. An approach to implementation of the Comprehensive Plan versus the implementation of other planning efforts is needed. Furthermore, a large set of plan indicators were developed to measure the city's progress in achieving its goals developed during SA Tomorrow. These indicators need to be further refined, then tracked throughout the duration of the five-year strategic implementation plan and subsequent implementation plans. A first major action item is to develop a coordinated approach to implementation for all SA Tomorrow planning efforts and tracking of indicators.

Planning at all levels delineated in the existing and proposed CPP establishes a level of trust and expectations with plan participants and the larger community. In order to ensure continued participation and buy-in from the community, City of San Antonio leadership, staff and partner agencies must utilize SA Tomorrow and subsequent plans at all levels as the guiding documents for decision-making and prioritization. Deviations from adopted plans should require a relatively rigorous process with meaningful community engagement. In addition, the process for granting variances and exceptions from SA Tomorrow policy and other more specific plans as articulated throughout this chapter, should be evaluated for transparency and efficacy.





Chapter 18: Implementation Strategy

Whereas the Comprehensive Plan has a 25-year horizon, the Implementation Strategy will provide guidance for specific indicators, targets, action items, implementation tools and roles and responsibilities for five-year periods. This allows the Implementation Strategy to be updated at regular intervals to better respond to unanticipated opportunities and challenges and to support the long term vision and goals of the Comprehensive Plan.

This chapter summarizes Implementation Strategy indicators and actions identified by the Plan Element Working Groups and the Comprehensive Plan Steering Committee through the final stages of the Comprehensive Planning process. Indicators and actions were created with a 5-year time horizon for implementation.

INDICATORS

Indicators are measurable metrics or benchmarks specific to each plan element. The set of indicators for each element collectively provide a mechanism to measure incremental progress toward the achievement of the element's goals in the short term. Indicators from SA2020, the Multimodal Transportation Plan, and the Sustainability Plan are used when appropriate for consistency across the SA Tomorrow platform and larger community efforts.

Although there is not a one-to-one linkage between indicators and actions, each action addresses at least one indicator and vice versa.

These indicators need to be further refined and then tracked throughout the duration of the five-year strategic implementation plan, and subsequent implementation plans. While the indicators provide a mechanism for measuring movement toward or away from one or more goals, targets will identify the specific quantity or percent of change that is deemed aspirational, yet feasible over the next five years.

ACTIONS

Actions are key steps for implementing policies, achieving goals and moving toward targets over the next five years. These include, but are not limited

to changes to the zoning code; new or modified regulations; incentives; partnerships; development agreements; service coordination agreements; and urban renewal areas.

Two major action items to start the SA Tomorrow implementation process are to develop a coordinated approach to implementation for all SA Tomorrow planning efforts and tracking of indicators, and to coordinate all city departments and partners to refine the indicators for each plan element and identify baselines and targets for each.

The remainder of this chapter presents the recommended indicators and actions for each plan element.

Growth and City Form (GCF) Element Indicators

- GCF 1: Number of Developments with LEED Certification (Commercial and Multifamily)
- GCF 2: Number of Residential and Commercial BSAG-certified projects
- GCF 3: Percent of New Developments Using the Conservation Subdivision Requirements in the Unified Development Code (UDC)
- GCF 4: Acres of Brownfield (Re)developed
- GCF 5: Acres of Redevelopment on Underutilized and Infill Sites
- GCF 6: Square Feet of Mixed-use Development
- GCF 7: Number of New Developments that Include Parks, Open Spaces, and Greenways
- GCF 8: Intersection Density in Neighborhood Development
- GCF 9: Number of Households within 1/2-Mile of a High Frequency Transit Stop
- GCF 10: Linear Feet of New Sidewalks within 1/2-Mile of Schools
- GCF 11: Number of new linear feet in the Trail System
- GCF 12: Quality of Life Satisfaction in Regional Centers
- GCF 13: Housing to Job Ratio in Regional Centers
- GCF 14: Number of Housing Units in Regional Centers
- GCF 15: Number of Households Per Developed Acre in Regional Centers

Growth and City Form (GCF) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
GCF A1	Incentivize the development of energy efficient buildings (streamlined permitting processes, fee waivers, etc).	✓			✓	✓
GCF A2	Expand and incentivize participation in the Build San Antonio Green program.	✓			✓	✓
GCF A3	Modify the Unified Development Code (UDC) to reduce barriers to mixed-use development.		✓		✓	
GCF A4	Modify the UDC to reduce barriers to higher density development in regional centers.		✓		✓	
GCF A5	Modify the UDC to reduce barriers to higher density development within a 1/2-mile of high capacity transit corridors.	✓		✓	✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
GCF A6	Develop incentives to encourage mixed-use development within 1/2-mile of stations in regional and urban centers and along high capacity transit corridors.	✓			✓	
GCF A7	Create programs and incentives to encourage reclamation of brownfield sites.			✓	✓	
GCF A8	Evaluate City park dedication policies to ensure that the fees collected cover the costs of actual park construction at San Antonio's prevailing levels of service.			✓		
GCF A9	Collaborate with neighborhood leaders to identify and facilitate the conversion of vacant and underutilized lots into public green spaces (community gardens, pocket parks, etc.).	✓		✓		✓
GCF A10	Identify school zones (areas within a 1/2-mile) where sidewalks, crossings, and intersections are incomplete or unsafe. Prioritize projects that address these deficiencies.			✓		
GCF A11	Develop transit supportive land use designations and zoning and apply it to VIAs priority high capacity transit stations and stops, both existing and proposed.		✓	✓	✓	
GCF A12	Establish annual satisfaction survey of regional center residents and employees.		✓	✓		
GCF A13	Explore ways to incentivize the development of housing units in Regional Centers.	✓			✓	
GCF A14	Identify and fund in key trail connectivity projects.	✓				

Transportation and Connectivity (TC) Element Indicators

- TC 1: Miles of Complete Streets
- TC 2: Number of Public Transit Facilities and Buses with Bicycle Racks and Storage Facilities
- TC 3: Number of Dollars Spent on Multimodal Transportation Infrastructure
- TC 4: Bus Service Hours of Frequent Routes
- TC 5: Travel Time Index (TTI)
- TC 6: Commuters using modes other than Single Occupancy Vehicle (SOV)
- TC 7: WalkScore
- TC 8: BikeScore
- TC 9: Average Commute Time
- TC 10: Diversity of transit ridership (race, ethnicity, income level, etc.)
- TC 11: Percent of Households that Live within 1/2-Mile of a Protected Bike Facility
- TC 12: Number of Car Sharing Vehicles Active in San Antonio
- TC 13: Number of Bike Sharing bikes and stations in San Antonio
- TC 14: Per Capita Vehicle Miles Traveled (VMT)
- TC 15: Pavement Condition Index (PCI)
- TC 16: Percentage of Population within Walking Distance of Frequent Transit Service
- TC 17: Electric and Hybrid Vehicles as a Percent of Overall Vehicle Ownership in San Antonio
- TC 18: Number of Automobile Accidents
- TC 19: Number and rate/ratios of Automobile and Bicycle Crashes Involving Pedestrians
- TC 20: Connectivity Index
- TC 21: Number of Residents within 1/4-Mile of a Transit Stop
- TC 22: Percent of Jobs located within 1-Mile of a Dedicated and/or Protected Bike Facility

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Transportation and Connectivity (TC) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
TC A1	The City will re-engage the public about light rail transit.			✓	✓	
TC A2	Create a program for protected bike lanes.	✓		✓		
TC A3	Expand bicycle access routes to new areas.	✓		✓		
TC A4	Analyze and prioritize key locations for complete streets investments.	✓		✓		
TC A5	Improve pedestrian and bike route connectivity.	✓		✓		
TC A6	Collaborate with VIA to align investments in multimodal transportation infrastructure and new transit stations and routes.	✓		✓	✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
TC A7	Identify, evaluate and implement a connected system of HOV lanes.	✓				
TC A8	Implement policies or designs that promote traffic calming measures, a range of safe bicycle facilities and multi-use trails.	✓		✓		
TC A9	Promote and educate riders on the day pass program.	✓				
TC A10	Collaborate with responsible parties to implement reloadable fare payment cards that integrate parking, transit, BCycle, CarShare, and allow electronic payment.	✓				
TC A11	Increase transit and multimodal options to medical and healthcare facilities, military installations, and educational institutions.	✓		✓	✓	
TC A12	Implement a program which rewards employer-based programs that support reduced overall VMT by employees who live within 5 miles of their work.	✓	✓			
TC A13	Increase percentage of households that live within 1/4 to 1/2-mile of a bike lane/trail, complete sidewalk network, or transit.	✓		✓	✓	
TC A14	Increase investment in multimodal transportation options.	✓		✓	✓	
TC A15	Invest in a regional multimodal trip planning application for mobile users to promote alternative methods of transportation.	✓				
TC A16	Develop a San Antonio traffic and mobility application for mobile use.	✓				

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
TC A17	Explore and implement a real time travel information center for freight on freeways and restrict freight delivery in dense activity centers during peak periods of the day.	✓				
TC A18	Study and implement smart parking in downtown and other regional centers with real time availability signage.	✓	✓			
TC A19	Create a better strategy for managing transportation options by providing dedicated lanes for transit priority and parking during large scale special events.	✓	✓			
TC A20	Create school siting requirements and enforce standards for streets and connectivity within 1 miles of schools.	✓		✓		
TC A21	Implement ITS improvements and transit priority for frequent bus routes.	✓		✓		
TC A22	Advance one federally supported transit project into development phase by 2020.	✓	✓	✓	✓	
TC A23	Find additional local funding to support VIA services for customers who cannot ride the bus because of a disability.			✓		

Housing (H) Element Indicators

- H 1: Housing and Transportation Index (H+T) Costs
- H 2: Number of Existing and Planned Affordable Housing Units within 1/2-Mile Walkshed of a Transit Station or Stop with Frequent Service
- H 3: Percent of Cost Burdened Households (Households Paying 30% or more of Gross Income on Housing)
- H 4: Percent of Long-term Affordable Units
- H 5: Quality of Schools in Priority Growth Areas
- H 6: Income Segregation
- H 7: Number of Permanently Affordable Units for Seniors
- H 8: Ratio of Multifamily and Attached Units to Single Family Units
- H 9: Number of Walkable Neighborhoods (WalkScore over 50)
- H 10: Availability of Units in Walkable Neighborhoods
- H 11: Number/proportion of more affordable housing unit types (ADUs, QUADS, MICRO-UNITS, etc.)
- H 12: Percent of Occupied Households with Severe Physical Deficiencies as Defined by Housing and Urban Development (HUD)

Housing (H) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
H A1	Develop the use of incentive programs such as ICRIP and others to incent the development of affordable housing.			✓		
H A2	Develop creative approaches to increasing flexibility for the allocation of housing resources to increase leverage of resources through partnerships.			✓		
H A3	Develop revisions to the Unified Development Code (UDC) to increase the ability to develop a variety of housing types.			✓		
H A4	Implement public financing tools, such as tax increment, that can be used to incentivize and/or fund the development of affordable housing.		✓	✓		
H A5	Create a senior age-in-place strategy.			✓	✓	
H A6	Develop a program to encourage and reduce barriers for universal design in housing rehabilitation.			✓	✓	

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Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
H A7	Continue targeted use of housing resources.			✓		
H A8	Create an incentive program for the development of housing units affordable to households earning below 80% of AMI.		✓	✓		
H A9	Create an incentive program for the development of housing units affordable to households earning under 120% of AMI.		✓	✓		
H A10	Create a program to provide incentives to employers who create employer-assisted housing programs.			✓		
H A11	Designate the City Housing Counseling Program and the Fair Housing Council of Greater San Antonio as primary resources for residents.			✓		
H A12	Develop a relocation assistance program.			✓		
H A13	Plan and host an annual housing summit.				✓	
H A14	Conduct an internal systematic assessment of City of San Antonio ordinances and policies to better understand their impact on displacement and neighborhood change.			✓	✓	
H A15	Develop inclusionary housing policies for residential development.			✓		
H A16	Develop a plan and timeline for the issuance of a housing bond.		✓			

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
H A17	Pursue ongoing sources of funds to be utilized by the San Antonio Housing Trust and nonprofit housing providers.		✓	✓		
H A18	Create a community land trust.		✓	✓	✓	
H A19	Explore the creation of a neighborhood empowerment zone and other tools to provide targeted property tax relief for long-time residents.		✓	✓		
H A20	Develop a specific measure of displacement, based on objective criteria, to inform public discussion and planning efforts.			✓	✓	
H A21	Develop a specific measure of income segregation and/or mixed income neighborhoods based on objective criteria, to inform public discussion and planning efforts.			✓		
H A22	Develop a better measure of walkable neighborhoods to inform public discussion and planning efforts.	✓			✓	
H A23	Develop a Healthy Housing Index incorporating data regarding substandard housing issues that affect public health outcomes (i.e. asthma, lead toxicity, etc.).				✓	
H A24	Incorporate Assessment of Fair Housing (AFH) strategies that achieve HUD's Affirmatively Furthering Fair Housing (AAFH) Rule into appropriate Comprehensive Planning Program efforts (Level 2, Level 3 and Level 4 plans).			✓		

Jobs and Economic Competitiveness (JEC) Element Indicators

- JEC 1: Per Capita Income
- JEC 2: Employment in Target Industries
- JEC 3: Rate of Unemployment and Under-Employment
- JEC 4: Median Wage
- JEC 5: Enrollment in STEM and STEAM Programs
- JEC 6: Enrollment Figures of education and business supportive groups (including cafécollege, the Texas Technology Transfer Development Center (T3DC), UTSA's Center for Innovation, Technology and Entrepreneurship (CITE), Geekdom, TechBloc, the Southwest Research Institute (SwRI))
- JEC 7: Percent of Adults with a Post-High School Degree
- JEC 8: Percent of Adults without a GED
- JEC 9: Ratio of Available Skilled Workers vs. Jobs in Target Industries
- JEC 10: Number of Job Training Programs or Enrollment in Programs
- JEC 11: Number of Net New Businesses Created Annually
- JEC 12: Number of Minority, Women and Emerging Small Business and Veteran-Owned Business Contracts within the City of San Antonio
- JEC 13: Kauffman Index (Measures Entrepreneurship and New Businesses)
- JEC 14: Number of New Patents Obtained by San Antonio Businesses or Institutions
- JEC 15: Number of New Jobs Created Within Regional Centers
- JEC 16: Number of Jobs Within 1/2-mile of High Frequency Transit Stops
- JEC 17: Value of San Antonio Exports
- JEC 18: Dollars of Foreign Direct Investment in San Antonio
- JEC 19: Lost Work Hours Due to Health Outcomes
- JEC 20: Number of Trained Robotics Workers

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Jobs and Economic Competitiveness (JEC) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
JEC A1	Develop a collaborative economic development strategy with other regional cities along the 1-35 corridor to market and promote the region and collaborate to attract business and investment.		✓		✓	
JEC A2	Investigate and implement a tuition reimbursement program focused on targeted industries and/or non-traditional students seeking higher education.			✓		
JEC A3	Offer educators and students a minimum of 20,000 experiential learning opportunities from the SA Works menu of options by 2020.			✓		

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
JEC A4	Collaborate with school districts and target industry employers to host STEM related programs, events, and activities.		✓			
JEC A5	Support and increase resources for Café Commerce.		✓			
JEC A6	Expand cafécollege's operations and reach in the community.		✓	✓		
JEC A7	Support strategies and incentives to encourage San Antonio businesses and institutions to pursue new patents.		✓			
JEC A8	Explore the creation of innovation districts within the UTSA, Medical Center, Downtown, and other Regional Centers.		✓			
JEC A9	Develop strategies to reduce the gap between skilled workers compared to available jobs for target industries.			✓	✓	
JEC A10	Provide incentives for government and public agencies to contract minority and emerging small business and veteran owned businesses.			✓	✓	
JEC A11	Work with civic leaders and entrepreneurs to support small business creation and ownership.		✓	✓		

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Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
JEC A12	Develop upfront support and capital investment program to aid in the creation of small businesses within urban centers and neighborhoods.		✓	✓	✓	
JEC A13	Encourage San Antonio business to pursue B-Corp certification and increase awareness about B-Corps.		✓			
JEC A14	Develop a plan to identify and create ready-made employment space lacking for target industries. Align infrastructure and environment of regional centers with targeted industries.		✓			
JEC A15	Align economic development efforts for attracting and growing jobs within target industries to locate jobs in regional centers.	✓	✓		✓	
JEC A16	Expand support for the growth of trade efforts led by inSA.		✓			
JEC A17	Strengthen support for the implementation of San Antonio's trade and investment Strategy.		✓			
JEC A18	Align implementation strategies with Forefront SA strategies.		✓			
JEC A19	Develop an Eco-Tourism plan for San Antonio.		✓		✓	
JEC A20	Develop a Health & Economic Analysis in order to identify the long term economic impact of health outcomes in San Antonio (i.e. lost worker productivity, corporate recruitment and retention, etc.).		✓	✓	✓	
JEC A21	During the initial implementation phase following plan approval, JEC element roles and responsibilities should be aligned with Forefront SA report.		✓			

Community Health and Wellness (CHW) Element Indicators

- CHW 1: Obesity Rate
- CHW 2: Number of Households within a 1/2-Mile of a source of Healthy, Affordable Foods
- CHW 3: Number of people participating in enough aerobic and muscle strengthening activity to meet guidelines
- CHW 4: Measures of academic success (including High School Graduation Rate and STARR results)
- CHW 5: Chronic Disease Rate (Diabetes rate and Obesity Rate)
- CHW 6: Miles of trails and sidewalk Facilities within 1/2-Mile of Transit Stations and Stops
- CHW 7: Linear Feet of New Sidewalks in Pedestrian-Oriented Areas (Schools, Parks, Transit Stations and Stops within 1/2-Mile)
- CHW 8: Miles of Bike Facilities within 1-Mile of Transit Stops
- CHW 9 Percent of Households Who Walk, Bike or Ride Public Transit to School, Work, or Grocery Stores
- CHW 10: Teen Pregnancy Rate (ages 15-19)
- CHW 11: Percent of Population with Health Insurance Coverage
- CHW 12: Percent of Households Located Within a 10-Minute walk of a Park
- CHW 13: Number or Percent of Schools that Open Tracks, Courts, Fields and Playgrounds to the Public (Joint Use Agreements)
- CHW 14: Water Quality Index
- CHW 15: Asthma Rates
- CHW 16: Percent of Budget or Dollars Spent on Health Education and Literacy
- CHW 17: Percent of Parks Facilities with Outdoor Fitness Equipment (including strength and stretch bars, leg presses, self-weighted equipment)
- CHW 18: Average Household Water Cost

Community Health and Wellness (CHW) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
CHW A1	Increase access to healthy and affordable food for all residents within 1/2-mile radius.			✓	✓	
CHW A2	Implement Complete Neighborhoods as measured by good access to schools, parks, grocery stores, sidewalks and transit.	✓		✓	✓	
CHW A3	Increase park access standards throughout the city.			✓		
CHW A4	Work with independent school districts to enhance the SPARK program and make tracks, courts, and fields open to the public.			✓		
CHW A5	Enhance programs that educate all residents on the benefits of an active and healthy lifestyle.				✓	

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Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
CHW A6	Enhance programs that offer group fitness classes at parks and shared spaces in all parts of the city.			✓		
CHW A7	Review and propose the best areas to install new fitness equipment, benches, dog facilities, other amenities and stations on trail systems.			✓		
CHW A8	Strengthen physical activity education and build active lifestyles into San Antonio's long-range goals.	✓			✓	
CHW A9	Prioritization of and investment in new sidewalk infrastructure in pedestrian-oriented areas.	✓		✓		
CHW A10	Develop a program to analyze and implement reduced speed limits in pedestrian-oriented areas.	✓		✓		
CHW A11	Enhance outreach programs that educate residents on the Affordable Care Act.		✓	✓	✓	
CHW A12	Work with schools and city and county officials to strengthen teen health and wellness strategies.				✓	
CHW A13	Review and increase number of City and county staff dedicated to health education and literacy.			✓	✓	
CHW A14	Enhance afterschool and mentorship programs that help students be more successful in school.			✓		
CHW A15	Create a simple step-by-step plan that makes street play and community garden permits easier to obtain.			✓		
CHW A16	Work with VIA to implement easy to use ticketing systems and discounted pass programs.	✓		✓		
CHW A17	Work with communities to improve household satisfaction by lowering crime rates and reducing emergency response times.			✓		

Public Facility and Community Safety (PFCS) Element Indicators

- PFCS 1: Emergency Response Times
- PFCS 2: Satisfaction Scores for San Antonio's Fire, Emergency Medical Services and Police Department
- PFCS 3: Dollars Spent or Percent of Budget Allocated for New Street Lighting and Existing Street Light Maintenance
- PFCS 4: Attendance at Community Safety Trainings
- PFCS 5: Crime Rate Index per 100,000 people
- PFCS 6: Recidivism Rates
- PFCS 7: Incidents of Domestic Violence
- PFCS 8: Incidents of Child Abuse and Neglect
- PFCS 9: Number of Students Involved in School-Sponsored After-School and Extra Curricular Programs
- PFCS 10: Number of Students Who Have Access to a Computer Outside of School
- PFCS 11: Number of Facilities Utilizing Active Parking Management Principles in Downtown and in Other Regional Centers
- PFCS 12: Number of Electric Vehicle Charging Stations
- PFCS 13: Visits to Library Facilities

Public Facility and Community Safety (PFCS) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
PFCS A1	Requires new or renovated City facilities to incorporate Low Impact Development (LID).		✓		✓	✓
PFCS A2	Prioritize investments that provide adequate lighting and safety measures such as adapting signals and curb ramps to meet ADA standards when developing pedestrian-oriented areas.	✓		✓	✓	
PFCS A3	Ensure that emergency response vehicles are appropriately scaled for the type of roadway they are utilizing (i.e. compliant with complete streets and other traffic calming measures).	✓			✓	
PFCS A4	Inform residents about the education and training programs offered by the San Antonio's Fire, Emergency Medical Services and Police Departments.			✓	✓	

18.16

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
PFCS A5	Develop a program to support neighborhood associations to work with residents to educate them on personal safety measures, particularly in areas with higher crime rates.			✓	✓	
PFCS A6	Promote programs to educate San Antonio's residents on domestic violence. Make resources for battered residents easily accessible.				✓	
PFCS A7	Convene a committee of representatives from the independent school districts to monitor and report on enrollment in school-sponsored after-school and extracurricular programs.			✓		
PFCS A8	Work with the independent school districts to promote and encourage school-sponsored after-school and extracurricular programs.			✓		
PFCS A9	Enhance library lending programs that facilitate on-line access for students.		✓	✓		
PFCS A10	Analyze and prioritize key locations for alternative fuel and electric car charging stations.	✓	✓			
PFCS A11	Incentivize electric vehicles and charging stations.	✓	✓			

Natural Resources and Environmental Sustainability (NRES) Element Indicators

- NRES 1: Percent of New Developments Using the Conservation Subdivision Requirements in the Unified Development Code (UDC)
- NRES 2: Usage of SEP-HCP (Southern Edwards Plateau Habitat Conservation Plan) in Bexar County
- NRES 3: Square Feet of Green Roof Coverage in the City
- NRES 4: Amount of Low Impact Development (LID)/ Miles of Green Streets or Square Feet of Green Infrastructure
- NRES 5: Amount of Land Preserved through Conservation Easements
- NRES 6: Quality of Reclaim Systems That Capture Non-Potable Supplies
- NRES 7: Per Capita Water Use
- NRES 8: Number of People Engaged per Year in Water Conservation Programs
- NRES 9: Number of commercial customers involved in water efficiency projects
- NRES 10: Number or Percent of New Landscapes That Get Local Certification for being a Water Saver Landscape
- NRES 11: Number of Participants Involved in SAWS Water Management Plan
- NRES 12: Per Capita Energy Use
- NRES 13: Energy Use by Public Facilities by square feet
- NRES 14: Renewable Energy Generated by Public Facilities
- NRES 15: Renewable Energy Generated by Commercial Facilities
- NRES 16: Renewable Energy Generated by Households
- NRES 17: Residential Recycling and Composting Rates
- NRES 18: Public Facility Recycling and Composting Rates
- NRES 19: Commercial Recycling and Composting Rates
- NRES 20: Air Quality Index as Measured by Ground-Level Ozone, Particulate Matter, Carbon Monoxide, Sulfur Dioxide, and Nitrogen Dioxide
- NRES 21: Number of People and Organizations Engaged in Air Quality Education and Programs
- NRES 22: Heat Island Index Measurement
- NRES 23: Acres of Open Space preservation Owner or Managed by Public Entities

Natural Resources and Environmental Sustainability (NRES) Element Actions

18.18

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
NRES A1	Develop programs and incentives to increase the percent of new developments using the Conservation Subdivision requirements in the UDC.	✓			✓	✓
NRES A2	Continue support of Edwards Aquifer Protection Program (EAPP).				✓	✓
NRES A3	Promote urban microclimates in urban heat island risk areas through mass tree planting and increased square feet of green roof coverage.	✓			✓	✓
NRES A4	Enhance incentives to increase the amount of Low Impact Development (LID) in San Antonio.				✓	✓
NRES A5	Incorporate LID and green street projects into City infrastructure.				✓	✓
NRES A6	Create a clearing house to monitor and track stormwater best management practices.				✓	✓
NRES A7	Explore incentives and programs to improve the quality of reclaim systems that capture non-potable supplies.				✓	✓
NRES A8	Work to achieve water use rates as recommended by the SAWS Water Management Plan Update (2020).				✓	✓
NRES A9	Develop programs and incentives to increase the percent of land preserved through conservation easements.				✓	✓
NRES A10	Coordinate with the Sustainability Plan to launch an urban heat island mitigation program (refer to Sustainability Plan GB8).	✓			✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
NRES A11	Educate and promote sustainable principles in new residential and commercial landscapes to make them both beautiful and drought resilient.				✓	✓
NRES A12	Increase number of certified local Water Saver Landscapers.				✓	✓
NRES A13	Promote water efficiency programs for commercial customers.				✓	✓
NRES A14	Coordinate a comprehensive GIS analysis and tracking program for wildlife areas, protected environments, key agriculture lands, etc.				✓	
NRES A15	Develop and participate in local and regional plans for protection of monarchs and other endangered species.				✓	
NRES A16	Enhance programs and incentives that increase San Antonio's tree canopy coverage.	✓			✓	
NRES A17	Support the establishment of a Property Assessed Clean Energy (PACE) program in Bexar County.	✓			✓	
NRES A18	Expand SA2030 District beyond downtown.				✓	

18.20

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
NRES A19	Develop a program to encourage and recognize waste reduction practices by commercial enterprises.				✓	
NRES A20	City should calculate recycling and composting collections.				✓	
NRES A21	Develop a program to increase awareness of the benefits of recycling and composting.				✓	
NRES A22	Implement city wide composting.	✓			✓	
NRES A23	Educate residents on the associated costs and benefits of responsible energy use.	✓			✓	
NRES A24	Review and analyze regulations regarding pipelines and oil and gas wells.		✓	✓		
NRES A25	Develop the 2017-2027 Parks and Recreation System Strategic Plan and update the plan as needed.	✓		✓	✓	
NRES A26	Continue to acquire and preserve open space.	✓		✓	✓	
NRES A27	Continue to develop parks and trails in an environmentally sensitive manner, preserving floodplain land, habitat and other natural resources to the greatest extent possible.	✓			✓	✓

Historic Preservation and Cultural Heritage (HPCH) Element Indicators

- HPCH 1: Percent of Historic Landmarks and Cultural Buildings Designated Per Year
- HPCH 2: Number of Policies and Programs Addressing San Antonio's Character and Sense of Identity, including Historic Preservation Plans
- HPCH 3: Number of Historic Properties Rehabilitated with Incentives
- HPCH 4: Number of Exceptions and Variances Granted by Board of Adjustment and Planning Commission
- HPCH 5: Number of Demolition Requests for Existing and Potential Historic Properties
- HPCH 6: Number of Events Sponsored in Collaboration with the Office of Historic Preservation (OHP) - Including OHP Youth Program and Con Safo
- HPCH 7: Number of Workshops Sponsored by OHP for Developers, City Commissioners, Realtors, Staff, Elected Officials and Residents
- HPCH 8: Number of Festivals and Events Celebrating San Antonio's History and Culture
- HPCH 9: Property Value for Structures within Historic Districts as Compared to Property Value of Structures in Non-Historic Districts
- HPCH 10: Number of Projects that Receive the Federal Rehabilitation Tax Credit
- HPCH 11: Number of Projects that Receive the State Tax Credits for Historic Preservation
- HPCH 12: Percent of Maintenance Budget Allocated to World Heritage Buffer Zone
- HPCH 13: Number of Projects that Receive Local Rehabilitation and Historic Preservation Credits

Historic Preservation and Cultural Heritage (HPCH) Element Actions

18.22

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
HPCH A1	Prioritize recognition and registration of historic landmarks and cultural assets.		✓	✓		
HPCH A2	Support policies related to San Antonio's character and sense of identity.		✓		✓	
HPCH A3	Create a group forum where neighborhoods in the Mission Area can meet with city officials to determine and set the goals of the community.			✓		
HPCH A4	Evaluate pilot programs that focus on spurring revitalization of historic buildings and landmarks.		✓		✓	
HPCH A5	Create regulations and education programs that support affordable technological retrofits for historic buildings and sites.	✓			✓	✓
HPCH A6	Explore the creation of a public notification process for demolition applications in Neighborhood Conservation Districts (NCD).			✓		
HPCH A7	HPCH Action: Allocate appropriate and enhanced staff and resources to the review and approval process for new development in Neighborhood Conservation Districts (NCD) to ensure contextually-appropriate development.			✓	✓	
HPCH A8	Explore options for allocating hotel and motel tax revenues for infrastructure and community improvements in Historic Districts and around other historic and cultural assets.		✓			
HPCH A9	Design and promote events and workshops about San Antonio's history and culture.				✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
HPCH A10	Explore the creation of mixed-use zoning districts that would allow for the provision of neighborhood commercial uses adjacent to residential and historic areas, where appropriate.			✓		
HPCH A11	Create a low- or no-fee process for rezoning commercially designated houses to residential in Historic Districts.		✓	✓	✓	
HPCH A12	Study and implement a new county tax reduction for owner-occupied units in Historic Districts.		✓			
HPCH A13	Educate the public on federal tax credits available for historic and cultural rehabilitation projects.		✓			
HPCH A14	Educate the public on state tax credits available for historic preservation projects.				✓	
HPCH A15	Identify areas (transition zones) in Historic Districts where high density development is appropriate or not.				✓	
HPCH A16	Investigate outside sources of investment to support ongoing historic preservation and rehabilitation of the World Heritage site.		✓	✓	✓	
HPCH A17	Develop a wayfinding program for the Old Spanish Trail (1920s).		✓		✓	

18.23

Military (M) Element Indicators

- M 1: Percent of Compatible Development within 5 Miles of a Base or Military Installation
- M 2: Improve Sky Quality Index (Night Pollution)
- M 3: Ratio of San Antonio Troops to Overall Domestic Number of Troops
- M 4: Number of New Missions within Joint Base San Antonio (JBSA)
- M 5: Military Dollars Spent in JBSA installations
- M 6: Veteran Unemployment Rates
- M 7: Ratio of Military Service Population to Health Care Resources
- M 8: Gross Regional Product (GRP) Generated in the Region due to Defense-Related Spending
- M 9: Number of Jobs Generated by Military Spending
- M 10: Number or Ratio of Department of Defense (DOD) Retirees
- M 11: Number of Military and Technology Related Patents
- M 12: Number of Military and Dependents who Attend College in the San Antonio Area

Military (M) Element Actions

18.24

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
M A1	Collaborate with military and developers to explore compatible development surrounding military installations.		✓		✓	
M A2	Utilize technology to consolidate information regarding compatible development near military installations to attract and inform potential developers, realtors, home owners.		✓	✓	✓	
M A3	Incentivize compatible development near military installations.		✓		✓	
M A4	Explore a Transfer of Development Rights (TDR) program near military installations.				✓	
M A5	Work with the military to create affordable housing, and address transitioning military, veterans and spousal employment.		✓		✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
M A6	Expand representation of military personnel on city and county committees.			✓		
M A7	Study how local health community can help address shortfalls in Veteran Affairs (VA) care.			✓		
M A8	The city should actively work with the military to maintain and add missions to JBSA to maintain/increase job growth and employment opportunities.		✓		✓	
M A9	Provide incentives to attract new, innovative businesses that spin off of military (i.e. Cyber Security and Health Research).		✓		✓	
M A10	Implement Ambient Light Study.			✓		
M A11	Lobby for legislation to develop programs that assist local municipalities in supporting military value.		✓		✓	
M A12	Expand partnerships between JBSA and local municipalities.		✓		✓	
M A13	Identify regional and statewide efforts to promote military presence in San Antonio.		✓		✓	
M A14	Work with the military to implement JLUS recommendations.		✓		✓	

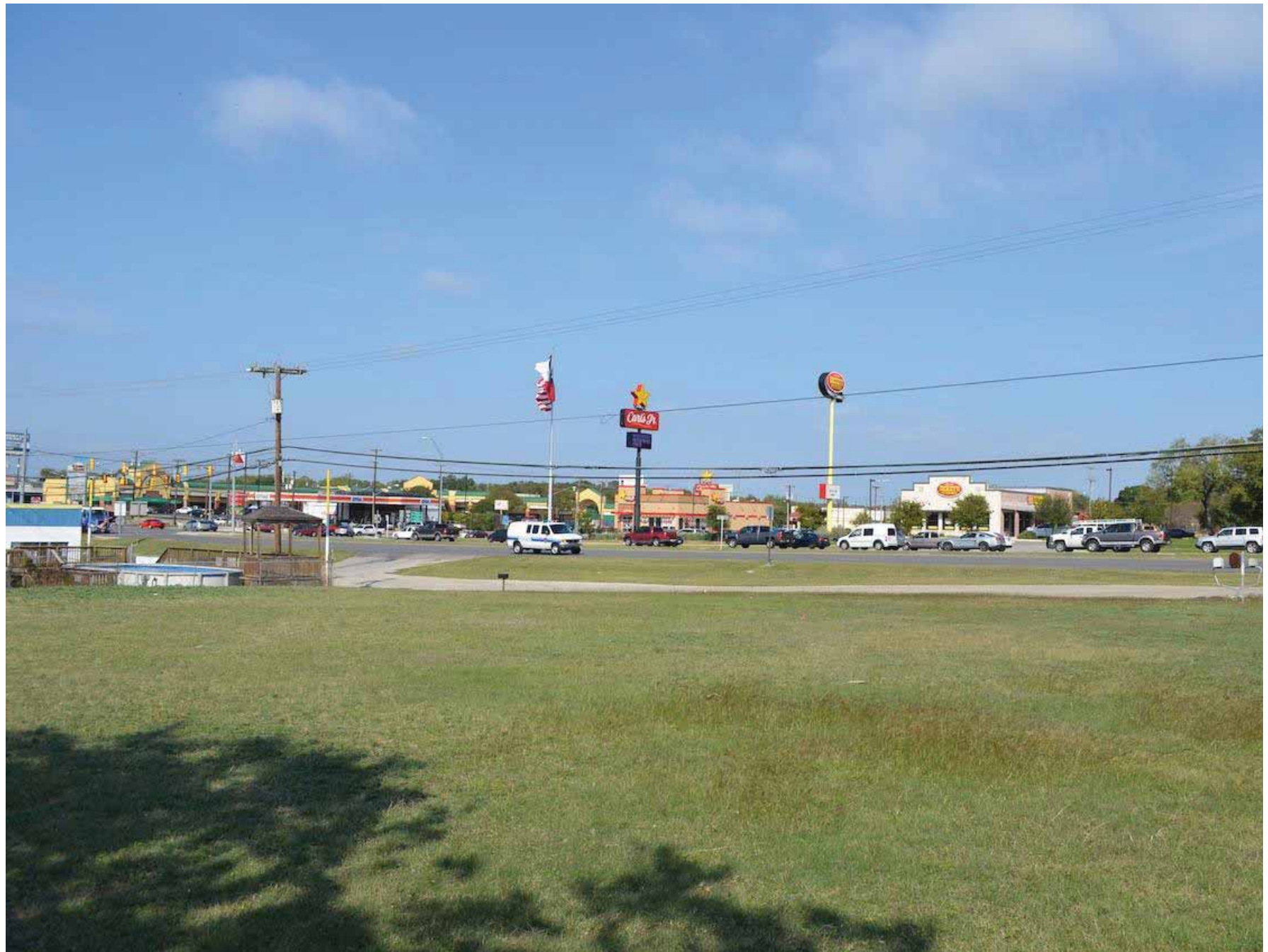
18.25





APPENDIX

Glossary and Acronyms



Glossary

1% annual chance floodplain, (formerly 100-year floodplain). The land within a community subject to a one (1) percent or greater chance of flooding in any given year. These areas are typically designated as a Federal Emergency Management Agency (FEMA) Zone A, AE, AH, or AO on FEMA Flood Insurance Rate Maps (FIRM Panels).

Adaptive reuse. Remodeling an existing building to accommodate a new use or purpose other than what it was initially designed for.

Affordable housing. Households whose total housing costs are deemed “affordable” to those whom have a median income. Housing Urban Development (HUD) guidelines for housing affordability is that housing costs including taxes, home insurance, and utility costs, do not exceed more than 30% of annual household gross income. Affordable housing programs include HOME Investment Partnerships Program, Self-help Homeownership Opportunity Program (SHOP), and Homeownership Zone Initiative (HOZ).

Annexation. The legal process by which a city extends its boundaries.

Arterial street. Streets designed to carry large volumes of traffic and providing for efficient vehicular movement between large areas of the city. (Roswell, New Mexico)

B Corps. For-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency.

Brownfield. Real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. (U.S. Environmental Protection Agency)

Compatible development. Development that minimizes the effects of commercial, industrial, or intense residential development on nearby residential property (or the effects of new residential development on nearby existing commercial and industrial uses). Compatibility standards typically include regulation of building height, minimum and maximum building setbacks, buffers, building design, and controls to limit the impact of lighting on adjacent properties.

Complete street. A roadway planned, designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

Cultural heritage. The reflection of our legacy through physical artifacts and intangible characteristics inherited from our ancestors and passed down from generation to generation.

Density. An objective measurement of the number of people or residential units allowed per unit of land, such as residents or employees per acre.

Disinvestment. The diversion of the city's capital investment and other resources away from core neighborhoods, creating areas with an environment that limits many residents' mobility and access to crucial important needs such as education, healthcare, recreation and job opportunities.

Edwards Aquifer Recharge Zone. That area where the stratigraphic units constituting the Edwards Aquifer out crop, and including the outcrops of other formations in proximity to the Edwards Aquifer, where caves, sinkholes, faults, fractures, or other permeable features would create a potential for recharge of surface waters into the Edwards Aquifer. The recharge zone is identified as that area designated as such on official maps located in the offices of the Texas Natural Resource Conservation Commission (TNRCC) and the Edwards Aquifer Authority.

Encroachment. The entry of development into an area that was previously occupied solely by another use, usually one that is incompatible with the encroaching use. An example of this is the spread of residential sprawl toward an airport or military base.

Floor area ratio (F.A.R.). An expression of the amount of development (typically non-residential) allowed on a specific parcel of land. F.A.R. is calculated by dividing the total square footage of buildings on a site by the amount of site square footage.

Food deserts. Areas that lack access to affordable fruits, vegetables, whole grains, low fat milk and other foods that make up the full range of a healthy diet. (Center for Disease Control and Prevention)

Green buildings. Buildings designed to amplify the positive and mitigate the negative effects that the built environment has on the natural environment, as well as the people who inhabit buildings every day.

Green infrastructure. An approach to water management that allows natural features, like trees and wetlands to manage water rather than adding more impervious surfaces and increasing the risk of flood and adding contaminants to the waterways.

Greenfield. Previously undeveloped sites.

Health Impact Assessment (HIA). A means of assessing the health impacts of policies, plans and projects in diverse economic sectors using quantitative, qualitative and participatory techniques.

Housing, low-income. Housing reserved for occupancy or ownership by persons or households whose annual gross income does not exceed eighty (80) percent of the area median household gross income for households of the same size in the San Antonio metropolitan statistical area, as defined by the U.S. Department of Housing and Urban development in 24 C.F.R., Part 813.

Housing, middle-income. Housing that is affordable, according to the U.S. Department of Housing and Urban Development, for either home ownership or rental, and that is occupied, reserved, or marketed for occupancy by households with a gross household income that is greater than 80 percent but does not exceed 120 percent of the median gross household income for households of the same size within the housing region in which the housing is located. (Growing Smart Legislative Guidebook)

Housing, mixed-income. Residential developments that promote accessibility to individuals of various income levels to encourage more economically integrated neighborhoods.

Housing, moderate-income. Housing that is affordable, according to the U.S. Department of Housing and Urban Development, for either home ownership or rental, and that is occupied, reserved, or marketed for occupancy by households with a gross household income that is greater than 50 percent but does not exceed 80 percent of the median gross household income for households of the same size within the housing region in which the housing is located. (Growth Smart Legislative Handbook)

Housing, multifamily. Residential development on a single lot containing separate living units for five (5) or more families.

Infill development. The development of vacant or partially developed parcels which are surrounded by or in close proximity to areas that are substantially or fully developed. (Golden, Colorado)

Land use. The way in which a parcel of land is used or occupied.

Mixed-use building. Development that incorporates both residential and nonresidential uses within a single structure.

Mixed-use development. Development that incorporates both residential and nonresidential uses within a single project.

Multimodal. A connected transportation system that supports different modes of transportation such as private vehicles, bicycles, pedestrians, rail, public transit, or watercraft.

Overlay district. A zoning district prescribing regulations to be applied to a site in combination with a base zoning district.

Polycentric development pattern. Having multiple dispersed centers of activity or development.

Premium Transit Corridor (also known as Rapid Transit Corridor). An identified transportation connection between major centers of employment or activity in need of a transit investment, consisting of a bus or train operating in their own lane, allowing for faster travel speeds with more frequent service and fewer stops to avoid interruption by other traffic during rush hour.

Premium Transit Service (also known as High-Capacity Transit or Rapid Transit). A fast network of buses and trains operating in their own lanes. Rapid transit differs from local bus service by operating at faster speeds with more frequent service and fewer stops without being interrupted by other traffic during rush hour.

Priority growth areas. Areas where we can strategically focus employment and housing growth, aligning land use planning and infrastructure investment with economic development. Areas identified by the city include regional employment centers, mixed-use centers, areas of high land capacity for growth, underserved areas of the city, land near the City Center, premium transit corridors and key arterial corridors.

Regional centers. The major activity and employment centers that are 1.5 to 15 square miles in size; currently have or are planned to have a total employment of at least 15,000 jobs; contain significant economic assets and/or major employers; and major City-initiated redevelopment or specific project plans. SA Tomorrow includes three (3) types of Regional Centers: Activity Centers, Logistics/Service Centers, and Special Purpose Centers.

Resilience. The capacity for individuals, neighborhoods, and whole systems to not only survive but thrive despite disruptions and stresses. Resiliency refers to the ability of people, the places where they live, and the infrastructure they rely upon to withstand and quickly recover from a natural or other hazard.

SA Tomorrow. A three-pronged planning effort established to implement the SA2020 vision through 2020 and beyond, and includes three concurrent and complementary plans: the updated Comprehensive Plan, a Sustainability Plan, and a Multimodal Transportation Plan. These plans all work in concert to guide the city toward smart, sustainable growth.

SA2020. A community vision and movement born from a series of public forums in 2010 to develop goals for improving San Antonio by the year 2020.

SPARK. The SPARK School Program works with schools and neighborhoods to develop community parks on public school grounds. SPARK Parks are available for public use during non-school hours and on weekends.

Stormwater. The flow of water which results from a rainfall event. (Temple Terrace, Fla.)

Sustainable. Community use of natural resources in a way that does not jeopardize the ability of future generations to live and prosper. (California Planning Roundtable)

Transit-Supportive Development (also known as Transit-Supportive Land Use). Live-work-play style development organized around key transit stations with buildings designed for the pedestrian, numerous neighborhood amenities and services, and well-designed pedestrian, bicycle and transit friendly infrastructure. This walkable compact form provides residents choices on how they live and access their daily services, work and entertainment destinations.

Underutilized properties. Sites, uses and buildings that do not meet current market demand.

Unincorporated land. Land area that is not within the boundary of an incorporated city or town; and therefore, is under County jurisdiction.

Urban centers. Larger commercial and mixed-use centers with fewer than 15,000 employees that can vary in size and serve as community destinations for more than one neighborhood and are connected by attractive multimodal corridors, many of which include premium transit service.

Vacant land. Lands or buildings that are not actively used for any purpose. (California Planning Roundtable)

Variance. A request for permission to vary or depart from a requirement of the Municipal Code where, due to special conditions, a literal enforcement of the requirement will result in an unnecessary hardship. Variance requests from the zoning text and the sign ordinance are heard by the Board of Adjustments. The Planning Commission hears variance requests from the subdivision ordinance.

VIA Vision 2040. VIA Metropolitan Transit's Long Range Plan (adopted 8/23/216). Serving as a blueprint for the future of public transportation in the region, the plan outlines the community's vision for transit development and underscores the importance of the region becoming multimodal to remain economically competitive.

Vision Zero. A street safety policy that strives for the elimination of traffic fatalities for all transportation modes.

Walkable. Characteristic of an area that is accessible or friendly to pedestrians. Factors that contribute to a walkable environment include comfortable and connected sidewalks or footpaths, leading to meaningful destinations that can be accessed by foot, wheelchair, or other mobilization device that is not classified as a vehicle. A walkable community will have a mix of land uses in close proximity.

Wayfinding. The ways in which people orient themselves in physical space and navigate from place to place through the use of effective signage.

Acronyms

AACOG Alamo Area Council of Governments

AFFH Affirmatively Furthering Fair Housing

AAMPO Alamo Area Metropolitan Planning Organization

ACA Affordable Care Act

ADA Americans with Disabilities Act

ADU Accessory Dwelling Units

AFCYBER Air Forces Cyber Command

AFH Assessment of Fair Housing

BRAC Base Closure and Realignment Commission

BRT Bus Rapid Transit

BRWM Bexar Regional Watershed Management

BSAG Build San Antonio Green

CIP Capital Improvement Program

CLI Cultural Landscape Inventory

CPAG Comprehensive Plan Advisory Group

CPC Comprehensive Plan Committee (City Council Subcommittee)

CPP Comprehensive Planning Program

DOD U.S. Department of Defense

EAPP Edwards Aquifer Protection Program

OS-EMD Office of Sustainability's Energy Management Division

ETJ Extraterritorial Jurisdiction

FAR Floor Area Ratio

HDRC Historic and Design Review Commission

HOV High Occupancy Vehicle

HUD U.S. Department of Housing and Urban Development

ICEMAP Installation Complex Encroachment Management Action Plan

ICS Institute for Cyber Security, University of Texas at San Antonio

JBSA Joint Base San Antonio

JLUS Joint Land Use Study

LID Low Impact Development

LOS Level of Service

LRT Light Rail Transit

LSRD Lone Star Rail District

MAOZ Military Airport Overlay Zones

MIA Military Influence Areas

MLOD Military Lighting Overlay District

MOUS Memorandums of Understanding

MSA Metropolitan Statistical Area

MSAO Military Sound Attenuation Overlay

MTTF Military Transformation Task Force

NAFTA North America Free Trade Agreement

NCD Neighborhood Conservation District

NHTSA National Highway Traffic Safety Association

OHP Office of Historic Preservation

PCI Pavement Condition Index

PEWG Plan Element Working Group

SAFE San Antonio Flood Emergency

SAHA San Antonio Housing Authority

SARA San Antonio River Authority

SAWS San Antonio Water System

SOV Single Occupancy Vehicle

STAR Students Together Achieving Revitalization

STEP Save for Tomorrow Energy Plan

SWMD Solid Waste Management Department

SwRI Southwest Regional Institute

TCEQ Texas Commission on Environmental Quality

TCI Transportation & Capital Improvement Department

TDM Transportation Demand Management

TOD Transit Oriented Development

UDC Unified Development Code

UNESCO United Nations Educational, Scientific, and Cultural Organization

UPRR Union Pacific Railroad

VA U.S. Department of Veterans Affairs

VMT Vehicle Miles Travelled





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