





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.

10.10

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.

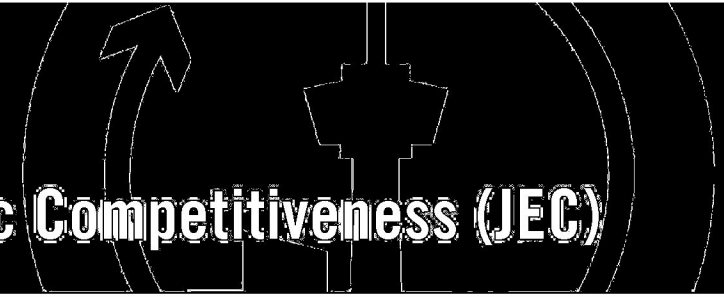


Creating a variety of housing types at a variety of price and rent levels in walkable, bikeable neighborhoods proximate to alternate transit methods will allow San Antonio to plan and grow wisely, diversify its demographics and keep a competitive advantage with its neighboring cities and public demand.





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

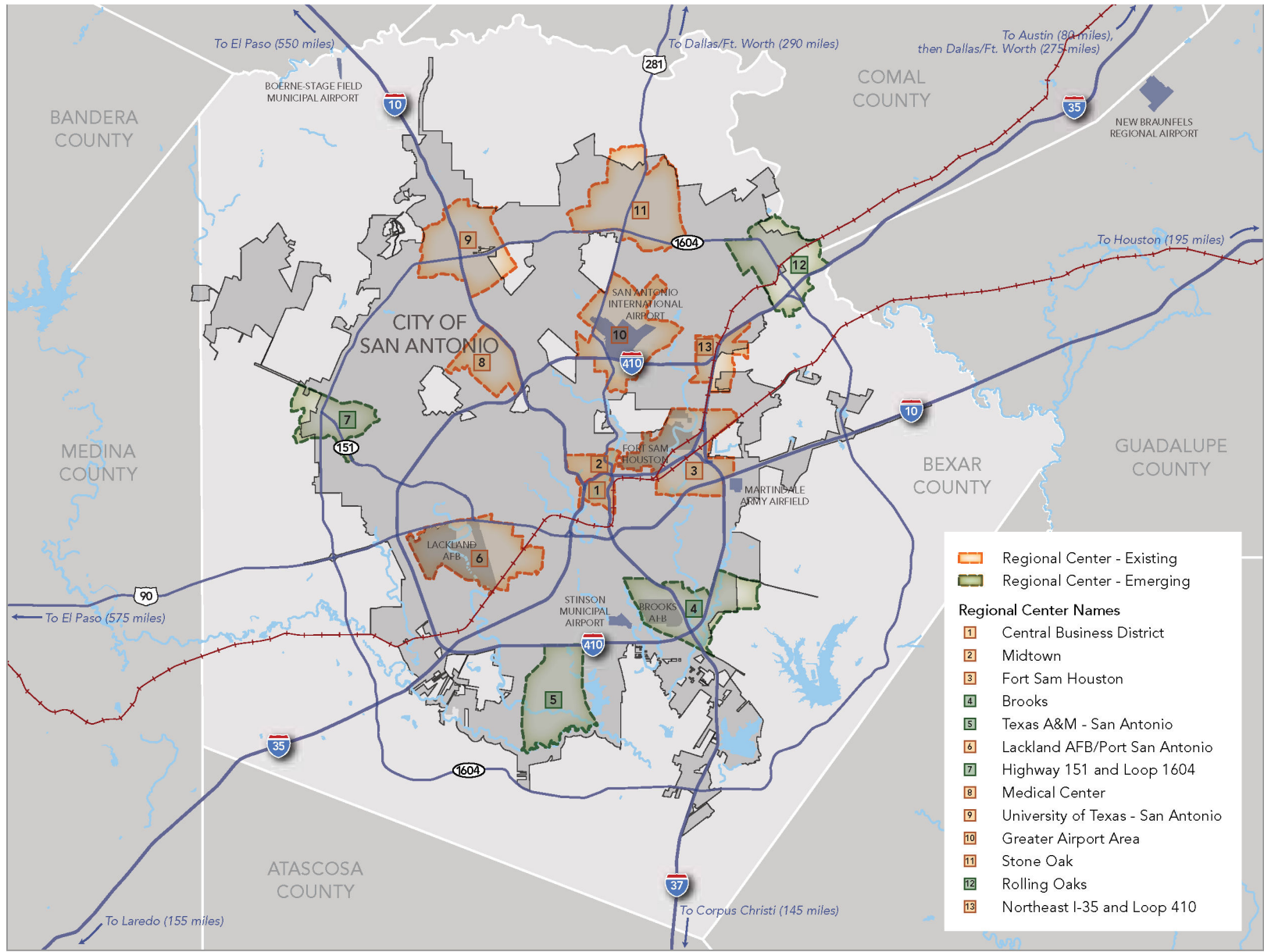
As compatible development surrounding bases is identified and prescribed, San Antonio should work with the military to attract developers who specialize in creating affordable, community-focused housing.

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.

11.12

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% 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.

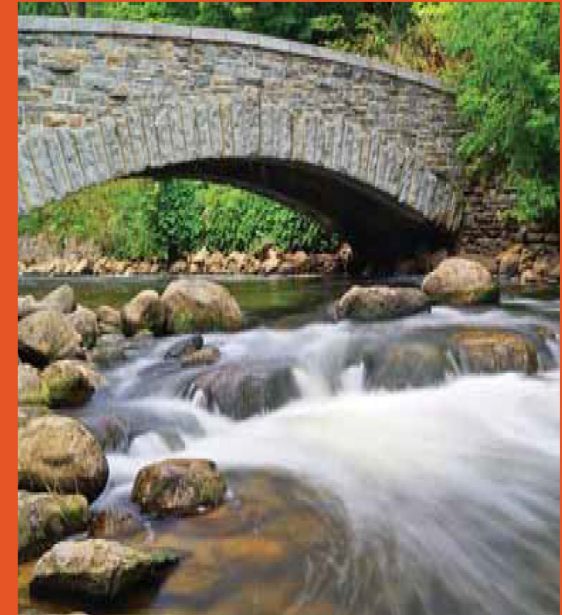


Equitable Parks and Recreation Planning: Minneapolis, Minnesota

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:

- Ensuring water quality of the Edwards Aquifer is protected;

- 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.

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.



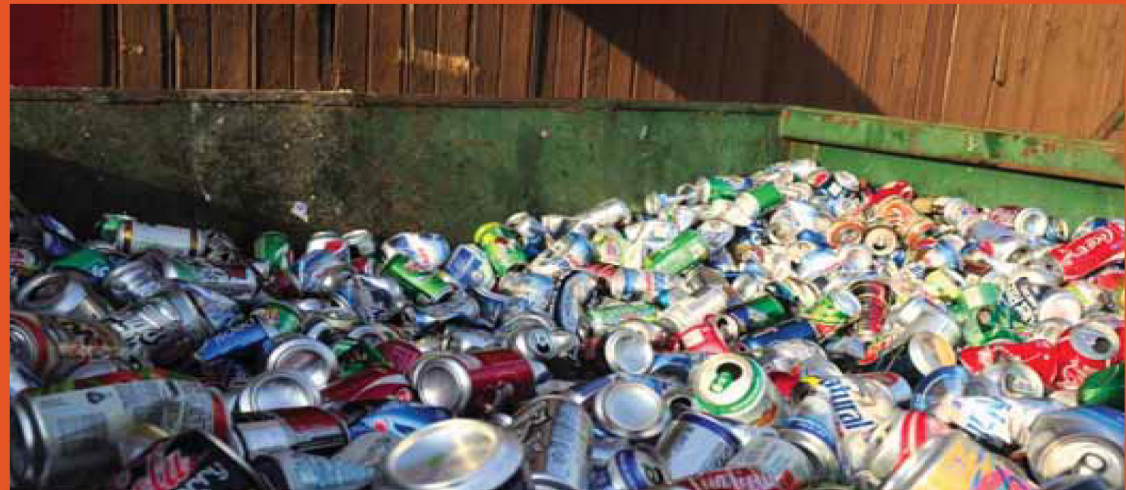
San Antonio's residential recycling rates, which saw a sharp increase following the SA2020 roll-out, have since fallen off pace and are no longer on target.

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.

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.

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.

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.

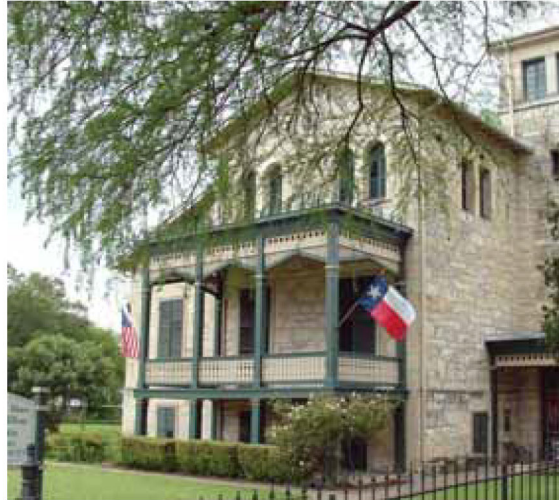


3 Economic Development

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

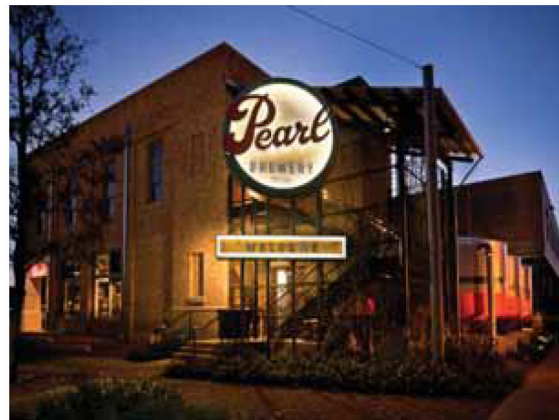
San Antonio strategically incentivizes reinvestment in and reuse of landmark buildings and districts.

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.

