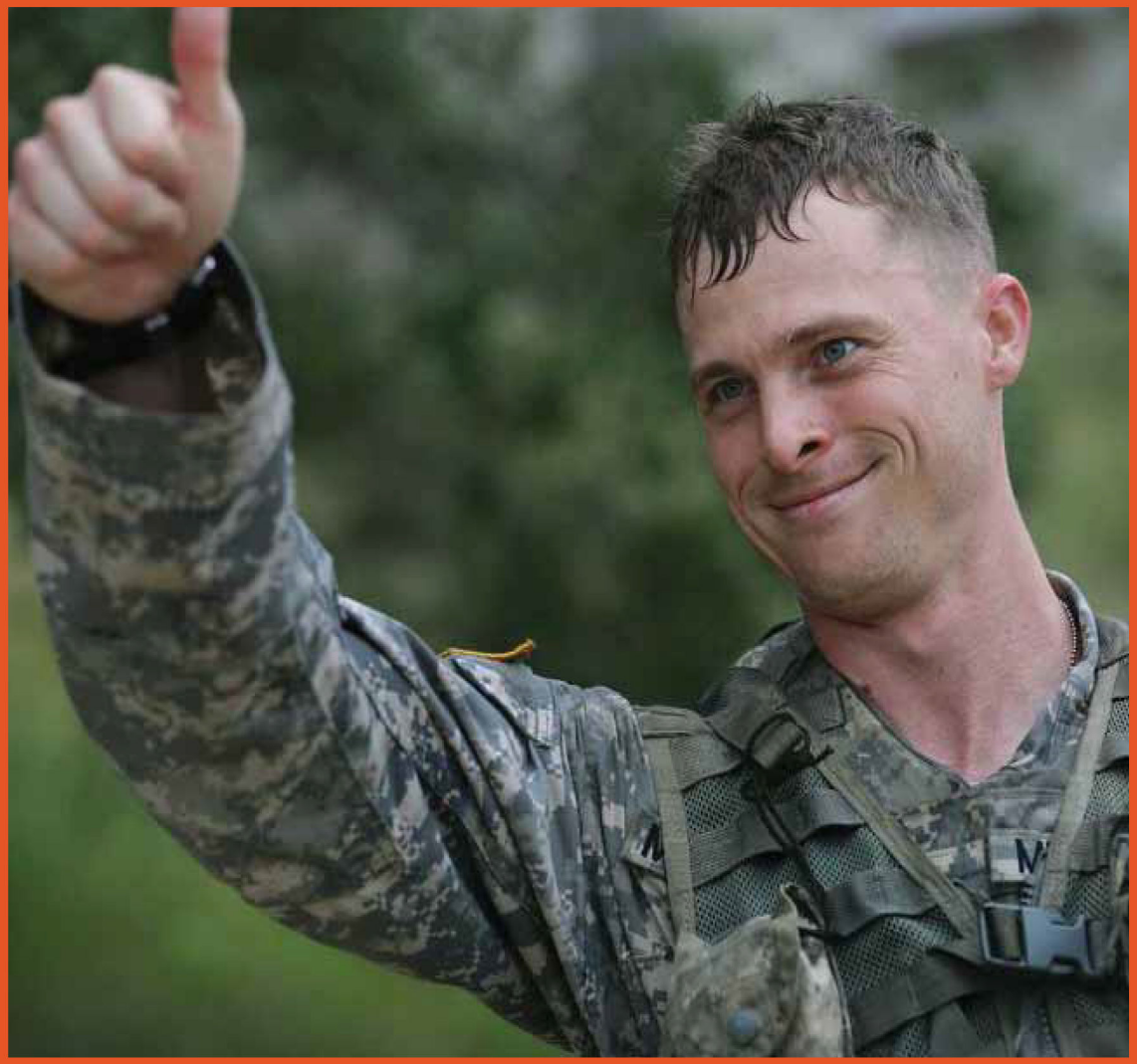
Longstanding Military Partnership: San Antonio Office of Military Affairs

For 300 years, the City of San Antonio has enjoyed a deep and long standing history of partnership with the military. That relationship, and the City's commitment to its military community, is manifested through our Office of Military Affairs. San Antonio is one of the few cities in the nation that has integrated this permanent structure into our local government in order to: *sustain and enhance* the military's missions, *ensure the long-term protection of our bases*; and *support veterans, retirees, active duty personnel and their families*.
Established in 2007, the Office of Military Affairs is the City's formal point of contact for issues of common concern affecting the military and the City.



Goals and Policies

A willingness to question the status quo and consider alternative approaches to the city's future development not only encourages much needed change for the city to remain nationally relevant, but has the added benefit that multiple plan goals can be realized through the implementation of a single new approach. Six goals were developed to address the key issues identified and provide the framework for the policies and actions the City will take as a result of the SA Tomorrow process. The Military policies are not associated with specific goals, but are grouped by common themes.

MILITARY (M) GOALS

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

- **M Goal 1:** Incompatible land uses in the vicinity of Joint Base San Antonio (JBSA) locations are minimized in order to safeguard operational mission requirements.
- **M Goal 2:** City policies and investments position San Antonio to retain its military installations and attract expanded missions due to realignments and base closures in other areas.
- **M Goal 3:** Communication and coordination between San Antonio, adjacent jurisdictions, and the military engender a strong regional approach to compatibility issues.
- **M Goal 4:** San Antonio supports quality of life and wellness initiatives for, and the integration of, military service members, veterans and their families.
- **M Goal 5:** The City's investments and partnerships leverage and maximize the economic impacts of the military on San Antonio.
- **M Goal 6:** San Antonio invests and coordinates with the military to minimize potential future impacts that could be created as a result of sequestration or base closure or realignment initiatives.

MILITARY (M) POLICIES

Land Use

- **M P1:** Discourage development in areas where the risks to potential health and safety cannot be mitigated to accepted guidelines. Consider overlay districts (independently or in cooperation with other jurisdictions) in the Military Influence Areas (MIA) to mitigate encroachment issues.
- **M P2:** Develop strategies that apply land use and development tools to mitigate encroachment and compatibility issues that pre-date the JLUS.
- **M P3:** Revisit and continue to monitor unimplemented recommendations of the JLUS and other applicable studies.
- **M P4:** Continue to monitor and enforce Memorandums of Understanding (MOUs) between the City and JBSA regarding the compliance of master development, neighborhood, community and other functional and regional plans located five miles or less from the perimeter boundary of military installations for compatibility with the military.
- **M P5:** Partner with JBSA locations to identify, prevent and reduce encroachment and sustainment challenges identified in the Installation Complex Encroachment Management Action Plan (ICEMAP).
- **M P6:** Incentivize development potential in other priority development areas of the city to take pressure off of base-adjacent land.
- **M P7:** Coordinate with JBSA to identify sub-districts within JBSA locations where different internal and adjacent development types may be appropriate and further other City land use and connectivity goals.
- **M P8:** Coordinate with JBSA locations and City Police to facilitate infrastructure improvements and staffing that facilitate more flexible ingress/egress options.
- **M P9:** Develop land use and development strategies to address potential base closures, consolidations and realignments. Assess appropriate land uses and potential reuse of structures and infrastructure should bases close or reduce in size in the future.
- **M P10:** Encourage JBSA and the Department of Defense (DOD) to consider the long-term potential of military contraction or mission reduction/ shift when planning and constructing facilities. Encourage the design of housing, educational, medical and other facilities to facilitate their continued use or adaption for other uses if no longer needed for military purposes in the future.

Regulations and Ordinances

- **M P11:** Develop a voluntary sound attenuation retrofit program.
- **M P12:** Partner with JBSA locations to develop protocols for the safe movement of hazardous materials.
- **M P13:** Continue to enforce the City's Dark Skies Ordinance around Camp Bullis to address unnecessary light pollution, uplight, and glare from new construction or the revision/replacement of existing lighting.
- **M P14:** Require the dedication of aviation easements when development is proposed on property within the safety zones as per JLUS recommendations.
- **M P15:** Continue to monitor and enforce the Military Airport Overlay Zone (MAOZ) overlay zoning district limiting the density of development and intensity of uses in identified runway Clear Zones and Military Airport Overlay Zone.
- **M P16:** Continue to enforce the requirement that all new development or substantial redevelopment located five miles or less from the perimeter boundary of military installations conform to Federal Aviation Regulations Part 77 height limits.
- **M P17:** Support and implement the Southern Edwards Plateau Habitat Conservation Plan developed under a cooperative agreement with Bexar County to mitigate within the "Threatened and Endangered Species Military Influence Area (MIA)" identified in the Camp Bullis JLUS.

Communications and Collaboration

- **M P18:** Honor Memorandums of Understanding (MOU) that foster on-going formal consultation with and among the JBSA and area cities and counties regarding issues of mutual concern.
- **M P19:** Continue to provide opportunities for collaborative participation by the Military in all phases of the San Antonio comprehensive master planning, zoning and/or master development plan review process.
- **M P20:** Provide notifications to JBSA for review and comment on City land use applications for properties located within five miles of a military installation.
- **M P21:** Coordinate closely with those jurisdictions, agencies, and organizations that have jurisdiction within five miles of the perimeter boundary of a military installation to encourage their policies and regulations are consistent with the City's Comprehensive Plan. Include representatives from Bexar, Comal, and Guadalupe Counties and regional municipalities when planning a regional JLUS with the military.
- **M P22:** Cooperate to provide City and Bexar County staff with on-going training opportunities to maintain their awareness of the latest technology and regulations concerning military compatibility issues.
- **M P23:** Create a military compatibility communication and education program for developers and realtors.
- **M P24:** Continue to support State legislation requiring real estate disclosures for all real estate transactions within the Military Influence Areas.
- **M P25:** Continue to support the efforts and policies of the Military Transformation Task Force (MTTF), a joint initiative of the City, Bexar County, and the Greater San Antonio Chamber of Commerce, to work with the military to promote mission readiness and to address impacts the military has on the community.
- **M P26:** Coordinate with JBSA locations on Joint Use agreements that allow non-military users/uses of certain military facilities (transition areas, specific hours or floors of designated facilities).

Infrastructure and Investment

- **M P27:** Review City, County and State (TXDOT) projects on an annual basis to identify capital improvement plans (CIP) and master infrastructure plans that may impact or benefit the mission at each of San Antonio's military installations. Consider the projected need for additional infrastructure and other municipal services by JBSA in the development of new infrastructure master plans.
- **M P28:** Consider the needs of military installations when planning transportation and infrastructure projects by consulting regularly with the military to ensure military routes are depicted accurately in plan diagrams and maps.

Education, Training, and Economic Development

- **M P29:** Support and help coordinate educational and advanced training opportunities with overlap between the military, education and civilian sectors.
- **M P30:** Coordinate with JBSA locations to leverage military expertise, resources and personnel to establish and support innovation clusters in San Antonio (including cyber, medical, advanced technical and engineering).
- **M P31:** Develop programs to help coordinate and link local college curriculums with appropriate military missions as a strategy to help retain those missions long-term.
- **M P32:** Support programs and organizations that work to retain workers with specialized skills and competencies leaving the military to in order to help incubate and support targeted industries such as biosciences and healthcare, information technology and cybersecurity, advanced manufacturing and aerospace.
- **M P33:** Work to enhance the military's use of local contractors and services and to increase the purchase of equipment and materials from San Antonio-based suppliers. The City should identify, attract and support businesses that serve the military and military contractors.
- **M P34:** Coordinate with and support the Texas Military Preparedness Commission to preserve, protect, expand, and attract new military missions, assets and installations in San Antonio.

Quality of Life and Wellness

- **M P35:** Explore the use of public-private partnerships to assist in potential land use and personnel transitions similar to work done to advance Port San Antonio and Brooks City Base.
- **M P36:** Cooperate with and support efforts such as the Military and Veteran Community Collaborative (MVCC) and The Community Blueprint Network to address critical issues facing veterans, returning service men and women and military families including employment, education, housing and healthcare.
- **M P37:** Work with local nonprofits to establish workforce transition programs so that highly skilled military workers can easily transition to public sector employment in health, bio-medicine, cyber security and IT industries, if and when needed.
- **M P38:** Work with JBSA officials and area developers in identifying strategies to meet the housing needs of service members, veterans, and their families when updating the City's Comprehensive Plan Housing Element and other housing studies and plans.
- **M P39:** Cooperate with and encourage JBSA base development planning initiatives (such as the Installation Development Plan expected in 2016) that support City goals and policies for growth, urban form, housing, transportation and healthy communities.

SECTION 4

Implementation

Chapter 17: Comprehensive Planning Program

Chapter 18: Implementation Strategy

Chapter 17: Comprehensive Planning Program

This chapter makes specific recommendations that update San Antonio's Comprehensive Planning Program. Recommendations include a refined plan hierarchy, introduce a regional planning approach, and suggest changes to the Implementation Service component.

The Comprehensive Planning Program (CPP) is the city's coordinated approach and process for public planning. It provides the rationale and goals for the city's long-range development efforts and contains three main service components: Building Capacity, Comprehensive Planning, and Implementation. San Antonio's most recent update to the City's CPP was completed in 2009. The SA Tomorrow process has identified a number of changes that need to be incorporated, including new planning approaches and geographies.

This chapter provides a review of the Comprehensive Planning component and explains recommended changes to two of the planning types.

The next chapter provides details on the Comprehensive Plan Implementation Strategy. This includes indicators to measure progress toward achieving Plan goals and policies, and actions to direct the city and its partners in this effort.

Plan Hierarchy

The following is the revised approach and hierarchy for San Antonio's Comprehensive Planning component of the CPP. The SA Tomorrow Comprehensive Plan is the guiding document that directs the city's long range development efforts and the other types of plans utilized by the city. The intent of a revised hierarchy is to ensure that planning at all levels in San Antonio is completed in an efficient and effective manner with meaningful participation and buy-in from neighborhoods, property owners, business owners, partner agencies, major institutions and other key stakeholders. The four planning levels are described below:

Level 1: Regional Plans are developed in collaboration with partner agencies to guide regional and multi-jurisdictional services and/or infrastructure investments. Not all plans at the Regional Plan level of the CPP necessarily address a full regional geography, as many regional planning efforts coordinate interjurisdictional strategies, policies and investments with neighboring cities and counties at a smaller geographic scale.

Level 2: Citywide Functional Plans direct specialized components of city planning such as transportation, economic development, housing, natural resources and sustainability.

Level 3: Sub-Area Plans provide detailed strategies regarding land use, transportation, infrastructure and facilities for specific geographies, such as regional centers, corridors and neighborhood groupings, aligning them with higher level plans.

Level 4: Specific Plans address smaller scale geographies and are focused on implementation. Examples of these types of plans include San Antonio's airport, station area plans, area reinvestment plans and special purpose places and facilities such as Hemisfair.

It should be noted that existing plans at levels 1, 2, 3 and 4 are not nullified upon adoption of the SA Tomorrow Comprehensive Plan. Similarly, existing neighborhood plans as defined in the existing CPP are still applicable until another plan at the Sub-Area Plan level (Level 3) or Specific Plan (Level 4) is completed for that particular geography. Sub-Area plans in particular should utilize existing neighborhood plans as a foundation and provide the platform through a coordinated planning effort for updated neighborhood level visions, values, goals, recommendations and priorities.

While Citywide Functional Plans (Level 2) and Specific Plans (Level 4) are important for understanding San Antonio's planning hierarchy, they will not be discussed in detail in this Chapter as no major changes are recommended at this time.

Level	Plan Type	Example Plans[1]
0	Comprehensive	SA Tomorrow Comprehensive Plan
1	Regional	AAMPO Metropolitan Transportation Plan, Annexation Strategy, Military Joint Land Use Plans, Perimeter Plans, VIA Vision 2040
2	Citywide Functional	Multimodal Transportation Plan, Major Thoroughfare Plan, Sustainability Plan, Forefront SA
3	Sub-Area	Regional Center Plans, Corridor Plans, Community Plans
4	Specific	Airport Plans, Station Area Plans, Area Strategic Plans, Redevelopment/ Reinvestment Plans, Specific Project Plans

[1] For Levels 1, 2 and 4 this is not an exhaustive list of covered plans just a set of examples. For Level 3, the examples include a complete list of representative plan types.

Regional Planning

The city continually participates in planning efforts with regional partners. However, SA Tomorrow identified the need to enhance these efforts. The city needs to take a more proactive approach to address issues that cross jurisdictional boundaries. To achieve this, the CPP has been modified to include regional planning as a plan type, ensuring Department of Planning & Community Development staff and resources are devoted to this area of planning. There are three main aspects to the regional planning approach:

1. Regional Plans;
2. Perimeter Plans; and
3. San Antonio's annexation strategy.

REGIONAL PLANS

Regional Plans address broad topics such as transportation, utility service areas and provision and natural resource issues that span multiple jurisdictions. These plans preserve and enhance the future of many communities across South Texas, including San Antonio. By taking an active role in these plans our city can advocate the vision and goals articulated in the three plans comprising the SA Tomorrow process. Participation in these cross-jurisdictional efforts promotes the coordination of policies and investments making them more efficient and impactful.

Regional planning in and around San Antonio will help to protect endangered species, such as the Golden Cheeked Warbler (upper left). Coordinated planning on the edge of the community and across the region will result in a more balanced and environmentally sensitive approach to development, stronger economic positioning and more convenient transportation.

Perimeter planning will establish preliminary direction for land use, designate or protect open space and infrastructure in areas adjacent to the City of San Antonio.

PERIMETER PLANS

Perimeter Plans support cooperative, community-led planning in San Antonio's ETJ. They are developed jointly with Bexar County and other jurisdictions to provide land use and infrastructure investment guidance. The structure of these plans should mimic the components of Sub-Area Plans (described later in this chapter) and provide guidance, but are not regulatory documents.

ANNEXATION STRATEGY

A major analysis of San Antonio's current Annexation Policy and Annexation Strategy documents was conducted as part of the SA Tomorrow process. To integrate the SA Tomorrow Comprehensive Plan policies into the city's Annexation Policy document, this effort:

- Developed recommended revisions to the Annexation Policy;
- Evaluated the 2013 Annexation Strategy using the revised Annexation Policy; and
- Provided recommended changes to the city's annexation and regional planning strategies.

Annexation Policy Changes

A complete version of recommended revisions to the city's Annexation Policy is included in the Appendix to this Plan. These recommendations were the result of the Plan Element Working Group Annexation process. High level recommendations to the Annexation Policy include:

- **Make the basis for annexation more focused and aligned with the goals of the city.** The current basis for annexation—the reasons the city would choose to annex—are broad and provide little direction for why to annex. The peer cities analyzed had more focused and fewer reasons for annexation, which makes the subsequent policy more focused and easier to follow. The recommended revised basis for annexation is provided later in this report. The major themes (reasons) to annex identified in the outreach efforts were the need to protect natural, cultural, historic, military and economic assets and to ensure a more orderly development pattern.

- **Provide annexation policies that align with the context of the areas being considered for annexation.** The current annexation policy statements do not specify condition or context in which they apply to, therefore, it is difficult to understand if a policy should be considered because it may not be applicable to the area being considered. The city should organize policies by three contexts: all areas; undeveloped areas; and developed areas. These three contexts make using the policy document easier and provide more clarity to reasons why the city should consider annexing land that is undeveloped or developed, as they often differ and sometimes are contradictory.

- **Goals and policies related to the desired development pattern and overall city form should be incorporated into the annexation policy and considered when annexing.** The current annexation policies provide minimal guidance or evaluation criteria related to the desired form of the built environment the city is hoping to achieve through this Comprehensive Plan. The city should incorporate policies specific to the city's desired development form into the annexation policies and use the annexation policies developed by the Growth and City Form Plan Element Working Group as the overriding policies for annexation. These policies are included in the revised Annexation Policy document attached to this report and are listed separately in the sidebar to the right. Lastly, the city should consider and measure how well potential annexation areas reinforce the desired city form.

Growth and City Form Plan Element Working Group Annexation Policies

- **Work with AACOG, AAMPO, and other regional partners to determine a consistent approach for forecasting growth in the region and develop a strategic, proactive approach to annexation that is consistent with the adopted growth forecast.**
- **Ensure the City's annexation policy supports desired city form through the application of the Unified Development Code.**
- **Ensure that newly annexed residents of the city receive a comparable level of service as current residents.**
- **Ensure that annexation decisions do not create an undue fiscal burden on the city or utility providers (SAWS and CPS Energy).**
- **Ensure that the city's growth and annexation plan provides direction for decisions made by the major utility providers, SAWS and CPS, so they can aid in reinforcing the Comprehensive Plan**

Annexation Strategy and Regional Planning Priorities and Recommendations

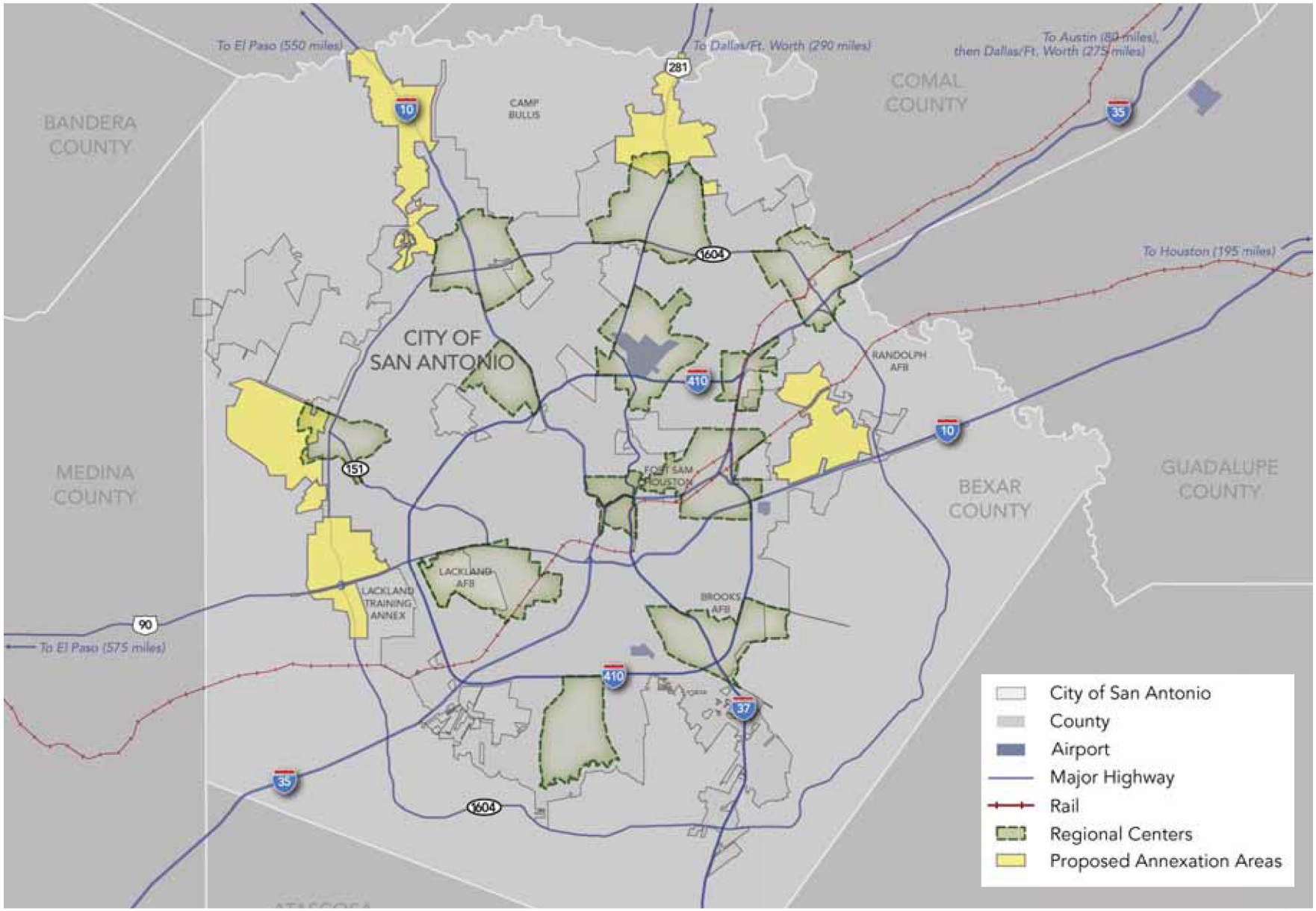
Annexation has several implications on the city, both positive and negative. Not annexing also has several implications. These implications needed to be evaluated in the development of any annexation strategy. The implications identified during the annexation process of SA Tomorrow are described in the SA Tomorrow Annexation Policy and Strategy Assessment found in the Appendix. Also provided in this assessment are the recommended changes to the city's annexation strategy and approach to regional planning. The specifics regarding each recommendation are provided in the assessment, and the high level recommendations are as follows:

Annexation Strategy and Regional Planning Priorities

The following priorities should be the main objective of any annexation strategy the city develops. The current priority annexation areas for the city should be reassessed to ensure they are in line with these priorities and additional regional coordination is likely necessary before the city continues with its current annexation strategy.

Regardless of future annexation activities, these priorities should be paramount.

1. The long-term growth plans of the city, SAWS and Bexar County should be coordinated and documented specifically in policies related to the city's ETJ, SAWS' CCN areas for water and sewer and utility service agreements.
2. The city, Bexar County and other regional jurisdictions and partners need to develop a strategic, regional approach to growth that reinforces regional goals related to transportation, sustainability and resource protection. The regional growth approach must identify ways to reduce the amount of urban level development in the unincorporated portion of Bexar County.
3. The city should prioritize the protection of its natural resources, specifically the Edwards Aquifer, and enhance policies and tools needed to protect the continued recharge of the aquifer and water quality within the aquifer.
4. The city should consider annexing any areas that have the greatest potential for aiding the protection of natural, cultural, historic, military and economic assets.
5. The city must ensure annexation policies assure the long-term fiscal health of the city.
6. The city must ensure annexation policies enable the city to balance resources in an equitable manner and do not lead to disinvestment in the existing portions of San Antonio.



Potential Annexation Areas

Annexation Strategy and Regional Planning Recommendations

Annexation strategies and regional planning recommendations include:

- **The city should reexamine the existing priority annexation areas.** The current priority annexation areas seem to be the logical areas for continued annexation. However, they should be revisited to ensure they match with the revised policy and goals developed through SA Tomorrow and consider the priorities of the city for annexation.
- **The city and Bexar County should meet to develop a coordinated approach and policy regarding development in the unincorporated portion of Bexar County.** The ultimate goal is to develop a joint approach and policy to future growth. The meeting(s) should focus on how the city and Bexar County can work jointly to mitigate the negative impacts of new development and identify tools and strategies to address impacts. As a coordinated approach is developed, coordination with regional stakeholders (utility providers, service providers and other stakeholders) should be held to help vet the approach.
- **The city and SAWS should set up regular meetings to coordinate growth plans and address impacts of planned development.** The city and SAWS should hold quarterly or bi-annual meetings to coordinate on planned development (both greenfield and infill) and future growth plans. At least annually, a meeting should be focused on long-term growth issues and identifying potential conflicts with long-term growth plans that could be mitigated. CPS and other providers should be included in long-term growth discussions.
- **The focus of the city's annexation strategy should be oriented around protecting its assets and long term opportunities (natural, cultural, historic, military and economic).** The extension of city services and regulations should provide a significant improvement to annexed areas. The implications of non-action should be analyzed to identify the upside to annexation and potential mitigation approaches that could be used instead of annexation.
- **Annexation areas should have multiple reasons for being considered for annexation that fit within the revised basis for annexation.** The city should not explore large-scale annexations for one singular, primary reason or purpose. Annexing primarily to ensure new development is built to city standards should not be the only goal. Annexing just to protect an asset should not be the only goal. The annexation should serve multiple purposes and fit within a coordinated growth strategy.
- **Annexation should not be the primary tool and strategy used by the city to protect its assets.** A toolbox of alternatives to annexation to achieve goals in lieu of annexation should be developed.
- **The city should modify its fiscal impact analysis policy and methodology for reviewing annexation areas.** The findings from the fiscal impact studies completed recently should be incorporated into the annexation policy document and the revised approach should be used to reassess the priority annexation areas.

The city should avoid annexing areas where there is limited opportunity to impact the quality of life through city services, investment and regulations. Large-scale annexation can have unforeseen implications that may inhibit the city from achieving its goals. The benefit to the existing area and the city should be considered, as well as the implications of annexing versus not-annexing.

Planning Emphasis and Techniques

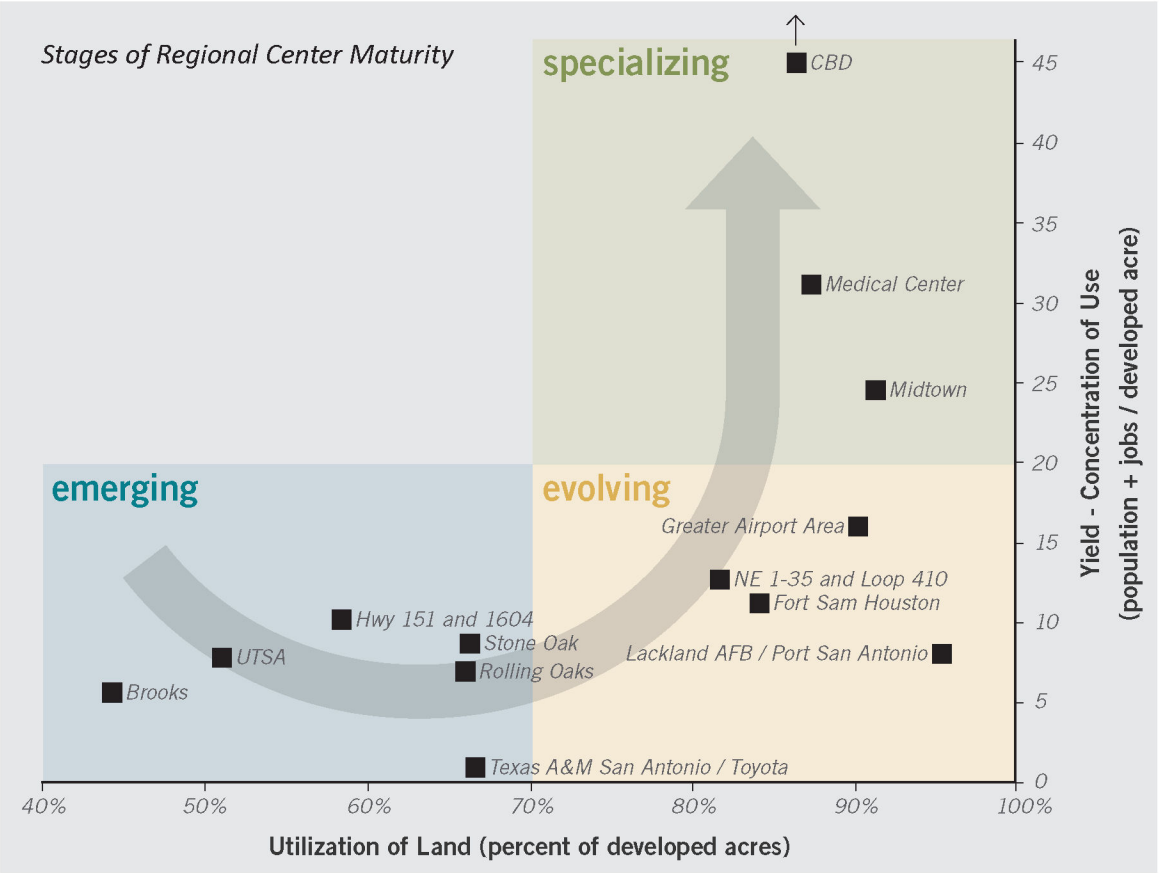
San Antonio's 13 regional centers each offer unique attributes and vary greatly in development maturity. Some centers are still developing and have low land utilization, while others are more densely built-out and have a greater diversity and concentration of uses. This is demonstrated by differing levels of infrastructure, transportation options and community amenities. Recognizing and analyzing the distinct conditions and challenges of each regional center necessitates a nuanced and targeted planning approach. Such an approach will help each center advance and fulfill its role in the city, either as a hub of specialized employment or as a true vibrant, mixed-use place for our residents to live, work and play.

The following categories illustrate the basic progression of a regional center's maturity and identify the appropriate planning emphasis and techniques useful at each stage.

Emerging – Emerging centers typically have significant amounts of undeveloped land, often resulting in low-density urban form. Plans for emerging centers should focus on clarifying the long-term vision; creating a regulatory and policy environment supportive of higher-density and a greater mix of uses; and aligning the center with citywide transportation and infrastructure initiatives.

Evolving – Evolving centers are more developed, but still have low density, require a greater mix of uses and offer limited community amenities. Plans for evolving centers should focus on providing and adapting infrastructure that supports higher density development; encouraging a mix of uses including a strong economic base; and investing in amenities that enhance the public realm.

Specializing – Specializing centers have a high density of uses and are largely built-out. Plans for these centers should be more fine-grained and tactical in nature; focus on remaining opportunity sites; and address missing attributes and amenities.



Sub-Area Plans

Sub-Area Plans are intended to provide a more coordinated, efficient and effective structure for neighborhood planning. Existing and future neighborhood planning will be integrated into the planning for regional centers and community planning areas. Neighborhoods will become integral sub-geographies of these sub-areas while also receiving special attention through chapters and/or sections reflecting specific opportunities, challenges, recommendations and priorities from each participating neighborhood. Neighborhood and community plans should be respected, as appropriate, as they are integrated into the sub-area plans. Following are the three categories of Sub-Area Plans which include: Regional Center Plans; Corridor Plans; and Community Plans.

REGIONAL CENTER PLANS

This section begins with an overview and definition of regional center parameters, followed by explanations of the planning process and the criteria used to prioritize regional center plans. Next, analysis that categorizes centers based on their development maturity and identifies the appropriate planning emphasis and techniques for each is presented. Finally, the major components of a regional center plan are outlined.

Overview

Regional centers are the major activity and employment centers in San Antonio. They are areas where the city will capture the expected new job growth and housing development over the next 20 to 30 years. To absorb and leverage this growth successfully, coordinated land use plans are needed for these regional centers that identify areas of change and stability; provide strategic approaches for transitions between incompatible land uses and densities; and incorporate subsections and action plans for neighborhoods located within regional center boundaries. Neighborhoods adjacent to regional centers will be invited to participate in the planning effort, but will not have subsections in the plan.

Parameters

The SA Tomorrow process identified 13 regional centers based on the following parameters: 1.5 to 15 square miles in size; currently have or are planned to have a total employment of at least 15,000 jobs; contain significant economic assets and/or major employers; and major city-initiated redevelopment or specific project plans. Other areas of the city have the potential to evolve into regional centers provided they meet these criteria.

Process and Prioritization

Development of a regional center plan is a 12 to 18-month process and San Antonio should strive to produce two plans per year. These plans should be updated every 10 to 15 years. The community and stakeholder engagement process should include a minimum of: a Steering Committee with representation from each neighborhood, including all registered neighborhood associations, within and adjacent to the Regional Center, major institutions, major property owners, major employers, City of San Antonio, and partner agencies; community meetings; an interactive project website; and an online survey or similar internet-based idea gathering and testing tool.

Criteria for determining prioritization will take into account the center's stage of regional center maturity with emphasis placed on specializing centers (due to immediate infill conflicts) and emerging centers (in an effort to provide an appropriate framework for future development). Additional criteria include:

- Projected growth;
- Existing planning framework (i.e. Master Plans or Master Development Plans);
- Degree of variation between existing uses and new development;
- Role in larger regional efforts such as economic development or transportation; and
- Economic and geographic diversity of regional centers.

Regional Center Plan Components

The following provides the major plan components and steps for a regional center plan.

Project Team and Initiation

- Organize Planning Team and Key Stakeholders
  - Neighborhood Representatives, including all registered neighborhood associations, Major Institutions, Major Property Owners and Major Employers
  - Department of Planning & Community Development Lead
  - Economic Development Department Co-Lead
  - Plan Partners
    - Housing Commission Staff Liaison
    - Transportation & Capital Improvements Department
    - Development Services Department
- Develop the boundary of the regional center, while ensuring that neighborhood boundaries remain intact.
- Develop community engagement strategy

Areas of Change and Areas of Stability Analysis

- Areas of Stability identification and stabilization and enhancement strategy
- Areas of Change identification and strategy
  - Economic development strategy
  - Housing strategy
  - Housing and job capture target development
- Transition Areas strategy

Land Use Plan Development

- Areas of Change land use plan
- Areas of Stability plans (Neighborhood Plans)
- Identification of zoning changes

Infrastructure and Amenity Improvement Plan

- Identification of major issues and gaps
- Identification of needed improvements

Implementation

- Regional Center organizational structure and management plan
- Update land use plan and zoning
- Key Investments
  - Prioritization of needed improvements
  - Phasing strategy
- Design guideline/standards development
- Neighborhoods action plans

CORRIDOR PLANS

This section begins with an overview and definition of corridor plan parameters, followed by explanations of how these plans fit into San Antonio's planning approach. It concludes by outlining the major components of a corridor plan.

Overview

Our major transportation corridors were identified within the SA Tomorrow process as key areas to attract new jobs and households, specifically higher-density development. As VIA and the city provide more frequent and high-capacity transit options, these corridors will increasingly connect employment centers to residential and recreation spaces. Many of these corridors have primarily auto-oriented, commercial uses that do not support transit, higher-density development or potential residential uses. In addition, they frequently have conflicting land use designations on either side of a major street.

These corridors often run through several neighborhoods, serve as central gathering places and provide amenities and a sense of identity. Corridor plans and the community plans described in the next section each have a vital and complementary role. While corridor plans should focus on establishing appropriate and compatible land use and zoning, and key infrastructure moves, community plans should drive public space design and investments. Ideally, corridor plans will be in place prior to a community plan process.

The recommended approach for San Antonio's corridor and community planning highlights the importance corridors play at multiple levels; they link various parts of the city and are integral to the fabric of local neighborhoods. Corridor plans will support and enhance transportation operations while also ensuring that areas of change along priority corridors can accommodate new development. However, while the city's major transportation corridors often serve as boundaries between neighborhoods, planned changes along corridors have often not been incorporated into neighborhood planning efforts.

In order to accommodate a change in the built environment and revitalize these areas, corridor plans are needed.

The City and VIA will collaborate on corridor plans to revitalize and activate existing and future transit corridors like Fredericksburg Road. The Corridor Plans will address land use, transition strategies and transportation infrastructure.

Parameters

Many of the city's major arterials will benefit from corridor plans, especially those with existing or planned high frequency transit service. The study area of a corridor plan should include area within ¼ mile of the arterial, expanding to ½ mile around high-frequency transit stops or stations.

Process and Prioritization

Development of a corridor plan is a six to nine-month process. The city should collaborate with VIA to determine appropriate deployment and scheduling of corridor plans. Criteria for determining

prioritization will take into account the corridor's adjacency to regional centers that are concurrently or have recently undergone a regional center plan. Additional criteria include: Projected Growth; Existing Plan Framework (i.e. Master Plans or master Development Plans; Degree of variation between existing uses and new development; Role in larger regional efforts such as economic development or transportation; and Disinvestment in the surrounding area. (Note: listed as bullets refer to pg. 17.9)

Corridor Plan Components

The following provides the major plan components and steps for a corridor plan.

Project Team and Initiation

- Organize Planning Team and Key Stakeholders
  - Department of Planning & Community Development Lead
    - VIA Metropolitan Transit Authority Co-Lead
- Plan Partners
  - Transportation & Capital Improvements Department
  - Development Services Department
- Define boundary of study
  - General guidelines are ¼ mile along corridor, expanding to ½ mile at high-frequency stops or stations
- Develop stakeholder engagement strategy

Identify Areas of Stability and Areas of Change

- Identify areas of change and stability
  - Areas of Stability to be addressed by community plan(s)
- Areas of Change Analysis
  - identify needed land use changes
    - Market analysis of potential development opportunities
      - Develop targets for jobs and housing capture
    - Land use intensification strategy
  - Transitions and buffer areas strategy

Infrastructure Plan

- Identify planned and needed major infrastructure improvements
- Coordination with project partners in infrastructure improvement design and implementation
  - Guiding Plans: MTTP, Sustainability Plan, VIA's Vision 2040

Implementation

- Update land use plan and zoning
- Major Investments Plan
  - Prioritization of improvements
  - Phasing strategy
- Develop tools, incentives and financing options

COMMUNITY PLANS

This section begins with an overview and definition of community plan parameters, followed by explanations of how these plans fit into San Antonio's planning approach. It concludes by outlining the major components of a community plan.

Overview

Community plans should protect and enhance our city's neighborhoods. They are grass-roots driven plans intended to provide detailed strategies for land use, transportation, infrastructure and community facilities and amenities. These plans should establish community character and develop and enhance places through the designation of place types and community assets. As described in the previous section, the city's corridors often serve as focal places within and between neighborhoods. While the corridor plans will establish compatible land uses and ensure infrastructure supports transportation and placemaking goals, the Community Plans should drive the creation of place along these corridors and focus on the scale and design of public spaces.

The Community Plans should integrate and willeventually incorporate two plan types from the 2009 CPP, neighborhood plans and community plans. The purpose of the Community Plans is to develop actionable strategies for the city's neighborhoods at a manageable and implementable scale. In addition, developing a single plan that

represents multiple neighborhoods is a more effective way to elevate neighborhood-level issues for consideration of policy changes and funding priorities. These plans can also serve to protect specific communities within larger regional centers. For example, existing historic districts which would not benefit from certain types of development (such as polices promoting increased density) must be recognized in community plans to ensure the character of the historic district is protected.

Parameters

Community plans should generally cover areas including at least two or three large neighborhoods and as many as ten or 11 smaller neighborhoods. Most Community Plans will generally include five to eight neighborhoods and include an area of 5 plus square miles. They should include a diverse team of stakeholders and be community driven. They should be updated every 10 to 12 years.

Process and Prioritization

The planning process for community plans will generally range from nine to twelve months and should include a robust community engagement strategy. They should be updated every 10-12 years. Identification of areas needing a community plan should be driven by neighborhoods with incongruent land use issues or major infrastructure needs and should prioritize those neighborhoods that have an expressed interest in implementing the key objectives of the SA Tomorrow program. Plans should be completed within a five-year cycle, with approximately three plans per year, and should have a wide and equitable geographic diversity. Criteria for determining prioritization will take into account the community's proximity to regional centers that are concurrently or have recently undergone a regional center plan. Additional criteria include: Projected Growth; Existing Plan Framework (i.e. Master Plans or master Development Plans; Degree of variation between existing uses and new development; Role in larger regional efforts such as economic development or transportation; and Disinvestment in the surrounding area. (Note: listed as bullets refer to pg. 17.9)

Community Plan Components

The following provides the major plan components and steps for a community plan.

Project Team and Initiation

- Organize Planning Team and Key Stakeholders
- Neighborhood Representatives and Residents, Major Institutions, Major Property Owners and Major Employers
  - Department of Planning & Community Development Lead
  - Plan Partners
    - Neighborhood Groups
    - Housing and Social Services Partners
    - Economic Development Partners
    - TCI
    - Development Services Department (DSD)
    - Other Partners
- Define boundary of the community plan area, while, ensuring that neighborhood boundaries remain intact.
  - Identify neighborhoods and areas within common challenges and assets
  - Community Plan Area standards
    - Area size of approximately 5 square miles
- Develop community engagement strategy

Community Vision and Goals

- Develop vision(s) for community area
- Develop goals for achieving vision
- Align vision and goals with Comprehensive Plan

Detailed Land Use Analysis

- Identify community focus areas
  - Identify and designate Place Types
- Develop neighborhood land use plans
  - Review existing land uses and plans
  - Identify neighborhood opportunities
  - Identify land use issues and changes needed

Infrastructure and Amenities Direction

- Identify planned and needed infrastructure improvements
- Identify neighborhood assets and amenities
- Develop list of desired assets and amenities
- Coordination with project partners in infrastructure improvement identification, design and implementation
  - Guiding Plans: MTTP, infrastructure plans, Sustainability Plan, VIA's Vision 2040, Parks and Recreation Master Plan, other plans

Implementation

- Update land use plan and zoning
- Key Investments
  - Prioritization of needed improvements
  - Phasing strategy
- Design guideline/standards development update (as needed)
- Neighborhood action plans
- Targeted Revitalization Plans

Implementation Service Component

The SA Tomorrow Comprehensive Plan has an implementation plan and substantial set of plan indicators. The approach to implementation of the Comprehensive Plan and the use of plan indicators needs to be incorporated into the city's CPP. The recommended implementation approach for the Comprehensive Plan is a five-year strategic action plan. An approach to implementation of the Comprehensive Plan versus the implementation of other planning efforts is needed. Furthermore, a large set of plan indicators were developed to measure the city's progress in achieving its goals developed during SA Tomorrow. These indicators need to be further refined, then tracked throughout the duration of the five-year strategic implementation plan and subsequent implementation plans. A first major action item is to develop a coordinated approach to implementation for all SA Tomorrow planning efforts and tracking of indicators.

Planning at all levels delineated in the existing and proposed CPP establishes a level of trust and expectations with plan participants and the larger community. In order to ensure continued participation and buy-in from the community, City of San Antonio leadership, staff and partner agencies must utilize SA Tomorrow and subsequent plans at all levels as the guiding documents for decision-making and prioritization. Deviations from adopted plans should require a relatively rigorous process with meaningful community engagement. In addition, the process for granting variances and exceptions from SA Tomorrow policy and other more specific plans as articulated throughout this chapter, should be evaluated for transparency and efficacy.

Chapter 18: Implementation Strategy

Whereas the Comprehensive Plan has a 25-year horizon, the Implementation Strategy will provide guidance for specific indicators, targets, action items, implementation tools and roles and responsibilities for five-year periods. This allows the Implementation Strategy to be updated at regular intervals to better respond to unanticipated opportunities and challenges and to support the long term vision and goals of the Comprehensive Plan.

This chapter summarizes Implementation Strategy indicators and actions identified by the Plan Element Working Groups and the Comprehensive Plan Steering Committee through the final stages of the Comprehensive Planning process. Indicators and actions were created with a 5-year time horizon for implementation.

INDICATORS

Indicators are measurable metrics or benchmarks specific to each plan element. The set of indicators for each element collectively provide a mechanism to measure incremental progress toward the achievement of the element's goals in the short term. Indicators from SA2020, the Multimodal Transportation Plan, and the Sustainability Plan are used when appropriate for consistency across the SA Tomorrow platform and larger community efforts.

Although there is not a one-to-one linkage between indicators and actions, each action addresses at least one indicator and vice versa.

These indicators need to be further refined and then tracked throughout the duration of the five-year strategic implementation plan, and subsequent implementation plans. While the indicators provide a mechanism for measuring movement toward or away from one or more goals, targets will identify the specific quantity or percent of change that is deemed aspirational, yet feasible over the next five years.

ACTIONS

Actions are key steps for implementing policies, achieving goals and moving toward targets over the next five years. These include, but are not limited to changes to the zoning code; new or modified regulations; incentives; partnerships; development agreements; service coordination agreements; and urban renewal areas.

Two major action items to start the SA Tomorrow implementation process are to develop a coordinated approach to implementation for all SA Tomorrow planning efforts and tracking of indicators, and to coordinate all city departments and partners to refine the indicators for each plan element and identify baselines and targets for each.

The remainder of this chapter presents the recommended indicators and actions for each plan element.

Growth and City Form (GCF) Element Indicators

- GCF 1: Number of Developments with LEED Certification (Commercial and Multifamily)
- GCF 2: Number of Residential and Commercial BSAG-certified projects
- GCF 3: Percent of New Developments Using the Conservation Subdivision Requirements in the Unified Development Code (UDC)
- GCF 4: Acres of Brownfield (Re)developed
- GCF 5: Acres of Redevelopment on Underutilized and Infill Sites
- GCF 6: Square Feet of Mixed-use Development
- GCF 7: Number of New Developments that Include Parks, Open Spaces, and Greenways
- GCF 8: Intersection Density in Neighborhood Development
- GCF 9: Number of Households within 1/2-Mile of a High Frequency Transit Stop
- GCF 10: Linear Feet of New Sidewalks within 1/2-Mile of Schools
- GCF 11: Number of new linear feet in the Trail System
- GCF 12: Quality of Life Satisfaction in Regional Centers
- GCF 13: Housing to Job Ratio in Regional Centers
- GCF 14: Number of Housing Units in Regional Centers
- GCF 15: Number of Households Per Developed Acre in Regional Centers

Growth and City Form (GCF) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
GCF A1	Incentivize the development of energy efficient buildings (streamlined permitting processes, fee waivers, etc).	✓			✓	✓
GCF A2	Expand and incentivize participation in the Build San Antonio Green program.	✓			✓	✓
GCF A3	Modify the Unified Development Code (UDC) to reduce barriers to mixed-use development.		✓		✓	
GCF A4	Modify the UDC to reduce barriers to higher density development in regional centers.		✓		✓	
GCF A5	Modify the UDC to reduce barriers to higher density development within a 1/2-mile of high capacity transit corridors.	✓		✓	✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
GCF A6	Develop incentives to encourage mixed-use development within 1/2-mile of stations in regional and urban centers and along high capacity transit corridors.	✓			✓	
GCF A7	Create programs and incentives to encourage reclamation of brownfield sites.			✓	✓	
GCF A8	Evaluate City park dedication policies to ensure that the fees collected cover the costs of actual park construction at San Antonio's prevailing levels of service.			✓		
GCF A9	Collaborate with neighborhood leaders to identify and facilitate the conversion of vacant and underutilized lots into public green spaces (community gardens, pocket parks, etc.).	✓		✓		✓
GCF A10	Identify school zones (areas within a 1/2-mile) where sidewalks, crossings, and intersections are incomplete or unsafe. Prioritize projects that address these deficiencies.			✓		
GCF A11	Develop transit supportive land use designations and zoning and apply it to VIAs priority high capacity transit stations and stops, both existing and proposed.		✓	✓	✓	
GCF A12	Establish annual satisfaction survey of regional center residents and employees.		✓	✓		
GCF A13	Explore ways to incentivize the development of housing units in Regional Centers.	✓			✓	
GCF A14	Identify and fund in key trail connectivity projects.	✓				

Transportation and Connectivity (TC) Element Indicators

- TC 1: Miles of Complete Streets
- TC 2: Number of Public Transit Facilities and Buses with Bicycle Racks and Storage Facilities
- TC 3: Number of Dollars Spent on Multimodal Transportation Infrastructure
- TC 4: Bus Service Hours of Frequent Routes
- TC 5: Travel Time Index (TTI)
- TC 6: Commuters using modes other than Single Occupancy Vehicle (SOV)
- TC 7: WalkScore
- TC 8: BikeScore
- TC 9: Average Commute Time
- TC 10: Diversity of transit ridership (race, ethnicity, income level, etc.)
- TC 11: Percent of Households that Live within 1/2-Mile of a Protected Bike Facility
- TC 12: Number of Car Sharing Vehicles Active in San Antonio
- TC 13: Number of Bike Sharing bikes and stations in San Antonio
- TC 14: Per Capita Vehicle Miles Traveled (VMT)
- TC 15: Pavement Condition Index (PCI)
- TC 16: Percentage of Population within Walking Distance of Frequent Transit Service
- TC 17: Electric and Hybrid Vehicles as a Percent of Overall Vehicle Ownership in San Antonio
- TC 18: Number of Automobile Accidents
- TC 19: Number and rate/rations of Automobile and Bicycle Crashes Involving Pedestrians
- TC 20: Connectivity Index
- TC 21: Number of Residents within 1/4-Mile of a Transit Stop
- TC 22: Percent of Jobs located within 1-Mile of a Dedicated and/or Protected Bike Facility

Transportation and Connectivity (TC) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
TC A1	The City will re-engage the public about light rail transit.			✓	✓	
TC A2	Create a program for protected bike lanes.	✓		✓		
TC A3	Expand bicycle access routes to new areas.	✓		✓		
TC A4	Analyze and prioritize key locations for complete streets investments.	✓		✓		
TC A5	Improve pedestrian and bike route connectivity.	✓		✓		
TC A6	Collaborate with VIA to align investments in multimodal transportation infrastructure and new transit stations and routes.	✓		✓	✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
TC A7	Identify, evaluate and implement a connected system of HOV lanes.	✓				
TC A8	Implement policies or designs that promote traffic calming measures, a range of safe bicycle facilities and multi-use trails.	✓		✓		
TC A9	Promote and educate riders on the day pass program.	✓				
TC A10	Collaborate with responsible parties to implement reloadable fare payment cards that integrate parking, transit, BCycle, CarShare, and allow electronic payment.	✓				
TC A11	Increase transit and multimodal options to medical and healthcare facilities, military installations, and educational institutions.	✓		✓	✓	
TC A12	Implement a program which rewards employer-based programs that support reduced overall VMT by employees who live within 5 miles of their work.	✓	✓			
TC A13	Increase percentage of households that live within 1/4 to 1/2-mile of a bike lane/trail, complete sidewalk network, or transit.	✓		✓	✓	
TC A14	Increase investment in multimodal transportation options.	✓		✓	✓	
TC A15	Invest in a regional multimodal trip planning application for mobile users to promote alternative methods of transportation.	✓				
TC A16	Develop a San Antonio traffic and mobility application for mobile use.	✓				

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
TC A17	Explore and implement a real time travel information center for freight on freeways and restrict freight delivery in dense activity centers during peak periods of the day.	✓				
TC A18	Study and implement smart parking in downtown and other regional centers with real time availability signage.	✓	✓			
TC A19	Create a better strategy for managing transportation options by providing dedicated lanes for transit priority and parking during large scale special events.	✓	✓			
TC A20	Create school siting requirements and enforce standards for streets and connectivity within 1 miles of schools.	✓		✓		
TC A21	Implement ITS improvements and transit priority for frequent bus routes.	✓		✓		
TC A22	Advance one federally supported transit project into development phase by 2020.	✓	✓	✓	✓	
TC A23	Find additional local funding to support VIA services for customers who cannot ride the bus because of a disability.			✓		

Housing (H) Element Indicators

- H 1: Housing and Transportation Index (H+T) Costs
- H 2: Number of Existing and Planned Affordable Housing Units within 1/2-Mile Walkshed of a Transit Station or Stop with Frequent Service
- H 3: Percent of Cost Burdened Households (Households Paying 30% or more of Gross Income on Housing)
- H 4: Percent of Long-term Affordable Units
- H 5: Quality of Schools in Priority Growth Areas
- H 6: Income Segregation
- H 7: Number of Permanently Affordable Units for Seniors
- H 8: Ratio of Multifamily and Attached Units to Single Family Units
- H 9: Number of Walkable Neighborhoods (WalkScore over 50)
- H 10: Availability of Units in Walkable Neighborhoods
- H 11: Number/proportion of more affordable housing unit types (ADUs, QUADS, MICRO-UNITS, etc.)
- H 12: Percent of Occupied Households with Severe Physical Deficiencies as Defined by Housing and Urban Development (HUD)

Housing (H) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
H A1	Develop the use of incentive programs such as ICRIP and others to incent the development of affordable housing.			✓		
H A2	Develop creative approaches to increasing flexibility for the allocation of housing resources to increase leverage of resources through partnerships.			✓		
H A3	Develop revisions to the Unified Development Code (UDC) to increase the ability to develop a variety of housing types.			✓		
H A4	Implement public financing tools, such as tax increment, that can be used to incentivize and/or fund the development of affordable housing.		✓	✓		
H A5	Create a senior age-in-place strategy.			✓	✓	
H A6	Develop a program to encourage and reduce barriers for universal design in housing rehabilitation.			✓	✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
H A7	Continue targeted use of housing resources.			✓		
H A8	Create an incentive program for the development of housing units affordable to households earning below 80% of AMI.		✓	✓		
H A9	Create an incentive program for the development of housing units affordable to households earning under 120% of AMI.		✓	✓		
H A10	Create a program to provide incentives to employers who create employer-assisted housing programs.			✓		
H A11	Designate the City Housing Counseling Program and the Fair Housing Council of Greater San Antonio as primary resources for residents.			✓		
H A12	Develop a relocation assistance program.			✓		
H A13	Plan and host an annual housing summit.				✓	
H A14	Conduct an internal systematic assessment of City of San Antonio ordinances and policies to better understand their impact on displacement and neighborhood change.			✓	✓	
H A15	Develop inclusionary housing policies for residential development.			✓		
H A16	Develop a plan and timeline for the issuance of a housing bond.		✓			

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
H A17	Pursue ongoing sources of funds to be utilized by the San Antonio Housing Trust and nonprofit housing providers.		✓	✓		
H A18	Create a community land trust.		✓	✓	✓	
H A19	Explore the creation of a neighborhood empowerment zone and other tools to provide targeted property tax relief for long-time residents.		✓	✓		
H A20	Develop a specific measure of displacement, based on objective criteria, to inform public discussion and planning efforts.			✓	✓	
H A21	Develop a specific measure of income segregation and/or mixed income neighborhoods based on objective criteria, to inform public discussion and planning efforts.			✓		
H A22	Develop a better measure of walkable neighborhoods to inform public discussion and planning efforts.	✓			✓	
H A23	Develop a Healthy Housing Index incorporating data regarding substandard housing issues that affect public health outcomes (i.e. asthma, lead toxicity, etc.).				✓	
H A24	Incorporate Assessment of Fair Housing (AFH) strategies that achieve HUD's Affirmatively Furthering Fair Housing (AAFH) Rule into appropriate Comprehensive Planning Program efforts (Level 2, Level 3 and Level 4 plans).			✓		

Jobs and Economic Competitiveness (JEC) Element Indicators

- JEC 1: Per Capita Income
- JEC 2: Employment in Target Industries
- JEC 3: Rate of Unemployment and Under-Employment
- JEC 4: Median Wage
- JEC 5: Enrollment in STEM and STEAM Programs
- JEC 6: Enrollment Figures of education and business supportive groups (including cafécollege, the Texas Technology Transfer Development Center (T3DC), UTSA's Center for Innovation, Technology and Entrepreneurship (CITE), Geekdom, TechBloc, the Southwest Research Institute (SwRI))
- JEC 7: Percent of Adults with a Post-High School Degree
- JEC 8: Percent of Adults without a GED
- JEC 9: Ratio of Available Skilled Workers vs. Jobs in Target Industries
- JEC 10: Number of Job Training Programs or Enrollment in Programs
- JEC 11: Number of Net New Businesses Created Annually
- JEC 12: Number of Minority, Women and Emerging Small Business and Veteran-Owned Business Contracts within the City of San Antonio
- JEC 13: Kauffman Index (Measures Entrepreneurship and New Businesses)
- JEC 14: Number of New Patents Obtained by San Antonio Businesses or Institutions
- JEC 15: Number of New Jobs Created Within Regional Centers
- JEC 16: Number of Jobs Within 1/2-mile of High Frequency Transit Stops
- JEC 17: Value of San Antonio Exports
- JEC 18: Dollars of Foreign Direct Investment in San Antonio
- JEC 19: Lost Work Hours Due to Health Outcomes
- JEC 20: Number of Trained Robotics Workers

Jobs and Economic Competitiveness (JEC) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
JEC A1	**Develop a collaborative economic development strategy with other regional cities along the 1-35 corridor to market and promote the region and collaborate to attract business and investment.**		✓		✓	
JEC A2	**Investigate and implement a tuition reimbursement program focused on targeted industries and/or non-traditional students seeking higher education.**			✓		
JEC A3	**Offer educators and students a minimum of 20,000 experiential learning opportunities from the SA Works menu of options by 2020.**			✓		

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
JEC A4	Collaborate with school districts and target industry employers to host STEM related programs, events, and activities.		✓			
JEC A5	Support and increase resources for Café Commerce.		✓			
JEC A6	Expand cafécollege's operations and reach in the community.		✓	✓		
JEC A7	Support strategies and incentives to encourage San Antonio businesses and institutions to pursue new patents.		✓			
JEC A8	Explore the creation of innovation districts within the UTSA, Medical Center, Downtown, and other Regional Centers.		✓			
JEC A9	Develop strategies to reduce the gap between skilled workers compared to available jobs for target industries.			✓	✓	
JEC A10	Provide incentives for government and public agencies to contract minority and emerging small business and veteran owned businesses.			✓	✓	
JEC A11	Work with civic leaders and entrepreneurs to support small business creation and ownership.		✓	✓		

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
JEC A12	Develop upfront support and capital investment program to aid in the creation of small businesses within urban centers and neighborhoods.		✓	✓	✓	
JEC A13	Encourage San Antonio business to pursue B-Corp certification and increase awareness about B-Corps.		✓			
JEC A14	Develop a plan to identify and create ready-made employment space lacking for target industries. Align infrastructure and environment of regional centers with targeted industries.		✓			
JEC A15	Align economic development efforts for attracting and growing jobs within target industries to locate jobs in regional centers.	✓	✓		✓	
JEC A16	Expand support for the growth of trade efforts led by inSA.		✓			
JEC A17	Strengthen support for the implementation of San Antonio's trade and investment Strategy.		✓			
JEC A18	Align implementation strategies with Forefront SA strategies.		✓			
JEC A19	Develop an Eco-Tourism plan for San Antonio.		✓		✓	
JEC A20	Develop a Health & Economic Analysis in order to identify the long term economic impact of health outcomes in San Antonio (i.e. lost worker productivity, corporate recruitment and retention, etc.).		✓	✓	✓	
JEC A21	During the initial implementation phase following plan approval, JEC element roles and responsibilities should be aligned with Forefront SA report.		✓			

Community Health and Wellness (CHW) Element Indicators

- CHW 1: Obesity Rate
- CHW 2: Number of Households within a 1/2-Mile of a source of Healthy, Affordable Foods
- CHW 3: Number of people participating in enough aerobic and muscle strengthening activity to meet guidelines
- CHW 4: Measures of academic success (including High School Graduation Rate and STARR results)
- CHW 5: Chronic Disease Rate (Diabetes rate and Obesity Rate)
- CHW 6: Miles of trails and sidewalk Facilities within 1/2-Mile of Transit Stations and Stops
- CHW 7: Linear Feet of New Sidewalks in Pedestrian-Oriented Areas (Schools, Parks, Transit Stations and Stops within 1/2-Mile
- CHW 8: Miles of Bike Facilities within 1-Mile of Transit Stops
- CHW 9 Percent of Households Who Walk, Bike or Ride Public Transit to School, Work, or Grocery Stores
- CHW 10: Teen Pregnancy Rate (ages 15-19)
- CHW 11: Percent of Population with Health Insurance Coverage
- CHW 12: Percent of Households Located Within a 10-Minute walk of a Park
- CHW 13: Number or Percent of Schools that Open Tracks, Courts, Fields and Playgrounds to the Public (Joint Use Agreements)
- CHW 14: Water Quality Index
- CHW 15: Asthma Rates
- CHW 16: Percent of Budget or Dollars Spent on Health Education and Literacy
- CHW 17: Percent of Parks Facilities with Outdoor Fitness Equipment (including strength and stretch bars, leg presses, self-weighted equipment)
- CHW 18: Average Household Water Cost

Community Health and Wellness (CHW) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
CHW A1	**Increase access to healthy and affordable food for all residents within 1/2-mile radius.**			✓	✓	
CHW A2	**Implement Complete Neighborhoods as measured by good access to schools, parks, grocery stores, sidewalks and transit.**	✓		✓	✓	
CHW A3	**Increase park access standards throughout the city.**			✓		
CHW A4	**Work with independent school districts to enhance the SPARK program and make tracks, courts, and fields open to the public.**			✓		
CHW A5	**Enhance programs that educate all residents on the benefits of an active and healthy lifestyle.**				✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
CHW A6	Enhance programs that offer group fitness classes at parks and shared spaces in all parts of the city.			✓		
CHW A7	Review and propose the best areas to install new fitness equipment, benches, dog facilities, other amenities and stations on trail systems.			✓		
CHW A8	Strengthen physical activity education and build active lifestyles into San Antonio's long-range goals.	✓			✓	
CHW A9	Prioritization of and investment in new sidewalk infrastructure in pedestrian-oriented areas.	✓		✓		
CHW A10	Develop a program to analyze and implement reduced speed limits in pedestrian-oriented areas.	✓		✓		
CHW A11	Enhance outreach programs that educate residents on the Affordable Care Act.		✓	✓	✓	
CHW A12	Work with schools and city and county officials to strengthen teen health and wellness strategies.				✓	
CHW A13	Review and increase number of City and county staff dedicated to health education and literacy.			✓	✓	
CHW A14	Enhance afterschool and mentorship programs that help students be more successful in school.			✓		
CHW A15	Create a simple step-by-step plan that makes street play and community garden permits easier to obtain.			✓		
CHW A16	Work with VIA to implement easy to use ticketing systems and discounted pass programs.	✓		✓		
CHW A17	Work with communities to improve household satisfaction by lowering crime rates and reducing emergency response times.			✓		

Public Facility and Community Safety (PFCS) Element Indicators

- PFCS 1: Emergency Response Times
- PFCS 2: Satisfaction Scores for San Antonio's Fire, Emergency Medical Services and Police Department
- PFCS 3: Dollars Spent or Percent of Budget Allocated for New Street Lighting and Existing Street Light Maintenance
- PFCS 4: Attendance at Community Safety Trainings
- PFCS 5: Crime Rate Index per 100,000 people
- PFCS 6: Recidivism Rates
- PFCS 7: Incidents of Domestic Violence
- PFCS 8: Incidents of Child Abuse and Neglect
- PFCS 9: Number of Students Involved in School-Sponsored After-School and Extra Curricular Programs
- PFCS 10: Number of Students Who Have Access to a Computer Outside of School
- PFCS 11: Number of Facilities Utilizing Active Parking Management Principles in Downtown and in Other Regional Centers
- PFCS 12: Number of Electric Vehicle Charging Stations
- PFCS 13: Visits to Library Facilities

Public Facility and Community Safety (PFCS) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
PFCS A1	Requires new or renovated City facilities to incorporate Low Impact Development (LID).		✓		✓	✓
PFCS A2	Prioritize investments that provide adequate lighting and safety measures such as adapting signals and curb ramps to meet ADA standards when developing pedestrian-oriented areas.	✓		✓	✓	
PFCS A3	Ensure that emergency response vehicles are appropriately scaled for the type of roadway they are utilizing (i.e. compliant with complete streets and other traffic calming measures).	✓			✓	
PFCS A4	Inform residents about the education and training programs offered by the San Antonio's Fire, Emergency Medical Services and Police Departments.			✓	✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
PFCS A5	Develop a program to support neighborhood associations to work with residents to educate them on personal safety measures, particularly in areas with higher crime rates.			✓	✓	
PFCS A6	Promote programs to educate San Antonio's residents on domestic violence. Make resources for battered residents easily accessible.				✓	
PFCS A7	Convene a committee of representatives from the independent school districts to monitor and report on enrollment in school-sponsored after-school and extracurricular programs.			✓		
PFCS A8	Work with the independent school districts to promote and encourage school-sponsored after-school and extracurricular programs.			✓		
PFCS A9	Enhance library lending programs that facilitate on-line access for students.		✓	✓		
PFCS A10	Analyze and prioritize key locations for alternative fuel and electric car charging stations.	✓	✓			
PFCS A11	Incentivize electric vehicles and charging stations.	✓	✓			

Natural Resources and Environmental Sustainability (NRES) Element Indicators

- NRES 1: Percent of New Developments Using the Conservation Subdivision Requirements in the Unified Development Code (UDC)
- NRES 2: Usage of SEP-HCP (Southern Edwards Plateau Habitat Conservation Plan) in Bexar County
- NRES 3: Square Feet of Green Roof Coverage in the City
- NRES 4: Amount of Low Impact Development (LID)/ Miles of Green Streets or Square Feet of Green Infrastructure
- NRES 5: Amount of Land Preserved through Conservation Easements
- NRES 6: Quality of Reclaim Systems That Capture Non-Potable Supplies
- NRES 7: Per Capita Water Use
- NRES 8: Number of People Engaged per Year in Water Conservation Programs
- NRES 9: Number of commercial customers involved in water efficiency projects
- NRES 10: Number or Percent of New Landscapes That Get Local Certification for being a Water Saver Landscape
- NRES 11: Number of Participants Involved in SAWS Water Management Plan
- NRES 12: Per Capita Energy Use
- NRES 13: Energy Use by Public Facilities by square feet
- NRES 14: Renewable Energy Generated by Public Facilities
- NRES 15: Renewable Energy Generated by Commercial Facilities
- NRES 16: Renewable Energy Generated by Households
- NRES 17: Residential Recycling and Composting Rates
- NRES 18: Public Facility Recycling and Composting Rates
- NRES 19: Commercial Recycling and Composting Rates
- NRES 20: Air Quality Index as Measured by Ground-Level Ozone, Particulate Matter, Carbon Monoxide, Sulfur Dioxide, and Nitrogen Dioxide
- NRES 21: Number of People and Organizations Engaged in Air Quality Education and Programs
- NRES 22: Heat Island Index Measurement
- NRES 23: Acres of Open Space preservation Owner or Managed by Public Entities

Natural Resources and Environmental Sustainability (NRES) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
NRES A1	Develop programs and incentives to increase the percent of new developments using the Conservation Subdivision requirements in the UDC.	✓			✓	✓
NRES A2	Continue support of Edwards Aquifer Protection Program (EAPP).				✓	✓
NRES A3	Promote urban microclimates in urban heat island risk areas through mass tree planting and increased square feet of green roof coverage.	✓			✓	✓
NRES A4	Enhance incentives to increase the amount of Low Impact Development (LID) in San Antonio.				✓	✓
NRES A5	Incorporate LID and green street projects into City infrastructure.				✓	✓
NRES A6	Create a clearing house to monitor and track stormwater best management practices.				✓	✓
NRES A7	Explore incentives and programs to improve the quality of reclaim systems that capture non-potable supplies.				✓	✓
NRES A8	Work to achieve water use rates as recommended by the SAWS Water Management Plan Update (2020).				✓	✓
NRES A9	Develop programs and incentives to increase the percent of land preserved through conservation easements.				✓	✓
NRES A10	Coordinate with the Sustainability Plan to launch an urban heat island mitigation program (refer to Sustainability Plan GB8).	✓			✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
NRES A11	Educate and promote sustainable principles in new residential and commercial landscapes to make them both beautiful and drought resilient.				✓	✓
NRES A12	Increase number of certified local Water Saver Landscapers.				✓	✓
NRES A13	Promote water efficiency programs for commercial customers.				✓	✓
NRES A14	Coordinate a comprehensive GIS analysis and tracking program for wildlife areas, protected environments, key agriculture lands, etc.				✓	
NRES A15	Develop and participate in local and regional plans for protection of monarchs and other endangered species.				✓	
NRES A16	Enhance programs and incentives that increase San Antonio's tree canopy coverage.	✓			✓	
NRES A17	Support the establishment of a Property Assessed Clean Energy (PACE) program in Bexar County.	✓			✓	
NRES A18	Expand SA2030 District beyond downtown.				✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
NRES A19	Develop a program to encourage and recognize waste reduction practices by commercial enterprises.				✓	
NRES A20	City should calculate recycling and composting collections.				✓	
NRES A21	Develop a program to increase awareness of the benefits of recycling and composting.				✓	
NRES A22	Implement city wide composting.	✓			✓	
NRES A23	Educate residents on the associated costs and benefits of responsible energy use.	✓			✓	
NRES A24	Review and analyze regulations regarding pipelines and oil and gas wells.		✓	✓		
NRES A25	Develop the 2017-2027 Parks and Recreation System Strategic Plan and update the plan as needed.	✓		✓	✓	
NRES A26	Continue to acquire and preserve open space.	✓		✓	✓	
NRES A27	Continue to develop parks and trails in an environmentally sensitive manner, preserving floodplain land, habitat and other natural resources to the greatest extent possible.	✓			✓	✓

Historic Preservation and Cultural Heritage (HPCH) Element Indicators

- HPCH 1: Percent of Historic Landmarks and Cultural Buildings Designated Per Year
- HPCH 2: Number of Policies and Programs Addressing San Antonio's Character and Sense of Identity, including Historic Preservation Plans
- HPCH 3: Number of Historic Properties Rehabilitated with Incentives
- HPCH 4: Number of Exceptions and Variances Granted by Board of Adjustment and Planning Commission
- HPCH 5: Number of Demolition Requests for Existing and Potential Historic Properties
- HPCH 6: Number of Events Sponsored in Collaboration with the Office of Historic Preservation (OHP) - Including OHP Youth Program and Con Safo
- HPCH 7: Number of Workshops Sponsored by OHP for Developers, City Commissioners, Realtors, Staff, Elected Officials and Residents
- HPCH 8: Number of Festivals and Events Celebrating San Antonio's History and Culture
- HPCH 9: Property Value for Structures within Historic Districts as Compared to Property Value of Structures in Non-Historic Districts
- HPCH 10: Number of Projects that Receive the Federal Rehabilitation Tax Credit
- HPCH 11: Number of Projects that Receive the State Tax Credits for Historic Preservation
- HPCH 12: Percent of Maintenance Budget Allocated to World Heritage Buffer Zone
- HPCH 13: Number of Projects that Receive Local Rehabilitation and Historic Preservation Credits

Historic Preservation and Cultural Heritage (HPCH) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
HPCH A1	Prioritize recognition and registration of historic landmarks and cultural assets.		✓	✓		
HPCH A2	Support policies related to San Antonio's character and sense of identity.		✓		✓	
HPCH A3	Create a group forum where neighborhoods in the Mission Area can meet with city officials to determine and set the goals of the community.			✓		
HPCH A4	Evaluate pilot programs that focus on spurring revitalization of historic buildings and landmarks.		✓		✓	
HPCH A5	Create regulations and education programs that support affordable technological retrofits for historic buildings and sites.	✓			✓	✓
HPCH A6	Explore the creation of a public notification process for demolition applications in Neighborhood Conservation Districts (NCD).			✓		
HPCH A7	HPCH Action: Allocate appropriate and enhanced staff and resources to the review and approval process for new development in Neighborhood Conservation Districts (NCD) to ensure contextually-appropriate development.			✓	✓	
HPCH A8	Explore options for allocating hotel and motel tax revenues for infrastructure and community improvements in Historic Districts and around other historic and cultural assets.		✓			
HPCH A9	Design and promote events and workshops about San Antonio's history and culture.				✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
HPCH A10	Explore the creation of mixed-use zoning districts that would allow for the provision of neighborhood commercial uses adjacent to residential and historic areas, where appropriate.			✓		
HPCH A11	Create a low- or no-fee process for rezoning commercially designated houses to residential in Historic Districts.		✓	✓	✓	
HPCH A12	Study and implement a new county tax reduction for owner-occupied units in Historic Districts.		✓			
HPCH A13	Educate the public on federal tax credits available for historic and cultural rehabilitation projects.		✓			
HPCH A14	Educate the public on state tax credits available for historic preservation projects.				✓	
HPCH A15	Identify areas (transition zones) in Historic Districts where high density development is appropriate or not.				✓	
HPCH A16	Investigate outside sources of investment to support ongoing historic preservation and rehabilitation of the World Heritage site.		✓	✓	✓	
HPCH A17	Develop a wayfinding program for the Old Spanish Trail (1920s).		✓		✓	

Military (M) Element Indicators

- M 1: Percent of Compatible Development within 5 Miles of a Base or Military Installation
- M 2: Improve Sky Quality Index (Night Pollution)
- M 3: Ratio of San Antonio Troops to Overall Domestic Number of Troops
- M 4: Number of New Missions within Joint Base San Antonio (JBSA)
- M 5: Military Dollars Spent in JBSA installations
- M 6: Veteran Unemployment Rates
- M 7: Ratio of Military Service Population to Health Care Resources
- M 8: Gross Regional Product (GRP) Generated in the Region due to Defense-Related Spending
- M 9: Number of Jobs Generated by Military Spending
- M 10: Number or Ratio of Department of Defense (DOD) Retirees
- M 11: Number of Military and Technology Related Patents
- M 12: Number of Military and Dependents who Attend College in the San Antonio Area

Military (M) Element Actions

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
M A1	Collaborate with military and developers to explore compatible development surrounding military installations.		✓		✓	
M A2	Utilize technology to consolidate information regarding compatible development near military installations to attract and inform potential developers, realtors, home owners.		✓	✓	✓	
M A3	Incentivize compatible development near military installations.		✓		✓	
M A4	Explore a Transfer of Development Rights (TDR) program near military installations.				✓	
M A5	Work with the military to create affordable housing, and address transitioning military, veterans and spousal employment.		✓		✓	

Action	Description	Air Quality	Economic Vitality	Equity	Resilience	Water Resources
M A6	Expand representation of military personnel on city and county committees.			✓		
M A7	Study how local health community can help address shortfalls in Veteran Affairs (VA) care.			✓		
M A8	The city should actively work with the military to maintain and add missions to JBSA to maintain/ increase job growth and employment opportunities.		✓		✓	
M A9	Provide incentives to attract new, innovative businesses that spin off of military (i.e. Cyber Security and Health Research).		✓		✓	
M A10	Implement Ambient Light Study.			✓		
M A11	Lobby for legislation to develop programs that assist local municipalities in supporting military value.		✓		✓	
M A12	Expand partnerships between JBSA and local municipalities.		✓		✓	
M A13	Identify regional and statewide efforts to promote military presence in San Antonio.		✓		✓	
M A14	Work with the military to implement JLUS recommendations.		✓		✓	

APPENDIX

Glossary and Acronyms


Carl's Jr.

Glossary

1% annual chance floodplain, (formerly 100-year floodplain). The land within a community subject to a one (1) percent or greater chance of flooding in any given year. These areas are typically designated as a Federal Emergency Management Agency (FEMA) Zone A, AE, AH, or AO on FEMA Flood Insurance Rate Maps (FIRM Panels).

Adaptive reuse. Remodeling an existing building to accommodate a new use or purpose other than what it was initially designed for.

Affordable housing. Households whose total housing costs are deemed "affordable" to those whom have a median income. Housing Urban Development (HUD) guidelines for housing affordability is that housing costs including taxes, home insurance, and utility costs, do not exceed more than 30% of annual household gross income. Affordable housing programs include HOME Investment Partnerships Program, Self-help Homeownership Opportunity Program (SHOP), and Homeownership Zone Initiative (HOZ).

Annexation. The legal process by which a city extends its boundaries.

Arterial street. Streets designed to carry large volumes of traffic and providing for efficient vehicular movement between large areas of the city. (Roswell, New Mexico)

B Corps. For-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency.

Brownfield. Real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. (U.S. Environmental Protection Agency)

Compatible development. Development that minimizes the effects of commercial, industrial, or intense residential development on nearby residential property (or the effects of new residential development on nearby existing commercial and industrial uses). Compatibility standards typically include regulation of building height, minimum and maximum building setbacks, buffers, building design, and controls to limit the impact of lighting on adjacent properties.

Complete street. A roadway planned, designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

Cultural heritage. The reflection of our legacy through physical artifacts and intangible characteristics inherited from our ancestors and passed down from generation to generation.

Density. An objective measurement of the number of people or residential units allowed per unit of land, such as residents or employees per acre.

Disinvestment. The diversion of the city's capital investment and other resources away from core neighborhoods, creating areas with an environment that limits many residents' mobility and access to crucial important needs such as education, healthcare, recreation and job opportunities.

Edwards Aquifer Recharge Zone. That area where the stratigraphic units constituting the Edwards Aquifer out crop, and including the outcrops of other formations in proximity to the Edwards Aquifer, where caves, sinkholes, faults, fractures, or other permeable features would create a potential for recharge of surface waters into the Edwards Aquifer. The recharge zone is identified as that area designated as such on official maps located in the offices of the Texas Natural Resource Conservation Commission (TNRCC) and the Edwards Aquifer Authority.

Encroachment. The entry of development into an area that was previously occupied solely by another use, usually one that is incompatible with the encroaching use. An example of this is the spread of residential sprawl toward an airport or military base.

Floor area ratio (F.A.R.). An expression of the amount of development (typically non-residential) allowed on a specific parcel of land. F.A.R. is calculated by dividing the total square footage of buildings on a site by the amount of site square footage.

Food deserts. Areas that lack access to affordable fruits, vegetables, whole grains, low fat milk and other foods that make up the full range of a healthy diet. (Center for Disease Control and Prevention)

Green buildings. Buildings designed to amplify the positive and mitigate the negative effects that the built environment has on the natural environment, as well as the people who inhabit buildings every day.

Green infrastructure. An approach to water management that allows natural features, like trees and wetlands to manage water rather than adding more impervious surfaces and increasing the risk of flood and adding contaminants to the waterways.

Greenfield. Previously undeveloped sites.

Health Impact Assessment (HIA). A means of assessing the health impacts of policies, plans and projects in diverse economic sectors using quantitative, qualitative and participatory techniques.

Housing, low-income. Housing reserved for occupancy or ownership by persons or households whose annual gross income does not exceed eighty (80) percent of the area median household gross income for households of the same size in the San Antonio metropolitan statistical area, as defined by the U.S. Department of Housing and Urban development in 24 C.F.R., Part 813.

Housing, middle-income. Housing that is affordable, according to the U.S. Department of Housing and Urban Development, for either home ownership or rental, and that is occupied, reserved, or marketed for occupancy by households with a gross household income that is greater than 80 percent but does not exceed 120 percent of the median gross household income for households of the same size within the housing region in which the housing is located. (Growing Smart Legislative Guidebook)

Housing, mixed-income. Residential developments that promote accessibility to individuals of various income levels to encourage more economically integrated neighborhoods.

Housing, moderate-income. Housing that is affordable, according to the U.S. Department of Housing and Urban Development, for either home ownership or rental, and that is occupied, reserved, or marketed for occupancy by households with a gross household income that is greater than 50 percent but does not exceed 80 percent of the median gross household income for households of the same size within the housing region in which the housing is located. (Growth Smart Legislative Handbook)

Housing, multifamily. Residential development on a single lot containing separate living units for five (5) or more families.

Infill development. The development of vacant or partially developed parcels which are surrounded by or in close proximity to areas that are substantially or fully developed. (Golden, Colorado)

Land use. The way in which a parcel of land is used or occupied.

Mixed-use building. Development that incorporates both residential and nonresidential uses within a single structure.

Mixed-use development. Development that incorporates both residential and nonresidential uses within a single project.

Multimodal. A connected transportation system that supports different modes of transportation such as private vehicles, bicycles, pedestrians, rail, public transit, or watercraft.

Overlay district. A zoning district prescribing regulations to be applied to a site in combination with a base zoning district.

Polycentric development pattern. Having multiple dispersed centers of activity or development.

Premium Transit Corridor (also known as Rapid Transit Corridor). An identified transportation connection between major centers of employment or activity in need of a transit investment, consisting of a bus or train operating in their own lane, allowing for faster travel speeds with more frequent service and fewer stops to avoid interruption by other traffic during rush hour.

Premium Transit Service (also known as High-Capacity Transit or Rapid Transit). A fast network of buses and trains operating in their own lanes. Rapid transit differs from local bus service by operating at faster speeds with more frequent service and fewer stops without being interrupted by other traffic during rush hour.

Priority growth areas. Areas where we can strategically focus employment and housing growth, aligning land use planning and infrastructure investment with economic development. Areas identified by the city include regional employment centers, mixed-use centers, areas of high land capacity for growth, underserved areas of the tity, land near the City Center, premium transit corridors and key arterial corridors.

Regional centers. The major activity and employment centers that are 1.5 to 15 square miles in size; currently have or are planned to have a total employment of at least 15,000 jobs; contain significant economic assets and/or major employers; and major City-initiated redevelopment or specific project plans. SA Tomorrow includes three (3) types of Regional Centers: Activity Centers, Logistics/Service Centers, and Special Purpose Centers.

Resilience. The capacity for individuals, neighborhoods, and whole systems to not only survive but thrive despite disruptions and stresses. Resiliency refers to the ability of people, the places where they live, and the infrastructure they rely upon to withstand and quickly recover from a natural or other hazard.

SA Tomorrow. A three-pronged planning effort established to implement the SA2020 vision through 2020 and beyond, and includes three concurrent and complementary plans: the updated Comprehensive Plan, a Sustainability Plan, and a Multimodal Transportation Plan. These plans all work in concert to guide the city toward smart, sustainable growth.

SA2020. A community vision and movement born from a series of public forums in 2010 to develop goals for improving San Antonio by the year 2020.

SPARK. The SPARK School Program works with schools and neighborhoods to develop community parks on public school grounds. SPARK Parks are available for public use during non-school hours and on weekends.

Stormwater. The flow of water which results from a rainfall event. (Temple Terrace, Fla.)

Sustainable. Community use of natural resources in a way that does not jeopardize the ability of future generations to live and prosper. (California Planning Roundtable)

Transit-Supportive Development (also known as Transit-Supportive Land Use). Live-work-play style development organized around key transit stations with buildings designed for the pedestrian, numerous neighborhood amenities and services, and well-designed pedestrian, bicycle and transit friendly infrastructure. This walkable compact form provides residents choices on how they live and access their daily services, work and entertainment destinations.

Underutilized properties. Sites, uses and buildings that do not meet current market demand.

Unincorporated land. Land area that is not within the boundary of an incorporated city or town; and therefore, is under County jurisdiction.

Urban centers. Larger commercial and mixed-use centers with fewer than 15,000 employees that can vary in size and serve as community destinations for more than one neighborhood and are connected by attractive multimodal corridors, many of which include premium transit service.

Vacant land. Lands or buildings that are not actively used for any purpose. (California Planning Roundtable)

Variance. A request for permission to vary or depart from a requirement of the Municipal Code where, due to special conditions, a literal enforcement of the requirement will result in an unnecessary hardship. Variance requests from the zoning text and the sign ordinance are heard by the Board of Adjustments. The Planning Commission hears variance requests from the subdivision ordinance.

VIA Vision 2040. VIA Metropolitan Transit's Long Range Plan (adopted 8/23/216). Serving as a blueprint for the future of public transportation in the region, the plan outlines the community's vision for transit development and underscores the importance of the region becoming multimodal to remain economically competitive.

Vision Zero. A street safety policy that strives for the elimination of traffic fatalities for all transportation modes.

Walkable. Characteristic of an area that is accessible or friendly to pedestrians. Factors that contribute to a walkable environment include comfortable and connected sidewalks or footpaths, leading to meaningful destinations that can be accessed by foot, wheelchair, or other mobilization device that is not classified as a vehicle. A walkable community will have a mix of land uses in close proximity.

Wayfinding. The ways in which people orient themselves in physical space and navigate from place to place through the use of effective signage.

Acronyms

AACOG Alamo Area Council of Governments

AFFH Affirmatively Furthering Fair Housing

AAMPO Alamo Area Metropolitan Planning Organization

ACA Affordable Care Act

ADA Americans with Disabilities Act

ADU Accessory Dwelling Units

AFCYBER Air Forces Cyber Command

AFH Assessment of Fair Housing

BRAC Base Closure and Realignment Commission

BRT Bus Rapid Transit

BRWM Bexar Regional Watershed Management

BSAG Build San Antonio Green

CIP Capital Improvement Program

CLI Cultural Landscape Inventory

CPAG Comprehensive Plan Advisory Group

CPC Comprehensive Plan Committee (City Council Subcommittee)

CPP Comprehensive Planning Program

DOD U.S. Department of Defense

EAPP Edwards Aquifer Protection Program

OS-EMD Office of Sustainability's Energy Management Division

ETJ Extraterritorial Jurisdiction

FAR Floor Area Ratio

HDRC Historic and Design Review Commission

HOV High Occupancy Vehicle

HUD U.S. Department of Housing and Urban Development

ICEMAP Installation Complex Encroachment Management Action Plan

ICS Institute for Cyber Security, University of Texas at San Antonio

JBSA Joint Base San Antonio

JLUS Joint Land Use Study

LID Low Impact Development

LOS Level of Service

LRT Light Rail Transit

LSRD Lone Star Rail District

MAOZ Military Airport Overlay Zones

MIA Military Influence Areas

MLOD Military Lighting Overlay District

MOUS Memorandums of Understanding

MSA Metropolitan Statistical Area

MSAO Military Sound Attenuation Overlay

MTTF Military Transformation Task Force

NAFTA North America Free Trade Agreement

NCD Neighborhood Conservation District

NHTSA National Highway Traffic Safety Association

OHP Office of Historic Preservation

PCI Pavement Condition Index

PEWG Plan Element Working Group

SAFE San Antonio Flood Emergency

SAHA San Antonio Housing Authority

SARA San Antonio River Authority

SAWS San Antonio Water System

SOV Single Occupancy Vehicle

STAR Students Together Achieving Revitalization

STEP Save for Tomorrow Energy Plan

SWMD Solid Waste Management Department

SwRI Southwest Regional Institute

TCEQ Texas Commission on Environmental Quality

TCI Transportation & Capital Improvement Department

TDM Transportation Demand Management

TOD Transit Oriented Development

UDC Unified Development Code

UNESCO United Nations Educational, Scientific, and Cultural Organization

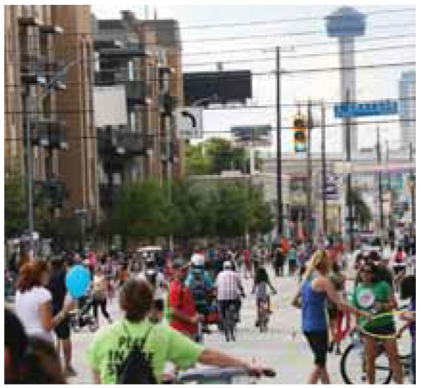
UPRR Union Pacific Railroad

VA U.S. Department of Veterans Affairs

VMT Vehicle Miles Travelled


SA
TOMORROW

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SOAH DOCKET NO. 473-21-0247
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APPLICATION OF THE CITY OF SAN ANTONIO TO AMEND ITS CERTIFICATE OF CONVENIENCE AND NECESSITY FOR THE SCENIC LOOP 138 KV TRANSMISSION LINE IN BEXAR COUNTY	**§**	**BEFORE THE PUBLIC UTILITY COMMISSION OF TEXAS**

CPS ENERGY'S SECOND MOTION TO ADMIT
NEED INFORMATION REQUESTED BY COMMISSIONERS

Attachment 2A

UTSA Area Regional Center Plan

SA TOMORROW SUB-AREA PLANNING:
UTSA AREA REGIONAL CENTER PLAN

ADOPTED: OCTOBER 3, 2019

CITY OF SAN ANTONIO
PLANNING DEPARTMENT

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1 Introduction

Process and Timeline

The process of developing the UTSA Area Regional Center Plan lasted approximately 2 ½ years, from project chartering to City Council adoption. Planning Department staff worked with a wide range of community members that included neighborhood representatives, business and property owners, employers, educational and cultural institutions, and partner organizations and City departments to create a realistic and implementable plan for this important northside regional center.

Phase 1: Project Chartering

April - June 2017:

The first phase of the project focused on project chartering, which included determining the Planning Team membership and finalizing the detailed plan area boundaries. Phase 1 also included an analysis by the Project Team to refine estimates for capture of growth in all regional centers and to determine how total projected growth for the city should be allocated into each regional center, and more generally to the future high capacity transit corridors as delineated in the adopted Comprehensive Plan for San Antonio.

Phase 2: Analysis and Visioning

June 2017 - January 2018:

The second phase of the project focused on assessing the existing conditions and growth capacity of the UTSA Area Regional Center. The Planning Team and community members provided direction on visioning and goal setting for the UTSA Area. The analysis and refinement of existing conditions helped ensure that the vision and goals for the UTSA Area Regional Center are grounded in the proper context.

Phase 3: Plan Framework

October 2017 - January 2018:

The third phase of the project focused on working with the community and stakeholders to establish the Plan Framework. The Plan Framework components include Land Use, Housing, Economic Development, Mobility, Amenities and Infrastructure, and Focus Areas/Corridors.

Phase 4: Recommendation and Implementation Strategies

June 2018 - February 2019:

The fourth phase developed specific projects, programs, and policies to affect change in the UTSA Area Regional Center. This phase also included the development of specific, action-oriented implementation strategies and recommendations for potential funding sources.

Phase 5: Documentation and Adoption

February - September 2019:

The last phase of the project was devoted to converting this project website into the final ePlan for the UTSA Area Regional Center, creating the Executive Summary, and guiding the plan through the approval and adoption process. The Project Team met with City departments and other partners to develop critical next steps to support implementation of the plan.

Stakeholders

The UTSA Area Regional Center planning process included a range of engagement activities such as interviews, focus groups, workshops, and Community Meetings with participant stakeholders from the following groups:

- Alamo Area Council of Governments (AACOG)
- Alamo Area Metropolitan Planning Organization (AAMPO)
- American Institute of Architects (AIA)
- Big Red Dog
- Brown & Ortiz, PC
- Castle Hills Forest
- Cedar Point Owners Association
- City Council District 8
- City of San Antonio Aviation Department
- City of San Antonio Center City Development and Operations
- City of San Antonio Department of Arts and Culture
- City of San Antonio Development Services Department
- City of San Antonio Economic Development Department
- City of San Antonio Neighborhood and Housing Services Department
- City of San Antonio Transportation and Capital Improvements Department
- City of San Antonio Metropolitan Health District
- City of San Antonio Office of Historic Preservation
- City of San Antonio Office of Innovation
- City of San Antonio Office of Military Affairs
- City of San Antonio Office of Sustainability
- City of San Antonio Parks and Recreation Department
- City of San Antonio Police Department
- City of San Antonio World Heritage Office
- Churchill Estates Homes Association
- Deerfield Homeowners Association
- Dreamhill Estates Neighborhood Association
- Edwards Aquifer Authority
- Elm Creek Owners Association
- Great Northwest Community Improvement Association
- Harmony Hills Neighborhood Association
- Joint Base San Antonio
- Kaufman | Killen
- North San Antonio Chamber of Commerce
- Northside Neighborhoods for Organized Development (NNOD)

- Oak Meadow Homeowners Association, Inc.
- Oakland Estates Neighborhood Association
- Oakland Heights Homeowners Association
- Oakmont Downs Homeowners Association
- Pape-Dawson
- San Antonio Apartment Association
- San Antonio Area Foundation
- San Antonio Housing Association
- San Antonio River Authority (SARA)
- San Antonio Water System (SAWS)
- Texas Department of Transportation (TxDOT)
- The RIM
- The Shops at La Cantera
- The Woods of Shavano Community Association
- TMI Episcopal School
- UT Health San Antonio (UTHSA)
- University of Texas at San Antonio (UTSA)
- Valero
- Vance Jackson Neighborhood Inc.
- VIA Metropolitan Transit
- WellMed Medical Group

The Planning Team

- Terry Bilby
  - San Antonio Apartment Association
- Karen Bishop
  - San Antonio River Authority
- Pegy Brimhall
  - American Institute of Architects
- Brent Doty
  - Edwards Aquifer Authority
- Ashley Farrimond
  - Kaufman | Killen
- Michelle E. Garza
  - San Antonio River Authority
- James Griffin
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- Santiago Jaramillo
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- Thomas Marsalia
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  - Project Manager, MIG
- Brenda V. Martinez
  - Project Manager, City of San Antonio
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  - Interim Project Manager, City of San Antonio

The Selection Process

Each of the SA Tomorrow Sub-Area Plans was developed with regular input and participation from local residents, business owners, property owners, institutional representatives, and other key partners and stakeholders. In addition, a formal Planning Team was created for each sub-area that provided more frequent, in-depth, and consistent advice and guidance throughout the planning process. The composition of the Planning Team for each area is drawn from the representatives and stakeholders described above, and varies depending on the existing uses, assets, challenges and opportunities associated with each area. While the UTSA Area Planning Team list does not include all who were invited to participate, it does include those who served as alternate and replacement representatives for participating organizations.

2 Existing Conditions

A History of the UTSA Area

The UTSA Area is one of the more recently developed regions in the city. However, it has an important history that helped shape the City of San Antonio we know today. This history weaves together major themes of natural resources, the military, education, and tourism.

Quarries typically serve as economic generators for decades. Once depleted, they are often re-purposed for other uses. In the UTSA Area, the Beckmann Quarry began operations in 1933 and remains one of the largest aggregate mines in the nation. Beginning in the 1980s, portions of the quarry near I-10 and Loop 1604 were fully mined out and repurposed as new developments. The La Cantera Resort & Spa and golf courses, the Six Flags Fiesta Texas theme park, the Shops at La Cantera, and The RIM Shopping Center eventually grew out of the old quarry sites and have become a beacon for locals and tourists alike.

Camp Bullis is located northeast of the UTSA Area. Although not located within the boundaries of the plan area, the military installation has a significant impact on the properties surrounding it. Established in 1917, Camp Bullis continues to provide important employment, economic, and partnership opportunities for our city.

This Plan area is anchored by the University of Texas at San Antonio main campus. The campus was developed in the mid-1970s and was the first public university to serve the City of San Antonio. As the school has grown and evolved, it has also functioned as a catalyst for the development of housing and public amenities within the UTSA Area Regional Center.

[See **Exhibit 1 – Existing Conditions Atlas**]
[See **Figure 2 – Study Area Map**]
[See **Figure 1 – Plan Location Map**]

Assets

The UTSA Area is a destination for many people because of the shopping, entertainment, educational, and natural amenities. The area has a significant student population and is one of the fastest growing areas of the City. Employment is anchored by large retail centers and large employers such as the University of Texas at San Antonio, The RIM Shopping Center, The Shops at La Cantera, Six Flags Fiesta Texas, Valero Energy, Beckmann Quarry, and Security Service Federal Credit Union. Camp Bullis, which is located adjacent to the UTSA Area Regional Center, provides important employment, economic, and partnership opportunities for our city as well. This area is also characterized by a unique natural environment which includes the Edwards Aquifer Recharge Zone and the Leon Creek Greenway.

Challenges

A major challenge for the UTSA plan area is connectivity for all modes of transportation. Roadways service the large campuses and major entertainment and commercial attractions. Access roads for I-10 and Loop 1604 provide access to these developments, but do not connect to residential neighborhoods located in the southwest and southeast portions of the area. High-quality transit service is needed to address the issues and constraints of the current bus service along the corridors, as well as to better serve current riders and attract new riders to the system. Existing bike lanes lack connection to nearby

transit facilities and recreational trails. Sidewalks are present in much of the UTSA Area Regional Center; however, on many roadways, sidewalks are on only one side of the road. The lack of sidewalks and bike lanes restricts access to VIA services, as many transit trips begin as pedestrian or bicycle trips.

The UTSA Area is also challenged by a lack of housing diversity. Low density, single-family detached homes and medium density apartments are the prevailing housing options. Additional mixed-use and higher-density housing developments would expand the range of available housing choices and could aid in addressing some of the mobility and connectivity challenges in the area by reducing the need for private vehicles and increasing the likelihood of utilizing alternative modes of transportation such as public transit, walking, and bicycling.

Opportunities

Commercial, industrial, institutional and residential uses are fairly balanced in the UTSA plan area. The amount of vacant land in this regional center is an opportunity, as many of San Antonio's other regional centers are near build-out and have limited space to absorb future growth. However, much of the land classified as "vacant" in the UTSA Area is not actually developable due to utility and stormwater easements, floodplain, and extreme elevation changes. Providing support to this area through the development of a wider range of housing choices for different income levels, diversification of transportation opportunities to relieve roadways and highways, and increased access to and connectivity of green spaces will make the area even more attractive for visitors and residents as a live, work and play destination.

Sub-Area Plans and Existing Neighborhood and Community Plans

Sub-Area Plans such as the UTSA Area Regional Center are intended to provide a coordinated, efficient, and effective approach to planning in San Antonio. In contrast to other Regional Centers and Community Areas, there are no existing adopted Neighborhood or Community Plans to incorporate into the UTSA Area Regional Center Plan. Additionally, there are a limited number of registered neighborhood and homeowner associations in the UTSA Area, and only a couple of association representatives were able to participate directly in the development of the Plan. Planning Department staff worked with the broader neighborhood coalition Northside Neighborhoods for Organized Development (NNOD), to identify general opportunities, challenges, and priorities for residential areas in the Plan area.

3 Vision and Goals

What is a Vision Statement?

A vision statement describes the desired state of a place in the future. With community support, an effective vision can influence decisions and inspire action to move toward that idealized future. Goals further describe the outcomes that will support the realization of the vision. These, in turn, are supported by more specific strategies and actions that will implement the bigger-picture vision and goals. These strategies will involve specific proposed projects, programs, policies, and other means of achieving the community vision.

The UTSA Area Regional Center Vision and Goals were developed with input from the Planning Team, residents, and other community stakeholders through an iterative process of developing and refining these concepts. During early Planning Team meetings and the first Community Meeting, participants identified the UTSA Area's assets, challenges, and opportunities and articulated important values and priorities. This community input became the basis for the UTSA Area Vision and Goals which were further refined with additional feedback from the Planning Team and participants at the second Community Meeting.

Establishing the Vision and Goals

The success of the SA Tomorrow Sub-Area Plans depends on broad participation from area stakeholders. To ensure this success, City Staff worked with a wide range of community members throughout the planning process for the UTSA Area Regional Center. These included neighborhood associations, business and property owners, residents, employers, educational and cultural institutions, public and nonprofit organizations, and other City departments to create a realistic and implementable plan for the UTSA Area.

The planning process was designed to create a "feedback loop" between the City and the community as the plan was developed. This approach ensures that the Plan reflects community values and priorities. A variety of tools and techniques were used to ensure that those interested were well-informed about the Plan; encouraged to participate in a range of stimulating events and activities; and engaged in providing constructive feedback on a preferred future.

For each public input exercise, this document describes what was asked, how the input was presented back to the stakeholders, carried forward in further engagement exercises, and eventually incorporated into the plan.

Results from the exercises and surveys are available in the website Documents Library and as an appendix to the Plan. In some cases, results have been summarized.

To facilitate public information and community participation, the UTSA Area Regional Center website was created and made available to the general public. The website includes a section for leaving comments which are sent directly to the project manager.

Exercise 1: Draft Assets, Challenges, and Opportunities

At their initial kick-off meeting, the Planning Team discussed assets, challenges, and opportunities in the UTSA Area, as well as strategies for outreach efforts. In addition to the discussion at the Planning Team kick-off meeting, staff emailed Exercise 1 in a survey to Planning Team members who were unable to

attend the meeting in person. Results of the exercise were posted to the website's Documents Library. This information helped inform draft Plan vision elements, priorities & goals.

Exercise 2: Draft Vision Elements

The second Planning Team meeting included a staff presentation of Existing Conditions within the UTSA Area, including findings related to demographics and employment, land use, transportation and mobility, public investment, amenities and access, and natural systems. Review of the Existing Conditions, as well as the previous assets, challenges, and opportunities discussion gave the Planning Team important context for the following "visioning" exercise.

Planning Team members were asked to write their own vision of what the UTSA Area should look like in 20 years. Participants wrote a vision statement and passed it to their neighbor who highlighted 2-3 key words or phrases that appealed to them. Again, the vision statements were passed to the next neighbor, to highlight words that appealed to them. Through this exercise, the Planning Team began to identify visioning themes and prioritize potential vision elements for the UTSA Area. The visioning themes were recorded on the large wall graphic.

Results of Exercise 2 were posted to the Plan website and presented to the Planning Team at the next meeting. This exercise helped inform the draft Plan vision and goals statements.

Exercise 3: Develop Area Vision and Goals

The first UTSA Area Community Meeting was held on September 18, 2017 at the John Igo Branch Library. The objective of this meeting was to introduce the planning process to the broader community, get their input regarding opportunities and challenges, and to further inform the draft vision and goals for the UTSA Area Regional Center Plan.

Community members participated in two facilitated small group exercises similar to those previously completed by the Planning Team. First, participants used a map, color-coded stickers, and sticky notes to identify and document the elements in the area that they would like to "Preserve, Add, Remove, or Keep Out" which is known as a PARK exercise. They were then asked to look at all the elements that were identified in the PARK exercise and begin to identify themes and issues.

The second exercise asked community members to draft a statement describing how they envision the future of the UTSA Area. Facilitators encouraged community members to think about elements such as housing, connectivity, mobility, parks and open space, shops, restaurants, employment and other amenities. Small group members identified common themes and words amongst the group's individual vision statements. From these common themes, each group completed a summary of their ideas which was then read aloud by one spokesperson from each group to the entire audience. Results of Exercise 3 were posted to the plan website. These results directly informed the draft vision and goals statement.

Exercise 4: Review Draft Vision and Goals

At the third Planning Team Meeting, participants were presented with the initial draft vision statement and goals which were fashioned from both Planning Team and community input. Planning Team members discussed the draft language as well as potential revisions needed to accurately capture their aspirations for the UTSA Area. Planning Team members were also encouraged to submit additional comments through email.

Results of Exercise 4 were incorporated into the revised draft vision and goals statement, further refining the UTSA Area's vision and goals statements for the draft plan.

Exercise 5: Review and Confirm Draft Vision and Goals

During Planning Team Meeting #4, there was a recap on the changes made to the vision and goals to-date and a final discussion about concepts that should be included in the final version. Final language was confirmed with the Planning Team through email after the meeting. Planning Team members were made aware that this revised version of the vision and goals would be presented to the public for input.

Results of Exercise 5 were posted to the plan website here. These results further informed refinement of the UTSA Area vision and goals statements for the draft plan.

Exercise 6: Finalize Draft Vision and Goals

Community Meeting #2 was held on January 29, 2018 at the Phil Hardberger Park Urban Ecology Center, where the revised draft vision and goals were presented, and comments were gathered from various area stakeholders. Participants at the Community Meeting #2 overwhelmingly supported the vision and goals as drafted.

These results finalized refinement of the UTSA Area vision and goals statements for the draft Plan unless further public input is received requesting additional changes.

Vision

In 2040, the UTSA Area continues to be a premier destination to live, learn, work, and play. The area's institutions and corporate entities promote a thriving, diverse, and innovative economic environment that attracts jobs and talent. Housing options are varied and plentiful, meeting the changing needs of residents at every stage of life. A dynamic University district is connected to and engaged with the surrounding community, and educational and civic amenities serve the entire region. Corridors accommodate all forms of mobility and provide access to the UTSA Area's amenities and resources. High-quality public transit encourages movement throughout the area and connects to other regional destinations. The area stands out as a regional center known for environmental sustainability, with a focus on its various parks and trails, and new development that respects and enhances the region's waterways.

Goals

Goal 1: Housing: Support diverse, affordable, and abundant housing options with an emphasis on mixed-use development that is safe, comfortable, and attractive for current and future residents of the UTSA Area.

- Encourage development of a variety of housing types, sizes, costs, and densities.
- Encourage mixed-use development with connections to existing residential areas, employment, recreational amenities, transit, and retail.
- Encourage housing quality that reflects the economic diversity of those working and studying in the UTSA Area, and encourage density to maintain the work-live-play-study environment and to minimize commute times.

Goal 2: Neighborhood Character: Maintain and enhance the character and appeal of established residential neighborhoods within the UTSA Area with attractive streetscapes and compatible development and design.

- Recognize existing neighborhoods and residential subdivisions as areas that provide stability to the area.

- Encourage residential design that reflects the unique character, climate, and culture of San Antonio so that sustainable, energy-efficient planning, design, and lifecycle costs are championed and incentivized in design criteria.
- Protect the character by discouraging commercial and high-density encroachment within the neighborhoods.
- Utilize appropriate buffers between existing residential neighborhoods and new higher-density development.

Goal 3: Connectivity and Mobility: Provide enhanced connectivity within the UTSA Area, with options for mobility beyond the automobile, while addressing congestion management and travel efficiency throughout the area for all modes and uses.

- Promote safe and convenient pedestrian and bicycle facilities in appropriate locations to meet existing and future demand.
- Improve connectivity and walkability between trails, parks, recreational areas, transit facilities, and surrounding neighborhoods.
- Promote the use of complete green streets in which roads are designed to enable safe, attractive, and comfortable access and travel for all users.
- Encourage transit as a mode of choice for residents and employees in the area by supporting improvements to transit service, frequency, safety, comfort, and infrastructure.
- Ensure that vehicular traffic flows as smoothly as possible within the existing roadway network and traffic signal system.

Goal 4: Recreation: Provide a variety of accessible and connected gathering places, parks, recreation, and entertainment opportunities for all ages.

- Incorporate different types of park and recreation opportunities such as creating a public amenity or civic space within the community.
- Assess recreational facility needs and consider new facilities, improvements, and/or additions that serve the entire community.

Goal 5: Natural Resources: Protect sensitive natural resources while allowing for growth and development.

- Apply innovative and environmentally sensitive development practices such as Low Impact Development (LID).
- Review the Unified Development Code (UDC) to ensure that the development code supports enhancements to protect our aquifer and creekways.
- Encourage development that provides appropriate access to and interaction with the UTSA Area's natural features.

Goal 6: Public Facilities and Infrastructure: Provide first-rate public services, utilities, and infrastructure that accommodate expected levels of growth, safeguard public health and security, and enhance quality of life.

- Carefully plan and coordinate new development to ensure sufficient utility and infrastructure capacities.

- Ensure that public service facilities are evenly distributed and located at sites that are easily accessible.
- Infrastructure in the UTSA Area should incorporate high-quality urban design that supports the area's key features and assets.

Goal 7: Jobs and Economic Development: Support the expansion, development, and retention of an array of businesses, tourism, and entertainment options in order to provide job opportunities and improved quality of life that meets the needs for a growing diverse community.

- Create a business-friendly environment that supports small and local businesses, continues to attract larger corporations and institutions, and encourages innovation and creative partnerships.
- Provide economic and employment opportunities that retain graduates from the University of Texas at San Antonio.

Goal 8: Compatibility with Camp Bullis: Promote and encourage compatible land uses in close proximity to Camp Bullis.

- Protect Camp Bullis and its missions by limiting the encroachment of incompatible uses.
- Implement and enforce development standards that mitigate both the impact of military operations on surrounding properties, and the impact of surrounding development on the military installation.

Goal 9: UTSA as a Local Amenity: Protect and enhance the UTSA campus' unique qualities, which combine university life with local culture and amenities for both businesses and residents.

- Maintain the UTSA campus as a focal point of the community.
- Celebrate UTSA's unique character and culture through public art, placemaking, and creative projects.
- Build on the character of the neighborhoods that surround the University, while aiming to strengthen the contribution the campus makes to the UTSA Area community as a whole.

Goal 10: Gateway: Protect and enhance gateway points and corridors.

- Preserve and enhance the IH-10 corridor through appropriate urban design.
- Encourage compatible land use patterns that create community focal points throughout the corridor.
- Review and update, as appropriate, the current UDC standards on gateway corridor overlays.
- Retain the distinct visual character of the area by encouraging the protection of unique features and views, and incorporating them as key amenities of future development.

4 Plan Framework

Establishing the Plan Framework and Recommendations

The Plan Framework map includes key physical improvements and strategic concepts that will influence development in the UTSA Area Regional Center. These include priority focus areas for (re)development; pedestrian, bicycle, and street improvements; parks and open space recommendations; and priority areas to encourage mixed-use development.

The UTSA Area Regional Center Plan Framework was developed through a combination of technical analysis and community input. The Framework illustrates and outlines the overall long-term vision for the UTSA Area Regional Center, including areas where new development may be focused, key mobility improvement recommendations, opportunities for more recreation and gathering places, and other "big moves" that will shape the future of the area.

At the beginning of the planning process, the project team developed an in-depth study and analysis of the UTSA Area Regional Center to understand the history, development, and existing conditions of the area. The Planning Team shared their input regarding area assets, opportunities, and challenges to develop a more nuanced understanding of the Regional Center. City staff hosted Community Meetings and workshops to capture the community's values and priorities from people who live, work, and study in the UTSA Area. Through a series of facilitated work sessions and interactive exercises, the Planning Team and community members provided input and direction that is reflected in the Plan Framework.

Over several months, project staff and the Planning Team worked collaboratively to build upon the Framework, identifying key priorities, improvements, and strategies to shape the Sub-Area Plan, and guide growth, development, and investment in the UTSA Area Regional Center. A series of draft recommendations on several topics were developed for stakeholder feedback and are reflected in the Plan.

Plan Framework

At their first meeting, the Planning Team discussed assets, challenges, and opportunities in the UTSA Area. At the second Planning Team meeting, staff presented existing conditions related to demographics and employment, land use, transportation and mobility, public investment, amenities and access, and natural systems within the UTSA Area. These conversations provided a foundation for future discussions related to the Plan Framework. The existing conditions presentation was also shared at the first UTSA Area Community Meeting, where attendees completed a mapping exercise that was incorporated into the framework diagram.

Focus Areas

The objectives of the third UTSA Area Planning Team meeting included developing key plan concepts such as focus areas and mixed-use corridors, as well as identifying potential parks, open space, plazas, trails, and gateway locations. Meeting attendees split into two groups to create their own framework diagrams by drawing these elements on trace paper over the transportation and amenities map. The Planning Team's diagrams were synthesized by City Staff to create the base for the plan framework diagram.

At Planning Team Meeting #4, the group further refined the focus areas by discussing the preferred purpose, future character, appropriate scale, and transitions for focus areas and mixed-use corridors. The groups' discussions were illustrated on maps, as well as recorded on flip charts. A similar exercise

was completed at Community Meeting #2, where participants were able to review the Planning Team's work and provide their own thoughts.

The subjects of focus areas, mixed-use corridors, and catalytic sites were revisited by the Planning Team at their seventh meeting. The discussion included review of public input received at the second Community Meeting, as well as any additional final thoughts on the proposed focus areas.

Mobility

Mobility was also discussed at Planning Team Meeting #3, as part of drafting the plan framework. A variety of transportation options were considered for planning the UTSA Area. Trails, transit routes, bicycle routes, streetscape improvements, pedestrian safety, and traffic congestion were discussed as potential means of creating a layered multimodal transportation network.

At Community Meeting #2, participants were asked to complete an activity to help City Staff prioritize different routes for different types of transit. Major corridors were identified on the mobility framework diagram. Participants then voted using stickers with bus, car, and bicycle icons to symbolize what mode of travel they thought needed to be prioritized on each street.

Draft mobility recommendations were presented to the Planning Team at their eighth meeting, along with an updated Mobility Framework Map. Participants discussed the draft recommendations and clarified the concepts that should be included in the draft Plan.

Amenities and Infrastructure

The Planning Team discussed amenities and infrastructure at their seventh meeting. Participants were first briefed by staff on what elements make up a complete neighborhood such as social spaces, healthy access to food, pedestrian safety, stormwater management, low impact development, signage, and public art.

After seeing examples of the elements that create complete neighborhoods, Planning Team members discussed which elements were most critical and should be prioritized to create complete neighborhoods in the UTSA Area. After thoroughly discussing and prioritizing amenities, Planning Team members worked together to create an amenities and infrastructure framework diagram.

At Planning Team Meeting #8, the group revisited their discussion about amenities and infrastructure. Staff presented the diagram that had been created from the previous meeting activity and led a group discussion to determine if the map and recommendations reflected the consensus of the Planning Team.

Land Use

The sixth Planning Team meeting was dedicated entirely to the subject of Future Land Use. The meeting began with an overview of the proposed land use classifications to be used throughout San Antonio, the methodology behind the draft maps, and then a presentation of the draft land use map created by City staff. The Planning Team then spent time discussing the draft maps, and their comments and concerns were recorded by staff.

Land Use was revisited at Planning Team Meeting # 7, where staff presented revisions to the land use map based on the comments at the previous meeting. The discussion surrounding revisions to the draft land use map continued at subsequent Planning Team meetings and included additional land use policy for a longer-term vision of the UTSA Area. Planning Team members and staff had come to a consensus regarding the Future Land Use map and policies.

The draft land use map will be displayed to the public for comment at the third and final Community Meeting in late March 2019. Participants will be invited to fill out comment cards about the proposed land use designations, recommendations, and strategies. The public will also be invited to review the proposed land use map and submit additional comments through the UTSA Area project website.

Housing

Community Meeting #2 included a station related to the topic of housing. Attendees were presented with information about different housing types and were asked to identify where such housing options could be incorporated within the UTSA Area.

The Planning Team also discussed housing concepts and strategies during their fifth meeting. After a presentation regarding existing housing conditions such as accessibility and affordability, the Planning Team members discussed key issues, challenges, opportunities, and potential strategies related to housing in the UTSA Area. Notes from the discussion were recorded on a wall graphic.

Economic Development

At Planning Team Meeting #5, staff presented additional existing conditions information related to economic development in the UTSA Area such as employment figures and real estate conditions. The group also discussed economic strengths, weaknesses, opportunities, and challenges, as well as potential development policies and implementation strategies. Planning Team members explored key issues and concepts such as major institutions, connections between economic generators, and retention of employers, employees, and students. Notes from the discussion were recorded on a wall graphic.

Plan Framework Overview

[See **Figure 3 – Plan Framework Map**]

The Plan Framework map identifies and shows the interrelatedness of key physical concepts and strategies in the UTSA Area Regional Center Plan. Priority focus areas and mixed-use corridors for (re)development are places where people can live, work, study, and play. Public gathering spaces provide opportunities for community events and activities. Streetscape and intersection improvements, along with improved trails and bicycle routes, allow safe travel across the plan area and increase access to the many parks, creeks, and trailheads. These improvements should be protected by utilizing green stormwater infrastructure and low impact development best management practices to capture and treat stormwater runoff. Gateway opportunities along I-10 and Loop 1604 highlight the area's amenities such as trails and greenways, entertainment and retail destinations, and the UTSA Campus.

Land Use

[See **Figure 4 – Future Land Use Map**]

Future Land Use

The UTSA Area Regional Center future land use plan supports the SA Tomorrow Comprehensive Plan, Multimodal Transportation Plan, and Sustainability Plan, draws on recommendations from the SA Corridors Strategic Framework Plan, and implements the Vision, Goals, and Plan Framework for the UTSA Area. The land use plan encourages growth and increased density at various scales in mixed-use centers and focus areas, and along key transit and community corridors. It provides opportunity for higher density, mixed-use development associated with the major highways, but also preserves the character and form of existing neighborhoods.

The following sections describe the general land use patterns of the UTSA Area Regional Center. Recommendations for implementing the land use plan follow. Finally, the full catalogue of land use categories (including descriptions and allowable zoning districts) adopted in the Unified Development Code (UDC) is included for reference.

Residential Areas

Residential areas in the UTSA Area Regional Center are found generally around the edges of the Regional Center, with the highest concentrations located between Hausman Road and De Zavala Road on the west side of I-10, and a large area north of De Zavala Road between I-10 and the plan boundary near Lockhill Selma Road. The residential land in this plan area covers the spectrum of densities, including Residential Estate, Low Density Residential, Urban Low Density Residential, and Medium Density Residential.

Residential properties in the northeast portion of the planning area, near Camp Bullis, are designated as Residential Estate, reflecting existing patterns of use and suitable development near the base. The majority of the single-family areas in the Regional Center are designated as Low Density Residential, allowing and encouraging these areas to retain their current character and form.

Certain neighborhoods south of Hausman and north of De Zavala have been designated as Urban Low Density Residential. This is due to a more compact development pattern in these areas, and to the need for a broader variety of housing options in the UTSA Area Regional Center. Urban Low Density Residential areas accommodate a broader range of residential development forms, such as duplexes, compact lot single-family units and bungalow courts. The need for more housing options and for increased opportunity for first time home buyers has been identified as a need in this area.

Medium Density Residential is found in several places within the planning area, including along major arterial roadways such as Vance Jackson Road, JV Bacon Parkway, and De Zavala Road. These areas have existing multi-family developments, including townhomes, fourplexes, and medium- to large-scale apartment complexes. They often serve as a transition between major thoroughfares or commercial areas and lower density residential uses.

Mixed-Use Centers and Corridors

In addition to preserving the character of lower density residential neighborhoods, the land use plan also encourages more dense and intense land uses in appropriate areas including mixed-use centers, designated focus areas, and primary corridors. Each mixed-use area should have different qualities, design, and intensity based on surrounding uses, the type of the roadways in the area, and the amount of available land. The land use plan accounts for this by utilizing three different mixed-use categories,

each of which encourages a different mix of allowable uses, density, and intensity, thus promoting developments that best serve the needs of, and complement, the surrounding areas. Mixed-use areas can also support appropriate transitions to adjacent neighborhoods while spurring local economic vitality. All mixed-use areas prioritize pedestrian and bicycle access, and the creation of great public spaces. Mixed-use areas are also intended to support various levels of transit service based on density and expected level of activity.

Neighborhood Mixed-Use

Neighborhood Mixed-Use is designated primarily in a small area south of UTSA Boulevard. This allows for mixed-use development across the street from campus that is more appropriate for land next to single-family neighborhoods. The density and intensity levels would be lower, though a broader mixture of uses would be permitted. These mixed-use areas are anticipated to have smaller buildings and a lower level of activity, amenities, and transit service. The focus is on service to immediately adjacent neighborhoods, providing walkable areas at a scale that complements surrounding neighborhood development.

Urban Mixed-Use

Urban Mixed-Use is found along Loop 1604 east of I-10, between Vance Jackson Road and NW Military Highway, and also to the south and west of the UTSA Campus along UTSA Boulevard, Babcock Road, and Hausman Road. Mixed-use is encouraged along these corridors (in contrast to purely commercial uses) to support VIA's transit investments and to create areas with a variety of active uses throughout the day. This mixed-use category is also designated for areas around the perimeter of UTSA which offer significant opportunities for integrated retail and residential projects. This form of development is advantageous near college campuses, in that it ties the off- and on-campus elements of campus life together, allowing students to enjoy a more pedestrian lifestyle.

Regional Mixed-Use

Regional Mixed-Use is the predominant land use category for the UTSA Area Regional Center. It encompasses La Cantera, The RIM, Fiesta Texas, and most of the I-10 frontage areas. The Regional Mixed-Use areas are intended to be centers with the highest intensity of uses and activity, serving nearby neighborhoods and regional interests alike. The residential components of projects in these areas are typically higher density, with first floor retail and commercial uses. Newer residential developments are increasing the number of residents in these areas, creating a more cohesive community, and supporting a greater variety of shopping, recreational, and transit opportunities.

Commercial Areas

Commercial areas of the UTSA Area Regional Center are classified as either Regional Commercial or Community Commercial. These areas are designated for purely commercial uses, including existing and potential retail, service, and office uses. Regional Commercial areas are found along I-10, south of Hausman Road, and at the intersection of Hausman Road and Loop 1604. These are large-scale commercial projects that generate a higher traffic demand and have larger lot sizes.

Community Commercial is the designation for areas allowing strictly commercial uses, but with less intensity of use and traffic generation. Land sitting roughly between Talavera Ridge and Eisenhower Park in the northeastern portion of the planning area has been designated Community Commercial, in order to maintain a transition area between the Camp Bullis military installation and the more intense Regional Mixed-Use areas along I-10. Land near the intersection of JV Bacon Parkway and De Zavala Road has been designated Community Commercial, as well as other miscellaneous pockets within the plan area.

Employment Areas

While designated mixed-use and commercial areas will support a variety of businesses and employment opportunities, several areas have been identified in the UTSA Area Regional Center as especially important for employment-generating uses. This includes Industrial, Employment/Flex Mixed-Use, and City/State/Federal Government uses. The UTSA Campus, which is designated as City/State/Federal Government, is a major employer in the Regional Center. The Beckmann Quarry north of Loop 1604 is designated for Heavy Industrial Use, with quarry operations likely continuing for several decades in the future.

Land designated as Employment/Flex Mixed-Use is intended to allow for a broad range of permitted uses, so that industrial, commercial, and residential uses can be compatibly integrated in small- to mid-scale projects. This allows for adaptive re-use of older industrial or tech-flex properties for creative work spaces, cottage industrial or fabrication uses, limited-unit live-work lofts with apartments located above work spaces, as well as workforce housing located in and near employment areas. One of the areas designated as Employment/Flex Mixed-Use is the focus area bordered approximately by Loop 1604, Vance Jackson Road, and Lockhill-Selma Road. Another is located between Hausman and De Zavala roads, and serves as a transition between the intense commercial properties along I-10 and the residential areas to the west.

There are two areas of the UTSA Area Regional Center that are designated for Agricultural Use. One site sits east of Babcock Road and north of the Leon Creek Greenway. The second site consists of Marcos' Stables and the site adjacent to it, in the northeastern portion of the planning area, north of Old Camp Bullis Road.

Parks and Open Space Areas

Leon Creek and the Leon Creek Greenway provide a network of connected park and open space land, stretching from Eisenhower Park just south of the Camp Bullis military installation, down through The RIM and southwest to Bamberger Nature Park. Other Parks/Open Space designated areas include Maverick Creek Park and Eisenhower Park. These properties serve recreational and environmental purposes for the UTSA Area Regional Center but cannot help to absorb future growth in this regional center. Uses include trails, parks, and preserved riparian areas. The UTSA Area includes additional trailways that are not designated as Parks/Open Space because these trails are located on larger parcels under private ownership that have not been formally recorded as open space.

Land Use Recommendations

Five land use recommendations are identified to support the future land use plan for the UTSA Area Regional Center. In the implementation section of the plan, specific strategies are provided for each recommendation.

Land Use Recommendation #1: Improve access to housing options, including options for first time home buyers.

Right now, there is a lot of multi-family housing for university students and young professionals, as well as older, established single-family neighborhoods in the UTSA Area Regional Center. As this area continues to grow in terms of employment and commercial development, a broader range of housing options will be needed to accommodate residents at every stage of life. This should include Urban Low Density Residential uses, as well as medium density single-family housing types that are often missing in San Antonio.

Land Use Recommendation #2: Encourage mixed-use development on and around the UTSA Campus, including retail and denser housing which serves students and residents in the area.

Universities frequently benefit from commercial and residential development adjacent to the campus. It allows students a greater level of connectivity between their academic pursuits and their daily living needs. Mixed retail, service, and residential uses to the south and west of campus along UTSA Boulevard and Babcock Road would facilitate this lifestyle development pattern, further integrating the campus with the surrounding neighborhoods. This would be best accomplished through the Urban Mixed-Use and Neighborhood Mixed-Use classifications.

Land Use Recommendation #3: Ensure that future land use and development activity near the Camp Bullis military installation are compatible with base missions and operations.

Camp Bullis is an active military base that serves as a field training and maneuver area for Fort Sam Houston and for multi-service medical training. This includes night training and airplane and helicopter training. In 2009, a Joint Land Use Study (JLUS) was adopted by City Council to identify, address, and resolve encroachment issues between the military and its civilian neighbors, in order to promote compatible land uses and growth management guidelines. As growth and development continues in this regional center, reference should be made to the adopted JLUS study regarding land use compatibility, as well as zones of impact of noise and lighting. Although none of the land use categories are prohibited, there are added regulations related to noise and lighting in areas near the base. These are designated by zoning overlay districts: MSAO Military Sound Attenuation Overlay and MLOD Military Lighting Overlay District. Higher density residential projects and commercial development with higher levels of traffic or night time activity are examples of uses that are not suitable in these areas.

The properties located at the southwest corner of Camp Bullis, between Eisenhower Park and The RIM, are designated as a mix of Residential Estate and Community Commercial. This mix of land use designations is meant to recognize the transitional state of the area. While a number of properties remain large-lot residences with a rural character, others have transitioned to service industries such as construction contractors and childcare facilities while maintaining their rural character. The UTSA Area future land use plan encourages the continuation of both types of uses, as well as the retention of the rural character of the area in an effort to minimize the impact of development around Camp Bullis and in close proximity to the Edwards Aquifer Recharge Zone.

Land Use Recommendation #4: Encourage transit-oriented development and complete streets, particularly along UTSA Boulevard, Hausman Road, Babcock Road, and Vance Jackson Road.

New mixed-use and transit-oriented zoning districts should be developed and adopted into the Unified Development Code (UDC) as additional tools to implement the mixed-use land use designations. The new transit-oriented and mixed-use zoning districts should encourage vertical mixed-use development, with public-facing commercial activity on ground floors, and offices and/or residences above. Automobile-oriented uses and site designs should be discouraged in these zoning categories. This form of development would be especially suitable along sections of UTSA Boulevard, Hausman Road, Babcock Road, and Vance Jackson Road that have mixed-use designations.

Additionally, Babcock Road and Vance Jackson Road would benefit from implementation of a Complete Streets Program, which provides design solutions to allow public right-of-way space to perform more effectively for pedestrians, bicyclists, and those using other forms of transportation. Recent additions of multi-use paths and bike lanes along UTSA Boulevard and Hausman Road have created improved conditions for cyclists, pedestrians, and vehicles alike. Complete streets also help with place-making and wayfinding, as they promote uniform design treatment of the street space.

Land Use Recommendation #5: Anticipate life cycle impacts of quarries in the UTSA Area Regional Center.

Quarries typically remain active for many decades, functioning as a critical economic component of our communities. They are, however, eventually decommissioned once their life cycle is completed. This can take almost 100 years in some cases. For this reason, quarries must be addressed in terms of life cycle, as the use of these sites undergoes change at a very slow rate. The Beckmann Quarry, located in the northeast quadrant of the UTSA Area Regional Center, is not anticipated to complete its life cycle any time in the near future. The site will need to be reevaluated any time updates or amendments are made to the UTSA Area Regional Center Plan, but the site will remain industrial for the current plan horizon. However, extraction operations have ceased on the southeastern portion of the Beckmann Quarry site. These areas have transitioned to multi-family and commercial uses that could serve as the foundation for future mixed-use development. When the remaining quarry operations are complete, the property should be considered for mixed-use land use designations that include public open spaces and multi-modal connectivity to area trailways and amenities.

The Tradesman Quarry, located in the southeast quadrant of the plan area, is not an active quarry, but is currently used in a supportive role to the operations at Beckmann. Given its current use and surrounding uses, the Tradesman Quarry is more likely to be redeveloped within the timeframe of the UTSA Area Regional Center Plan. It has been designated with the Employment/Flex Mixed-Use land use category, providing guidance regarding re-use and redevelopment when this occurs.

Future Land Use Categories

As described above, the UTSA Area Regional Center Plan includes a range of land use designations that represent the unique character of the area, while encouraging and supporting development patterns that reflect the goals of the SA Tomorrow Comprehensive Plan and the preferences of the UTSA Area Regional Center community. Listed below is the full list of land use categories adopted by City Council into the Unified Development Code (UDC), Chapter 35, on October 11, 2018. Each category listed includes a description, general guidance on where the land use designation is most appropriate, and a list of allowable zoning districts.

Residential Estate

Residential Estate includes large lot single-family detached houses on individual estate-sized lots or in conservation subdivisions. This form of development should be located away from major arterials, and can include certain nonresidential uses such as schools, places of worship, and parks that are centrally located for convenient neighborhood access. Permitted zoning districts: FR, R-20, RE, and RP.

Typical densities in this land use category would be up to 2 dwelling units per acre.

Low Density Residential

Low Density Residential includes single-family detached houses on individual lots, including manufactured and modular homes. This form of development should not typically be located adjacent to major arterials. This land use category can include certain nonresidential uses such as schools, places of worship, and parks that are centrally located for convenient neighborhood access. Permitted zoning districts: R-4, R-5, R-6, NP-8, NP-10, and NP-15.

Typical densities in this land use category would range from 3 to 12 dwelling units per acre.

IDZ and PUD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Urban Low Density Residential

Urban Low Density Residential includes a range of housing types including single-family attached and detached houses on individual lots, small lot residences, duplexes, triplexes, fourplexes, cottage homes, manufactured homes, low-rise garden- style apartments, and manufactured home parks. This land use category may also accommodate small scale retail and service uses that are intended to support the adjacent residential uses. Other nonresidential uses, including, but not limited to, schools, places of worship, and parks are appropriate within these areas and should be centrally located to provide easy accessibility. Permitted zoning districts: R-3, R-4, R-5, R-6, RM-5, RM-6, MF-18, MH, MHC, MHP, and NC.

Typical densities in this land use category would range from 7 to 18 dwelling units per acre.

IDZ, PUD, MXD, and TOD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Medium Density Residential

Medium Density Residential accommodates a range of housing types including single-family attached and detached houses on individual lots, manufactured and modular homes, duplexes, triplexes, fourplexes, and low-rise, garden-style apartments with more than four (4) dwelling units per building. Cottage homes and very small lot single-family houses are also appropriate within this land use category. Higher density multi-family uses, where practical, should be located in proximity to transit facilities. Certain nonresidential uses, including, but not limited to, schools, places of worship, and parks are appropriate within these areas and should be centrally located to provide easy accessibility. Permitted zoning districts: R-3, R-4, RM-4, RM-5, RM-6, MF-18, MF-25, MF-33, MH, MHC, and MHP.

Typical densities in this land use category would range from 13 to 33 dwelling units per acre.

IDZ, PUD, MXD, and TOD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

High Density Residential

High Density Residential includes low-rise to mid-rise buildings with four (4) or more dwelling units in each. High density residential provides for compact development including apartments, condominiums, and assisted living facilities. This form of development is typically located along or near major arterials or collectors. High density multi-family uses should be located in close proximity to transit facilities. Certain nonresidential uses, including, but not limited to schools, places of worship, and parks are appropriate within these areas and should be centrally located to provide easy accessibility. This classification may be used as a transitional buffer between lower density residential uses and nonresidential uses. High density residential uses should be located in a manner that does not route traffic through lower-density residential uses. Permitted zoning districts: RM-4, MF-25, MF-33, MF-40, MF-50, MF-65, MH, MHC, and MHP.

Typical densities in this land use category would range from 25 to 50 dwelling units per acre.

IDZ, PUD, MXD, and TOD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Neighborhood Commercial

Neighborhood Commercial includes smaller intensity commercial uses such as small-scale retail or offices, professional services, and convenience retail and services that are intended to support the

adjacent residential uses. Neighborhood commercial uses should be located within walking distance of neighborhood residential areas. Special consideration should be given to pedestrian and bicycle facilities that connect neighborhoods to commercial nodes. Permitted zoning districts: O-1, NC, and C-1.

IDZ, PUD, MXD, TOD, and MPCD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Community Commercial

Community Commercial includes offices, professional services, and retail uses that are accessible to bicyclists and pedestrians and linked to transit facilities. This form of development should be located in proximity to major intersections or where an existing commercial area has been established. Community commercial uses are intended to support multiple neighborhoods, have a larger market draw than neighborhood commercial uses, and attract patrons from the neighboring residential areas. All off-street parking and loading areas adjacent to residential uses should include landscape buffers, lighting and signage controls. Examples of community commercial uses include, but are not limited to, cafes, offices, restaurants, beauty parlors, neighborhood groceries or markets, shoe repair shops and medical clinics. Permitted zoning districts: O-1.5, NC, C-1, and C-2.

IDZ, PUD, MXD, TOD, and MPCD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Regional Commercial

Regional Commercial includes high intensity uses that draw customers from both adjacent communities as well as the larger metropolitan region. Regional commercial uses are typically located in general proximity to nodes along expressways or major arterial roadways and incorporate high-capacity transit facilities. Regional Commercial uses should incorporate well-defined entrances, shared internal circulation, limited curb cuts to expressways and arterial streets, sidewalks and shade trees in parking lots, landscaping between the parking lots and roadways, and well- designed monument signage. Examples of regional commercial uses include, but are not limited to, movie theaters, plant nurseries, automotive repair shops, fitness centers, home improvement centers, hotels and motels, mid- to high-rise office buildings, and automobile dealerships. Permitted zoning districts: O-1.5, O-2, C- 2, C-3, L, and BP.

IDZ, PUD, MXD, TOD and MPCD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Neighborhood Mixed-Use

Neighborhood Mixed-Use contains a mix of residential, commercial, and institutional uses at a neighborhood scale. Within mixed-use buildings, residential units located above first floor are encouraged. Typical first floor uses include, but are not limited to, small office spaces, professional services, and small-scale retail establishments and restaurants. The mix of uses may be vertically or horizontally distributed, and there is no requirement that a single building contain more than one use. Live/work housing options are permissible in Neighborhood Mixed-Use area to ensure access to housing options and services within close proximity for the local workforce. Where practical, buildings are situated close to the public right-of-way, and parking is located behind buildings. Parking requirements may be minimized using a variety of creative methods, such as shared or cooperative parking agreements, to maximize land available for housing and community services. Pedestrian spaces are

encouraged to include lighting and signage, and streetscaping should be scaled for pedestrians, cyclists, and vehicles. Properties classified as Neighborhood Mixed-Use should be located in close proximity to transit facilities. Permitted zoning districts: RM-4, RM-5, RM-6, MF-18, O-1, NC, C-1, MH, MHC, MHP, FBZD, AE-1, and AE-2.

IDZ, PUD, MXD, TOD and MPCD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Urban Mixed-Use

Urban Mixed-Use contains a mix of residential, commercial, and institutional uses at a medium level of intensity. Urban Mixed-Use development is typically larger-scale than Neighborhood Mixed-Use and smaller-scale than Regional Mixed-Use, although many of the allowable uses could be the same in all three categories. Building footprints may be block-scale, but could be smaller depending on block configuration and overall development density. Typical first floor uses include, but are not limited to, professional services, offices, institutional uses, restaurants, and retail including grocery stores. The mix of uses may be vertically or horizontally distributed, and there is no requirement that a single building contain more than one use. Live/work housing options are permissible in Urban Mixed-Use areas to ensure access to housing options and services within close proximity for the local workforce. Structured parking is encouraged in Urban Mixed-Use category, but is not required. Parking requirements may be satisfied through shared or cooperative parking agreements, which could include off-site garages or lots. The Urban Mixed-Use category should be located in proximity to transit facilities. Permitted zoning districts: RM-4, RM-5, RM-6, MF-18, MF-25, MF-33, MF-40, O-1, O-1.5, C-1, C-2, MH, MHP, MHC, FBZD, AE-1, AE-2, AE-3, and AE-4.

IDZ, PUD, MXD, TOD and MPCD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Regional Mixed-Use

Regional Mixed Use contains residential, commercial and institutional uses at high densities. Regional Mixed-Use developments are typically located within regional centers and in close proximity to transit facilities, where mid-rise to high-rise buildings would be appropriate. Typical lower floor uses include, but are not limited to, offices, professional services, institutional uses, restaurants, and retail including grocery stores. The mix of uses may be vertically or horizontally distributed, and there is no requirement that a single building contain more than one use. Live/work housing options are permissible in Regional Mixed-Use areas to ensure access to housing options and services within close proximity for the local workforce. Where feasible, development is ideally built at the block scale, with minimum building setbacks. Parking requirements may be satisfied through shared or cooperative parking agreements, which can include off-site garages or lots. If parking requirements are satisfied on-site, structured parking is encouraged. Pedestrian spaces are encouraged to be generous in width and lighting, with streetscaping and signage scaled to pedestrians. Regional Mixed-Use projects encourage incorporation of transit facilities into development. Permitted zoning districts: MF-33, MF-40, MF-50, MF-65, O-1.5, O-2, C-2, C-3, D, ED, FBZD, AE-1, AE-2, AE-3, and AE-4.

IDZ, PUD, MXD, TOD and MPCD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Employment/Flex Mixed-Use

Employment/Flex Mixed-Use provides a flexible live/work environment with an urban mix of residential and light service industrial uses. Uses include smaller-scale office, retail, art studio warehouses, art-oriented fabrication, creative businesses and work spaces, and cottage industrial and fabrication uses. Adaptive uses of vacant or underutilized structures are encouraged to provide residential urban infill and appropriate employment opportunities within or in close proximity to neighborhoods. Buildings have a smaller footprint and can closely resemble campus-like development across multiple sites or with several multi-functioning buildings on one site. Permitted zoning districts: RM-4, MF-18, MF-25, MF-33, O-1, O-1.5, C-1, C-2, L, AE-1, AE-2, AE-3, and AE-4.

IDZ, PUD, MXD, TOD and MPCD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Business/Innovation Mixed-Use

Business/Innovation Mixed-Use accommodates industrial uses with office, commercial, and residential uses, all within a cohesive setting, on a larger scale and within larger footprints than the Employment/Flex Mixed-Use category. Industrial arts workshops, high tech fabrication, processing and assembly, and other industrial uses are permitted, in addition to commercial uses. Vocational training, technological learning centers, medical campuses, and research/development institutions are also appropriate for these spaces. Additional environmental performance standards should be employed for properties designated as Business/Innovation Mixed-Use, such as hours of activity, loading, noise levels and lighting, to ensure that the intensity of the industrially oriented uses is comparable to that of the other non-residential uses. The mix of uses may be either vertically or horizontally distributed. Live/work housing options are permissible in Business/Innovation Mixed Use areas to ensure access to housing options and services within close proximity of business innovation areas for the local-workforce. Business/Innovation mixed use should incorporate transit and bicycle facilities to serve the training and employment base. Permitted zoning districts: RM-4, MF-18, MF-25, O-1.5, O-2, C-2, C-3, L, I-1, MI-1, BP, AE-1, AE-2, AE-3, and AE-4.

IDZ, PUD, MXD, TOD and MPCD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Light Industrial

Light Industrial includes a mix of manufacturing uses, business park, and limited retail/service uses that serve the industrial uses. Industrial uses should be screened and buffered from adjoining non-industrial uses. Any outside storage should be under a roof and screened from public view. Examples of light industrial uses include drug laboratories, furniture wholesalers, lumberyards, food production, and warehousing. Permitted zoning districts: L, I-1, MI-1, and BP.

IDZ, TOD, and MPCD may be considered consistent with this land use category, provided the permitted uses included on the zoning site plan and zoning ordinance are consistent with the uses and densities outlined above.

Heavy Industrial

Heavy Industrial includes heavy manufacturing, processing and fabricating businesses. Heavy industrial uses shall be concentrated at arterials, expressways, and railroad lines. This category is not compatible with neighborhood-scaled categories or those that permit residential zoning. Heavy Industrial should be separated from non-industrial uses by an allowable land use or a significant buffer. Examples of heavy

industrial uses include auto manufacturing, battery manufacturing, and petro chemical bulk storage. Permitted zoning districts: I-1, I-2, MI-1, MI-2, QD, and SGD.

Agricultural

Agricultural includes crop agriculture, ranching, and related agribusiness practices. Single-family detached houses and detached accessory dwelling units are permitted on agricultural and ranch lands at very low densities or in conservation subdivisions that will not interfere with agricultural operations. Limited commercial uses directly serving agricultural and ranching uses, such as farmers markets, nurseries, stables, bed and breakfasts are permitted. To maintain scenic qualities, natural vegetative buffers, deeper setbacks, increased signage control, earthen drainage channels, and more restrictive access management standards are desired along major scenic corridors. Floodplain protection and buffer zones along creeks and rivers are instrumental in retaining rural character. Permitted zoning districts: RP and FR.

Parks/Open Space

Parks/Open Space may include, but is not limited to, large, linear, or unimproved land where conservation is promoted, and development is not encouraged due to the presence of topographic constraints or institutional uses on the site. Parks/Open Space may include utility corridors and public or private land uses that encourage outdoor passive or active recreation. Examples include city owned and/or operated pocket, regional, or linear parks, as well as private parks associated with subdivisions and neighborhood associations.

City/State/Federal Government

City/State/Federal Government includes areas owned and operated by a federal, state, or city agency. Examples may include government offices, public service facilities such as libraries and police stations, military bases, state colleges, and federal courts. This category does not apply to properties owned by a public agency but leased to and operated by another party.

Focus Areas

[See **Figure 5 – Focus Area Framework Map**]

Focus Areas have development or redevelopment potential and offer unique opportunities to realize the community's vision for accommodating growth and change. The UTSA Area includes a significant amount of vacant land; however, much of it is part of phased development plans where construction is already underway. Therefore, the UTSA Area project team concentrated on areas that are likely to change use and character in the future, as well as major corridors that have potential for mixed-use development and improving connectivity throughout the plan area.

Two focus areas and two clusters of mixed-use corridors were identified through discussions between the project staff, the Planning Team, and the community: the Beckmann Quarry site in the northeast quadrant of the plan area; the Tradesman Quarry and the surrounding industrial/business park located south of Loop 1604 at Lockhill Selma Road; the UTSA Boulevard, Vance Jackson Road, and Presidio Parkway corridors between Babcock Road and Loop 1604; and the Babcock Road and West Hausman Road corridors from Loop 1604 to I-10.

Focus Area #1: Beckmann Quarry

Beckmann Quarry is located in the northeast quadrant of the UTSA Area, north of Loop 1604 between The RIM and NW Military Highway. The majority of the site is an active quarry and is expected to remain as such for years to come. Quarry operations will not cease all at once, but instead are likely to subside gradually over time. The southeastern portion of the site has recently been redeveloped with multi-family and commercial uses, and future redevelopment is anticipated to extend from this area.

Vision

Redevelopment of Beckmann Quarry is seen as an opportunity to create a mixed-use center with incorporated public space, trails, and natural areas. The focus area would serve as a transition between the intense Regional Mixed-Use node at I-10 and Loop 1604, and lower density commercial and residential uses to the east. Similarly, development within the focus area would transition from lower intensity uses in the north and east near Eisenhower Park and Camp Bullis to more intense uses in the south and west along Loop 1064 near The RIM. The tallest buildings would be five to six stories and would be built in the lower topographies; while higher elevations would be built out with two to three story structures.

Complete streets would be used to provide east/west connectivity between Loop 1604 and NW Military Highway. Multi-use paths would reduce traffic within the development and allow people to safely and easily walk and bike in the area. The development would incorporate access to and connections between the trail systems along Leon and Salado Creeks, and natural features would be preserved and highlighted as public amenities. Green buffers would protect the integrity of Eisenhower Park, and ensure military missions and operations at Camp Bullis are protected.

Focus Area #2: Tradesman Quarry and the surrounding Industrial Park

There is a pocket of industrial and service uses located in the southeast quadrant of the plan area, generally bordered by Loop 1604, the Union Pacific Rail line, and the Woods of Shavano neighborhood. Tradesman Quarry, which anchors the southern end of the area, is not an active quarry site but instead functions as a "clean fill" disposal site for other quarries. A significant number of parcels in this focus area are undeveloped. The remaining area consists of typical business/industrial park uses such as

warehousing, distribution centers, professional offices and regional corporate headquarters, public service facilities, manufacturing and assembly, and materials suppliers.

Existing businesses are in stand-alone structures, rather than a large industrial park complex. There are a limited number of streets in this area and some are privately maintained. As these roads are privately maintained and designed without consideration of surrounding uses, there is a lack of connectivity within the relatively confined space. Additionally, if sidewalks are present, they are narrow, directly abut roadways, and are constantly interrupted by driveways. This type of design creates an unsafe and disconnected pedestrian environment.

Vision

The community's vision for the Tradesman Quarry and surrounding area is as a mixed-use "downtown" center surrounded by recreational open space and multi-use trails that will attract and are accessible to visitors and patrons from nearby residential areas. Land uses would include a mix of the light industrial and service uses that currently exist, but would also allow for adaptive re-use of older industrial or flex properties for creative work spaces, cottage industry or fabrication uses, limited-unit live-work lofts with apartments located above work spaces, as well as workforce housing in the form of condos and small apartment buildings.

Buildings will range from one to five stories, with the shorter buildings and lower densities providing a transition to neighboring single-family residential areas. The area would have a unique style, possibly featuring rail-oriented thematic elements as a nod to the adjacent rail line and the historic use of rail in the area's quarries. The area also manages stormwater runoff on-site, decreasing the need for potable water use in native landscaping and protecting Olmos Creek from pollutants in stormwater runoff.

Focus Area #3: UTSA Boulevard, Vance Jackson Road, and Presidio Parkway Mixed-Use Corridor

Within the UTSA Area Regional Center, UTSA Boulevard provides one of the few east-west connections across I-10. The corridor links the southern quadrants of the plan area, from the UTSA Campus to the employment and housing node that has recently developed along Vance Jackson Road and Presidio Parkway. The extended corridor created by UTSA Boulevard, Vance Jackson Road, and Presidio Parkway carries much of the area's capacity for future mixed-use, transit-supportive development.

Vision

The UTSA Boulevard, Vance Jackson Road, and Presidio Parkway corridor will include a range of mixed-use and transit-supportive development. Complete street designs along the eastern stretches of the corridor, and streetscape improvements along the western segments would improve pedestrian and bicyclist experiences, as well as increase connectivity across I-10.

Mixed-use developments will complement surrounding neighborhoods, offering a mix of uses and densities that best serve the needs of each area. The UTSA Campus will accommodate taller, higher-density development with a wide range of retail uses. The southern side of UTSA Boulevard will include smaller-scale, lower-intensity uses that serve as an appropriate transition to adjacent residential areas. Trail-oriented development will showcase the area's creeks and trails as celebrated features while protecting them with development setbacks.

Moving east along UTSA Boulevard and across I-10, the scale of development increases with proximity to the interstate, allowing greater building heights of four to six stories, as well as a broad mix of uses to serve nearby neighborhoods and regional interests. Increased access to transit and improved streetscapes make the UTSA Boulevard/Vance Jackson Road/Presidio Parkway-loop a walkable mixed-

use center with easy access to jobs, homes, retail, and recreation. The east side of Vance Jackson Road marks the transition to medium density residential uses and building heights decrease to no more than three stories.

Focus Area #4: Hausman Road and Babcock Road Mixed-Use Corridor

In addition to UTSA Boulevard, the Babcock Road and Hausman Road corridor carries opportunities for mixed-use development in the southwestern quadrant of the plan area. The corridor is crisscrossed with parks, greenways and trails, and the Maverick and Leon Creeks and related floodplains. Existing uses fill the spectrum, including vacant land, large and small-lot single-family subdivisions, apartments and student housing, as well as office, retail, and industrial uses. Although the uses are varied, one common element is a lack of interaction between the roadway and the development along it.

Vision

The vision for Hausman and Babcock Roads is that of a dynamic, mixed-use community that provides a variety of opportunities to area residents for living, working, learning, and playing. Pockets of infill and redevelopment will enhance existing service and residential uses, while incorporating creeks and floodplain buffers into their site design, creating and highlighting accessible natural features.

Buildings along the Babcock Road and Hausman Road corridors will be oriented to the street and feature amenities for residences and students that will create an interface between indoor and outdoor spaces. The scale of development shall range from one to three stories with respect to surrounding uses, with building heights lowering as they approach single-family neighborhoods. Parking facilities should consist of small surface lots tucked behind and between uses, with shared structured parking for larger developments.

In contrast to its current configuration prioritizing automobile travel, the Hausman and Babcock roads corridor should include expanded transit service, wide sidewalks and multi-use paths, as well as improved streetscapes with functional, native landscaped elements to provide safety, shade, stormwater runoff treatment, and comfort for pedestrians and transit users. These elements will encourage multi-modal transit along the corridors, which will simultaneously serve as traffic-calming features for automobiles. Theoretically, the culmination of these features will discourage vehicular traffic from using Hausman Road as a route to avoid the Loop 1604 and I-10 intersection.

Focus Areas Recommendations

Focus Areas Recommendation #1: Update zoning and design standards to support the unique vision for each focus area and mixed-use corridor, create high-quality places, support transportation choices, and avoid impacts to sensitive natural features.

- Existing zoning and development regulations tend to promote single-use development that is inconsistent with the goals of the SA Tomorrow Plans. Where mixed-use is allowed, it tends to be through very large-scale, phased developments.
- Zoning districts and accompanying development regulations that allow small- to medium-scale mixed-use projects will promote development that protects and complements existing residential neighborhoods, while also serving the needs of those residents.

Focus Areas Recommendation #2: Ensure focus areas, mixed-use corridors, and area amenities are easily and safely accessible by all modes of travel, including pedestrian, bicycle, and transit options.

- Main corridors throughout the UTSA Area favor travel by automobile. Adding landscaping and street trees, increasing sidewalk widths, and incorporating bicycle lanes or multi-use paths will increase the viability of other modes of travel.
- Increasing safe and connected pedestrian and bicycle infrastructure will also support the creation of additional transit opportunities within the area.

Focus Areas Recommendation #3: Ensure that new and infill development is organized around existing and proposed open space and trail systems to preserve green space, increase recreational opportunities, and increase connectivity within the trail system.

- A key objective of the UTSA Area Regional Center Plan is to increase opportunities for and access to recreational spaces, as major corridors, current development patterns, and natural topography currently divide the area.
- Design policies should encourage the incorporation of creeks, floodplain buffers, and public access to the trail system into site designs as a means of creating and highlighting accessible natural features and public recreation amenities.

Focus Areas Recommendation #4: Encourage new development and infill projects to contain a mix of uses that will serve as residential, commercial, and entertainment destinations.

- The UTSA Area has many existing commercial and residential uses; however, each use is singular and divided from other uses. It is crucial to create mixed-use opportunities within the focus areas and along the corridors to increase user activity, easier accessibility, and smart growth.
- The mixed-use developments should be designed with a unique character for each focus area, while being complementary to surrounding uses.
- Mixed-use development should include public gathering spaces, either permanent or temporary, such as plazas, amphitheaters, and farmers' markets.

Mobility

[See **Figure 6 – Mobility Framework Map**]

Background and Vision

In 2016, the City of San Antonio adopted the SA Tomorrow Multimodal Transportation Plan, to make our city's transportation system "sustainable, safe, convenient, efficient, and inclusive of all modes." The plan adopted by City Council established "a shift in focus from moving vehicles to moving people," in order to manage traffic congestion, and improve transportation choices. The plan identified two primary and interdependent methods for managing future traffic congestion:

- Develop a land use pattern and policy to promote local trips
- Provide transportation options in addition to vehicles that connect Regional Centers

The SA Tomorrow Multimodal Transportation Plan acknowledged that we cannot build our way out of congestion, and that the Comprehensive Plan, and associated land use plans, are a primary opportunity to improve mobility in San Antonio. By welcoming more people to live, work and play in urban centers, regional centers, and transit corridors, we can shorten trip lengths, offer more transportation choices, and improve quality of life.

The combined costs of housing and transportation (commonly referred to as H+T) are often a large portion of a household's budget, with experts recommending the combined total not be more than 45% of household income. In the Greater San Antonio Region that total on average is 53%. Walkable communities that provide great transit options can reduce the household transportation costs for the average person, because if people have an alternative to driving alone, transportation costs can be stable even when gas prices rise. By providing transportation options, as some people choose to go to their destination on foot, bicycle or transit, the number of cars on the road will be minimized, reducing traffic delay for those people that choose to drive.

As a regional destination featuring a collection of the region's most significant institutions and corporate partners, the UTSA Area Regional Center is full of diverse economic opportunity and innovation. The UTSA Area Regional Center Plan aims to prioritize investments in the community that provide more opportunities to age in place and live, learn, work, and play at all stages of life, while leveraging unique attributes of the UTSA Area. Multimodal infrastructure investments to transform streets into great public places, such as additional bicycle and pedestrian resources, as well as VIA Metropolitan Transit rapid transit investments, are needed to better serve existing residents, accommodate new residents, and effectively connect the UTSA Area to the greater San Antonio region.

Supporting a "dynamic university district" is central to the vision for the UTSA Area Regional Center Plan. The previous focus on prioritizing automobiles disconnects the district and leaves many parts of the area with limited bike facilities, incomplete sidewalks, few crosswalks, and poor access to the amenities of the area. With a focus on improving the conditions for people walking and bicycling, the UTSA Area will become a healthy and connected community where local residents can access destinations near their homes without having to drive. Improved neighborhood connections to nearby trails, such as the existing Leon Creek Greenway and Huesta Creek Greenway and the planned northern extensions connecting Leon Creek Greenway to Salado Creek Greenway at Eisenhower Park will provide enhanced connections between the four quadrants of the plan area. The system of trails will provide safe and easy access for pedestrians and bicyclists within the UTSA Area Regional Center and into the Northwest Community Plan Area.

Infrastructure such as sidewalks, streetscaping, and complete streets will also support transit usage to and from this area, allowing pedestrians last mile connections between transit stations and their destination. VIA Metropolitan Transit's Primo and Rapid Transit Corridors are expected to provide frequent, reliable service, including a north-south connection, to better connect the UTSA Area to the economic activity of downtown and the South Texas Medical Center.

UTSA Area Regional Center's Mobility Needs

The UTSA Area Regional Center has grown to become a critical economic and educational destination and is continuing to emerge as a center of activity, providing opportunity to emphasize access and mobility solutions. Key transportation needs identified for this sub-area include the following:

- Safety of the transportation network for all users, but especially pedestrians and bicyclists;
- Multimodal improvements focused on the transformation of the mobility network to better serve the combination of people choosing to walk, bicycle, take transit, rideshare, or travel in their own vehicle;
- Better connection of the UTSA Area Regional Center area with the broader San Antonio area; and
- Reduction of congestion hot spots for automobiles, freight, and transit vehicles.

To address the transportation needs in the UTSA Area, a set of high-level recommendations has been developed to address those needs, and a set of strategies have been identified to implement the recommendations through projects, policies, and partnerships. These recommendations and strategies are indicated on the Mobility Framework Recommendations map. These mobility recommendations will be further refined in a coordinated manner with the City's Department of Transportation and Capital Improvements (TCI) and other relevant partners such as Texas Department of Transportation (TxDOT), VIA Metropolitan Transit (VIA), and the Alamo Area Metropolitan Planning Organization (AAMPO).

Mobility Recommendations

Mobility Recommendation #1: Continue Implementing the San Antonio Vision Zero Action Plan.

The City of San Antonio's Vision Zero initiative aims to achieve zero fatalities on the community's roadways and improve roadway safety for all users, whether driving, bicycling, or walking. The Vision Zero initiative evaluates and makes recommendations to improve safety in Severe Pedestrian Injury Areas (SPIAs), locations where two or more crashes close together have resulted in severe pedestrian injuries. Potential tools for improving pedestrian safety in Severe Pedestrian Injury Areas include Leading Pedestrian Intervals, Medians, and Pedestrian Crossing Islands based upon analysis of the unique factors that contribute to crashes in each location and depending upon the results of engineering assessments. Another approach to improve safety involves dedicating more space in the roadway to bicyclists and pedestrians. From new ways to protect bicycle lanes with separated barriers such as bollards, to landscaping and planters and raised medians, San Antonio has many available tools to improve pedestrian and bicycle safety. The City of San Antonio Vision Zero Action Plan lists additional tools for improving pedestrian and bicycle safety.

The UTSA Area has a number of opportunities for improving mobility and safety, especially for pedestrians. In particular, the 2018 San Antonio Severe Pedestrian Injury Areas Report (pages 39-40) identifies a Severe Pedestrian Injury Area (SPIA) within the UTSA Area Regional Center that should be a priority for study and investment is UTSA Boulevard from Roadrunner Way to Ximenes Avenue.

Additional analysis of pedestrian, bicycle, and vehicle crash data, along with community input, also identified additional points of conflict between people and vehicles that should be studied for future improvements. Major highways, such as I-10 and Loop 1604, and their associated frontage roads, create barriers for many pedestrians and bicyclists. The unwelcoming environment of fast speeds and limited amenities limits travel options for those walking or bicycling. Major roadways, like Babcock Road, UTSA Boulevard, and Vance Jackson Road have insufficient accommodations and less than ideal conditions for pedestrians and bicycles to travel on and cross safely. In addition, numerous driveways create many potential conflict points between automobiles, pedestrians, and bicycles. Employing strategies to reduce these points of conflict can increase safety in the study area.

Investments that focus on safety, such as the Vision Zero tools listed above, can have a significant positive impact throughout the UTSA Area, and especially in these identified conflict areas. Reducing speeds in appropriate places can also greatly improve safety for all users, by reducing the likelihood and intensity of crashes.

Mobility Recommendation #2: Complete the multimodal layered network and trail system and work with partners to establish new connections.

Multimodal and connected networks are key aspects to providing mobility for all users, regardless of ability or financial status. Transit improvements ensure areas are accessible while bicycle and pedestrian infrastructure provide last-mile connections to and from transit and key destinations. Urban design elements, such as driveway relocation, street calming, and complete streets, further support these improvements while providing safe and inviting spaces.

Complete Streets

Complete streets are envisioned for the UTSA Area, providing safe road designs for vehicles, pedestrians, and cyclists alike. The following streets are recommended for TCI to study for complete streets improvements:

- Babcock Road from Loop 1604 to De Zavala Road;
- UTSA Boulevard from Babcock Road to Vance Jackson Road;
- Vance Jackson Road from Loop 1604 to De Zavala Road; and
- Hausman Road from Babcock Road to I-10. (Significant improvements to Hausman Road were completed under the 2012 bond program, with elements of a complete street that include a multi-use path, a bike lane, sidewalks, and curbs. The UTSA Area Planning Team and community stakeholders would like to see streetscaping improvements along this stretch of road to encourage the use of transit and support walking and bicycling.)

These streets will also connect to recreational trails and parks, such as the existing Leon Creek Greenway and Huesta Creek Greenway and the future northern extensions connecting Leon Creek Greenway to Salado Creek Greenway at Eisenhower Park.

Priority Streetscape Improvements

Streetscape improvements are recommended for roads that primarily serve local residents and students, such as:

- Babcock Road from Loop 1604 to De Zavala Road;
- UTSA Boulevard from Babcock Road to Vance Jackson Road;
- De Zavala Road from I-10 to Lockhill Selma Road;
- Vance Jackson Road from Loop 1604 to De Zavala Road; and
- La Cantera Parkway.

A vision for these corridors is one where people walking, biking, taking transit or rideshare, or driving bring street-level activity to create safer and more vibrant streets.

Priority Trails

Key trails nearby or within the UTSA Area, like the existing Leon Creek and Huesta Creek greenways, and the planned northern extensions connecting Leon Creek Greenway to Salado Creek Greenway at Eisenhower Park, provide critical continuous arteries of separated pedestrian and bicycling infrastructure network, connecting numerous parks, retail locations, schools, and libraries. The critical access points to these regional amenities provide opportunities to improve connections for people walking, strolling, or bicycling with deliberate side paths or on-road infrastructure like crosswalks, sidewalks, and bicycle facilities.

Preferred Bicycle Routes

In many parts of the UTSA Area, bicyclists currently ride adjacent to mixed-traffic on high volume roads. Additional bike infrastructure, such as designated lanes, is highly recommended where feasible and as part of complete streets and other improvement projects. These measures will improve riding conditions for today's commuters and welcome newer, less confident bicyclists, otherwise unaccustomed to riding alongside vehicles.

The provision of bicycle parking, drop-off zones and bike share at transit provides important connection and helps to address the 'last mile' challenge, helping people connect from their destinations to and from transit.

Based on input from the UTSA Area Planning Team and other community stakeholders, the Plan identifies preferred bicycle route improvements including Babcock Road from Bamberger Nature Park to north of Loop 1604, JV Bacon Parkway, Brenan and Brackenridge Avenues through the UTSA Campus, the Loop 1604 Frontage Roads throughout the plan area, La Cantera Parkway, as well as the Presidio Parkway/Vance Jackson Road/UTSA Boulevard loop on the east side of I-10. Corridors identified for complete streets along Babcock Road and Vance Jackson Road would also incorporate cycling infrastructure as a component of the design based on future studies by TCI to determine feasibility and the types of facilities needed. Recent additions of multi-use paths and bike lanes along UTSA Boulevard and Hausman Road have created improved conditions for cyclists, pedestrians, and vehicles alike; the possibility of extending these paths should be studied as a means of increasing system safety and connectivity throughout the UTSA Area.

Mobility Recommendation #3: Alleviate congestion with multimodal solutions including targeted interventions for more efficient transit operations.

Shifting users from driving alone to alternative modes of transportation can alleviate congestion along a corridor or within an area. This becomes more viable when alternatives are convenient, such as through improved access to transit and pedestrian-friendly infrastructure. This strategy directly supports the community's, City's, and VIA's goals and objectives, improving access to key destinations, decreasing vehicle miles traveled, and increasing the area's walkability. To support growth and continue the vibrancy of the region's economic centers, the community needs easy, reliable, and congestion-proof choices for traveling to and from work, school, and key destinations.

While congestion can be viewed as a sign of economic health, delays caused by congestion waste valuable time and create transportation emissions that reduce air quality. The transportation industry has learned 'we cannot build our way out of congestion', however a series of targeted operational and multimodal interventions can provide more travel options and reduce the demand on our roadways. Specifically, transit delays can be reduced with key investments that reduce congestion and conflict

zones. These improvements, paired with other VIA Metropolitan Transit investments in service, can help make transit a more attractive travel option. This recommendation is responsive to the community's stated Connectivity and Mobility goal which is to "Provide enhanced connectivity within the UTSA Area, with options for mobility beyond the automobile, while addressing congestion management and travel efficiency throughout the area for all modes and uses".

Key improvements that could increase transit mobility include peak hour or school zone bus-only lanes that give priority to buses in times of peak traffic; queuing jump traffic signals that allow buses a chance to get ahead of the traffic; special event priority lanes that prioritize buses during traffic surges of planned events; and bus bulbs to allow buses to pick up passengers without entering/exiting traffic. Studies will need to be conducted to determine the appropriateness for each strategy for the areas of local congestion.

As indicated on the Mobility Recommendations Map, priority locations for more study include:

- De Zavala Road from Autumn Vista Street to Vance Jackson Road:
- I-10 Northbound Frontage Road at Loop 1604; and
- Loop 1604 Frontage Roads from Vance Jackson Road to La Cantera Parkway.

Mobility Recommendation #4: Support VIA Metropolitan Transit Rapid Transit Corridor service by prioritizing transit supportive policies and infrastructure near transit stations.

A future VIA Rapid Transit Corridor is anticipated to operate north-south on I-10 and Fredericksburg Road, requiring prioritized transit supportive policies and infrastructure, such as reduced parking requirements, and cohesive networks of sidewalks, crosswalks, and curb ramp improvements to provide safe connections to the transit line for people walking, bicycling, or getting dropped off in a vehicle.

Providing last mile connections between transit and key destinations, such as jobs and public spaces, improves mobility throughout the area while supporting walkability and safety for all transportation users. These improvements are outlined by the community's goals and objectives for the UTSA Area Regional Center and are applicable to the future rapid transit corridor following the I-10 Frontage Road to UTSA Boulevard, through the UTSA Campus, and along La Cantera Parkway to the entrance of The RIM Shopping Center. Key components of VIA's approach for making a place transit-supportive are streets designed for pedestrians, improving the safety of all users, and supporting compact, mixed-use developments that provide access to a variety of services reachable on foot.

Every person that gets on or off a bus or other transit vehicle is a pedestrian. Safe, comfortable and direct access to transit for people walking or biking to a transit station or stop will improve their experience as a transit rider and will increase the number of people choosing walking, bicycling, and taking transit as their preferred travel choice. These improvements also contribute to the overall quality of neighborhoods and communities.

Mobility Concepts

The recommendations in this plan will help create a user-friendly multimodal network that provides access to amenities; links UTSA Area residents, students, and employees to the greater San Antonio area; and, supports planned activity centers and land uses. The general concepts below serve as guiding principles for the more detailed Mobility Recommendations in the UTSA Area Regional Center Plan.

Complete Streets

In September 2011, San Antonio adopted a Complete Streets Policy (Ordinance 2011-09-29-0795) which encourages street designs that take into account all users and accommodate all ages and abilities

including children, older adults, and persons with disabilities. This approach to street design "supports pedestrian and bicycle-oriented neighborhoods; promotes healthy living, fitness, and activity; enhances the economic vitality of commercial corridors and districts; and maximizes the benefits of investment in public infrastructure." Not all complete streets have to be the same; the function of the road, level of traffic by mode, and adjacent land use and intensity will all be used to help determine road type and design features. Complete streets are envisioned for the UTSA Area, providing safe road designs for vehicles, pedestrians, and cyclists alike, while managing stormwater runoff onsite to protect the creeks and aquifer from pollutants.

Complete street studies and subsequent implementation should take into account best practices from guidance provided in the National Association of City Transportation Officials (NACTO) Design Guidelines, and NACTO Transit Street Design Guide for roadways that will include VIA Primo or Rapid Transit Corridor Service. Complete Streets Improvements should also include lighting, functional native landscaping, and green infrastructure where possible, and other placemaking features such as artistic elements. Implementing these policies and projects will ensure all people, regardless of income or ability, can access high-quality transportation services and can live car-free and access services, jobs, and recreation.

Resources that readers may use to visualize or understand the variety of tools available for improving pedestrian and bicycle safety and comfort may consider the following:

- Vision Zero Action Plan
- Urban Street Design Guide
- Urban Bikeway Design Guide
- Crash Reduction Factor Toolbox

Priority Bicycle Routes and Streetscape Improvements

Creating a Regional Center that encourages walking and biking with convenient, safe, and comfortable options will require an integrated network of pedestrian and bicycle routes along with well-designed streets in key activity areas and on the busiest corridors. Today, there are gaps in the multimodal system serving the UTSA Area, especially for people wishing to walk or bike. This Plan focuses on completing or enhancing sidewalk and bicycle networks and recommends new connections that will help people more safely and comfortably access existing amenities and destinations as well as planned mixed-use areas and improved corridors.

Improved Pedestrian Crossings

Safety is central to planning for the UTSA Area's development as an accessible multimodal regional center. Analysis of previous pedestrian crashes, along with community input, has identified intersections and road segments most in need of study for pedestrian crossing or other safety improvements. Improved access to VIA service is also a key factor guiding pedestrian safety studies and investments.

Dedicating more space in the roadway to bicyclists and pedestrians by adding landscaped, buffered sidewalks along the roadway can improve the level of comfort for vulnerable users. Adding dedicated space for sidewalks results in a 65-89% reduction in crashes involving pedestrians walking along roadways, according to the FHWA.[1] Bicycle and pedestrian facility design and materials have advanced considerably over the last decade. Many of San Antonio's peers have tested and reported the results of new applications. From new ways to separate bicycle lanes with LED lit bollards, to landscaping and

[1] Source: https://safety.fhwa.dot.gov/provencountermeasures/walkways/

planters or raised medians or lanes, San Antonio has many options to implement the safety strategies in a way that meets the goals of the UTSA Area Regional Center Plan to improve safety on the transportation system and improving walkability.

Resources to implement strategies for pedestrians and bicycles can be sourced from the City of San Antonio Vision Zero Action Plan, as well as national resources such as the NACTO Design Guide to Transit Corridors. For resources on proven approaches to crash reduction, see:

- The FHWA Crash Reduction Factor Toolbox;
- National Highway Traffic Safety Administration's Countermeasures That Work: A Highway Safety Countermeasure Guide for State Highway Safety Offices, Eighth Edition, 2015. Washington, D.C.: U.S. Department of Transportation. 2015;
- NCHRP Report 500 Volume 18: A Guide for Reducing Collisions Involving Bicycles;
- Crash Modification Factors Clearinghouse;
- FHWA Proven Safety Countermeasures. Federal Highway Administration, Office of Safety, Washington, DC, 2012;
- Handbook for Designing Roadways for the Aging Population. Federal Highway Administration, Office of Safety, Washington, DC, 2014;
- Separated Bike Lane Planning and Design Guide; and,
- The NACTO Urban Bikeway Design Guide (part of the Cities for Cycling initiative).

Frequent, Reliable, and Accessible Transit

Providing great transit service and a walkable environment allows users to choose travel options besides driving alone - alleviating a primary cause of congestion. Supporting alternative modes of transportation provides the community with easy, reliable, and congestion-proof choices for traveling to and from work, school, and key destinations and helps to fulfill the UTSA Area's Connectivity and Mobility goal statements:

- "Ensure that vehicular traffic flows as smoothly as possible within the existing roadway network and traffic signal system;" and
- "Encourage transit as a mode of choice for residents and employees in the area by supporting transit service, frequency, safety, comfort, and infrastructure."

These strategies also alleviate congestion along corridors within the community; this becomes more viable when alternatives are convenient, such as through improved access to transit and pedestrian-friendly infrastructure.

VIA's Rapid Transit Corridors will create additional transportation choices in the area with new investments in very frequent transit service that quickly move people to their destinations. This additional transit service will provide more direct connections between the UTSA Area, the South Texas Medical Center, and Downtown. Studies are determining the exact routing and phasing of construction.

Complete streets and placemaking investments near transit corridors and access points are important to improve people's ability to utilize transit through safe and pleasant community connections. In addition, future transit investments should be supported by transit supportive policies and infrastructure, such as reduced parking requirements, and a cohesive network of sidewalks, crosswalks, and curb ramp improvements that can provide safe connections to the transit line for people walking, bicycling, or getting dropped off in a vehicle.

Linked Mobility and Land Use

As communities evolve and grow, so do the demands on the mobility system. The location and type of growth in an area or along a corridor help determine the demand on the transportation network and viability of various transportation options. Likewise, transportation helps shapes the desirability and type of development in an area. Aligning this relationship shapes future development and growth patterns and directly supports the community's goals and objectives of improving walkability, increasing access to transit, and enhancing access to economic areas and other key destinations. Such alignment of land use and mobility also helps implement VIA's 2040 Strategic Plan for Station Areas, supporting transit-supportive land use surrounding transit stations.

As the UTSA Area Regional Center adds residents and employees based on the updated land use plan, impacts on the mobility needs of these new people and those of the current residents, students, and employees need to be considered. Land uses encouraging mixed-use and higher density developments are recommended along UTSA Boulevard, La Cantera Parkway, Vance Jackson Road, Hausman Road, and Babcock Road. With these more intense land uses, these major roadways can anticipate additional pedestrians, bicyclists, transit riders, cars, and freight delivery trucks of various sizes. Studies will need to determine common paths and volumes of pedestrian, bicycle, automobile, transit, and freight travel to ensure the area has sufficient infrastructure and careful prioritization of modes to help people safely reach their destinations.

Gateway Opportunities

Gateways display pride in a local area and welcome residents and visitors with art and architectural elements which reflect area history and culture. To build on the strong community identity already associated with the UTSA Campus and regional destinations like La Cantera and The RIM, several places within this sub-area provide opportunities for unique gateways. Along the northern portion of the plan area, a gateway at I-10 and La Cantera Parkway could welcome visitors and residents and provide cohesion across the quadrants of the Regional Center as it is divided by two major highways. In addition, a gateway at I-10 and UTSA Boulevard would help enhance the identity of the area.

Amenities and Infrastructure

[See **Figure 7 – Amenities and Infrastructure Framework Map**]

Introduction

As one of the fasted growing areas in the City, the UTSA Area Regional Center has attracted significant investment in recent years. Throughout the planning process, the community expressed a strong desire to ensure new development contributes to, and is well connected with, area amenities like recreation, open space, employment, and retail. The City has been supporting existing and new development in the area with recently improved streets and open space. Even with these recent investments, community members highlighted the need to further increase access to healthy food, as well as active and passive recreation.

Mobility improvements will help to encourage connectivity among the disjointed quadrants of the UTSA Area while providing tremendous opportunities for placemaking. Well-defined pathways, wide sidewalks, a robust tree canopy, green infrastructure, enhanced lighting, public art, wayfinding signage, and branding will help to cultivate a stronger sense of place and foster a cohesive user experience. The addition of public art installations has been recommended as a method to help define trail access points, highlight non-motorized routes, and signal entry into a neighborhood, district, or campus.

The UTSA Area is unique in its varied and sometimes pronounced topography. Natural drainage ways, steep slopes, and areas of dense vegetation mark the region. The result has been a series of concentrated developments that take advantage of high ground, flatter sections of parcels, and areas with less native vegetation. Additional concentrated investment will likely occur along similar patterns and take advantage of major corridors. Enhanced stormwater management features, low impact development (LID) techniques, and clustered developments that use existing drainage to filter stormwater runoff pollutants and protect and preserve green space, creeks, and rivers have been identified as appropriate approaches to better integrate future developments into the area's natural amenities.

Amenities and Infrastructure Recommendations

Amenities and Infrastructure Recommendation #1: Increase the amount and connectivity of natural and built green infrastructure in a manner which increases active and passive recreational opportunities.

Stakeholders within the UTSA Area have expressed a strong desire for protecting, enhancing, and augmenting the system of greenways, trails, and natural drainage ways. As new development occurs, these natural systems should be further augmented with low impact development techniques and integrated green infrastructure in and along parks, open spaces, and roadways. Active recreation needs can largely be met with trails and multi-use pathways that connect more passive recreation opportunities with natural areas, places to sit and gather, picnic areas, and viewing/observation features.

Amenities and Infrastructure Recommendation #2: Improve identity and wayfinding with gateways, public art, signage, and unique landscaping and architectural design treatments.

The combination of major highway infrastructure, large active quarries, varied topography, and curvilinear streets make the UTSA Area somewhat difficult to navigate. In addition, there is not a cohesive sense of place across the Regional Center. Stakeholders engaged in the planning process highlighted many opportunities to strengthen the area's identity through the introduction of additional

public art, gateway features, and signage in order to address barriers created by major infrastructure and better knit the area together.

Amenities and Infrastructure Recommendation #3: Improve opportunities to grow, purchase, and share healthy foods.

UTSA Area stakeholders expressed strong desires for a greater variety of healthy food options. These could potentially include community gardens and orchards, farmers' markets, road side food stands, food cooperatives, smaller neighborhood grocers, and more traditional full-service grocery stores. Another concept to pursue and promote is community-supported agriculture (CSAs), in which consumers receive fresh food directly from farms and ranches via a subscription service.

Amenities and Infrastructure Recommendation #4: Promote more active and diverse employment and residential areas with new community gathering spaces.

With the exception of the actual UTSA Campus, the southern half of the UTSA Area Regional Center currently lacks common gathering spaces to host community events and programs. Stakeholders promoted the idea of adding at least one community gathering space to existing development in the southwest and southeast quadrants of the plan area. These social gathering spaces should support existing and new development and include parks, plazas, and other flexible outdoor spaces that can host formal and informal community gatherings and events.

Amenities and Infrastructure Components

Parks, Trails and Open Space

While the UTSA Area has several existing parks and natural greenways, many of the largest parks and open spaces are on the edge or outside of the plan area, making these amenities difficult to access for many residents.

Specific priority locations for additional and enhanced parks and open spaces are:

- Northwest Quadrant
  - Enhanced tree canopy and low impact development along La Cantera Parkway
  - Improved pedestrian connections to nearby Medallion and Crownridge Canyon Parks
- Northeast Quadrant
  - Improved pedestrian and bicycle connectivity to Eisenhower Park
  - Consideration of future parks and open space when quarries are retired
- Southeast Quadrant
  - Enhanced tree canopy along Vance Jackson Road
  - New community gathering space to serve existing residents and employees
- Southwest Quadrant
  - Low impact development and greenway enhancements along and connecting to Leon Creek
  - New trail and/or multi-use pathway connection along Babcock Road/Maverick Creek
  - New community gathering space southeast of the UTSA Campus

Arts and Cultural Amenities

The major opportunities identified for arts and cultural amenities within the UTSA Area are at major gateways to the Regional Center and along I-10 and Loop 1604. The community expressed a desire for more public art ranging from sculptures to gateway monuments and iconic architecture. UTSA Area stakeholders would like to leverage public art investments and pair them with improved lighting,

landscaping, and infrastructure improvements to improve aesthetics, safety, and comfort in a cohesive and integrated manner.

Community Amenities

The community expressed a strong interest in new healthy food options, outdoor gathering spaces, and better connections to the UTSA Campus, which was highlighted as the most important character defining feature of the Regional Center other than the natural topography and drainage spread throughout. The majority of these opportunities were identified in the southern half of the plan area to serve existing residents, but it will be important that new development in the northern portions of the UTSA Area include similar community amenities to keep pace with the increasing demands of new growth.

Green Infrastructure and Low Impact Development

As the UTSA Area accommodates more people and buildings, the importance of parks, open space, and trails will grow. In addition to protecting valuable natural areas that exist today, streets, parking lots, sidewalks, and pathways represent an opportunity to use space for more than just transportation and recreation. They are places that can accommodate trees, functional landscaped areas to soak rain water into the ground, and stormwater infrastructure that include native plants and potentially art. Green infrastructure and low impact development should be incorporated into the UTSA Area landscape at multiple scales, including individual site developments, along multiple street segments as part of street reconstructions, or through coordinated investments throughout a new development. Examples of green infrastructure and low impact design tools that may be used in the UTSA Area include those listed below. The National Association of City Transportation Officials (NACTO) Urban Street Stormwater Guide provides guidance and examples of green infrastructure incorporated into streets, such as:

- Alternative street designs
- Street trees
- Bioswales and vegetated swales
- Rain gardens
- Bioretention curb extensions and sidewalk planters
- Permeable pavement
- Bioretention cells
- Water quality swales
- Grassed infiltration areas
- Interrupted runoff flow paths
- Sidewalk trees and tree boxes