

Catalytic Projects

[See Figure 8 – Catalytic Projects Map]

Southwest Corner of UTSA Campus near UTSA Boulevard and Babcock Road

The University of Texas at San Antonio (UTSA) is in the process of updating its Master Plan for their main campus. This, in combination with other nearby public and private investments, presents an opportunity to imagine an edge of the campus that serves students, faculty, and staff, as well as the larger UTSA Area Regional Center population. Development in this area should take advantage of natural greenway corridors and topography, build on the historic development pattern of the campus, and provide a host of public and private amenities.

Southeast Corner of La Cantera

The intersection of I-10 and Loop 1604 presents both challenges and opportunities. In an exploration of what could be possible at the northwest portion of this intersection of freeways, stakeholders imagined new development for the southeast corner of La Cantera that respects the natural landscape and floodplain, takes advantage of opportunities for height and views, links to existing development to the west, and creates new connections to the north and east. It is important to note that the exercise to envision this area was intended to determine a potential solution, but in no way precludes other types and styles of development from occurring there. In fact, the greatest takeaway for stakeholders was an opportunity to articulate important aspects of potential development for the entire Regional Center area.

Introduction

The catalytic sites were selected for more detailed concept design work and their potential investment prioritization. The time frame envisioned for implementing catalytic projects in these areas would typically be three to ten years. The Planning Team identified and discussed areas where investment is desired and feasible and where there is a greater likelihood of return on public investment. The sites were also selected for their applicability to other areas of the Regional Center and ease of transferring development approaches and design intent to other priority sites.

The selection of catalytic project sites was based, in part, on an analysis of where land is available for new development and redevelopment, as well as an assessment of where there is development pressure nearby. In addition, the UTSA Area Regional Center Planning Team chose to focus on areas with land owners that possess a proven track record of successful implementation of quality development that provides public and private benefits.

The two selected sites are very different in both their existing contexts and future vision. The southwest corner of the UTSA Campus has the potential to develop in many ways. While the land should be leveraged to best serve the needs of the University and its students, the conceptual development program allowed stakeholders – including representatives from UTSA – to consider and articulate key objectives and design intent that can apply regardless of the actual development program for the site.

The southeast corner of La Cantera presented a unique opportunity to consider a large piece of undeveloped property that was designated as Regional Mixed Use in the planning process. Intended to include development of a higher intensity and with a diverse mix of uses, the stakeholders that participated in the conceptual design process used the exercise to explore how development that supports the goals of Regional Mixed Use can work within the constraints of the area’s dramatic topographic and hydrological constraints.

Catalytic Projects Recommendations

Catalytic Projects Recommendation #1: Support the establishment of a residential/retail/service mixed-use development and multi-use greenway trail on the southwest corner of the UTSA Campus.

To meet a growing demand for student housing on and near the UTSA Campus, develop a residential mixed-use project that provides some ground floor commercial space that can serve the campus and the surrounding neighborhoods. Natural features should be preserved and enhanced with an outdoor learning space, multi-use pathway, and open space connections to the existing developed portions of the campus. The development should respond to its location, and incorporate art, signage, and architecture to celebrate the entrance to the campus.

Catalytic Projects Recommendation #2: Support intensive mixed-use development with enhanced transportation, recreation, and natural system connectivity to the surrounding area at the southeast corner of La Cantera.

The intersection of I-10 and Loop 1604 can support intensive mixed-use development if approached in a manner that respects the natural topography of the area and the resulting drainage patterns and floodways. Recent development west of the site can provide strong cues for office and residential development with a more urban relationship to the street and nearby uses. As the development approaches the freeway interchange, stakeholders felt strongly that taller building height are appropriate, but would need to respect natural areas and preserve view corridors.

Catalytic Project #1 - Southwest Corner of UTSA Campus near UTSA Boulevard and Babcock Road

Description

The southwest corner of the UTSA Campus is largely undeveloped today with the exception of older student housing on the eastern portion of the site. Maverick Creek runs through the western edge of the site along Babcock Road, where the property is heavily vegetated and contains a significant drop in elevation. A diagonal axis harkening back to the paseos in the original master plans for the UTSA campus crosses the northern edge of the site.

The intersection of UTSA Boulevard and Babcock Road is becoming more important to the transportation network in this area as more development occurs nearby. Improvements along UTSA Boulevard provide an attractive southern edge to the site.

Vision

The vision for development of the southwest corner of the UTSA Campus combines elements of a main street, a green neighborhood, and trail-oriented development. The Paseo Principal in the interior of the campus could be extended through the northern edge of the site, to honor and leverage strong connections to both the existing campus to the northeast and the new enhanced greenway trail to the southwest. An enhanced butterfly garden and outdoor classroom space near the UTSA Pollinator Garden

can punctuate this important connection. An entry gateway including signage and/or public art should be created at the intersection of Babcock Road and UTSA Boulevard. The Maverick Creek and drainage way along the east side of Babcock Road should be used to create a safe and inviting pedestrian and bicycle multi-use pathway for the area while managing stormwater runoff, and protecting the creeks and aquifer.

Low to medium intensity mixed-use development should:

- Include multifamily housing (likely graduate student or short-term faculty housing) that engages the street and has sufficient internal connectivity;
- Align the primary access point with existing access and development on the south side of UTSA Boulevard;
- Incorporate ground floor commercial space for student- and neighborhood-serving goods, services, dining, and entertainment;
- Tuck small surface parking lots and structured parking throughout the development in order to avoid a small number of very large surface parking lots;
- Include architecture that helps signal the primary entrance and creates a gateway experience into the development and the larger campus; and
- Integrate mixed-use development that complements development along the corridor and aligns with UTSA plans.

[See paired existing conditions photograph and conceptual illustrations: **Figures 9 and 10**]

Catalytic Project #2 – Southeast Corner of La Cantera

Description

The intersection of I-10 and Loop 1604 is a major piece of transportation infrastructure for the UTSA Area Regional Center, the City, and the larger region. In part because of the dramatic topography that begins in this area, and in part due to the constraints created by adjacencies to freeways and quarries, the southeast corner of La Cantera remains undeveloped.

There is limited connectivity to the site from the south and west due to the alignment of the highways and natural constraints. There is a large floodplain covering the southeast portion of the site that was examined and a vision for better trail connectivity through the area that was articulated earlier in the planning process.

Vision

The southeast corner of La Cantera is envisioned to include high intensity mixed-use development serving a local and regional audience. The area is imagined to be a vibrant mixed-use node where people can live, work, and play. Natural topography, vegetation, and drainage are preserved to a significant degree and development is focused on a relatively small footprint in the northwest portion of the area.

Buildings will rise up to at least eight to 12 stories and include space for residential and/or office uses on upper floors, with commercial spaces and structured parking on lower floors. Careful consideration should be given to providing active and attractive façades facing new roadways and existing green space. Rooftops are envisioned to include outdoor recreation and social gathering space, as well as green roof, solar, and other sustainable features.

Regardless of the eventual development program for the site, the overall development should consider the following throughout planning and design.

- Plug into and extend the existing roadway network immediately adjacent to and near the site;
- Take cues from existing multifamily housing adjacent to the catalyst project site with regards to general form and the manner in which the development interacts with the streets;
- Buffer Loop 1604 frontage with active ground floor uses, landscaping and/or parking;
- Balance dense development with smaller footprints, and respect and preserve adjacent green space and necessary flood areas;
- Create better east-west connections that link to existing streets and highways;
- Maximize views for tenants without blocking views for others entirely, by exploring a variety of strategies that may include point or needle towers;
- Integrate podiums within new development with green roofs and other amenities;
- Design fingers of green that connect to existing open space and reach into and through the development;
- Integrate trail and pathway connections through the existing open space as well as to and through the development site; and
- Utilizing stormwater infrastructure to manage runoff to protect the creeks and the aquifer.

[See paired existing conditions photograph and conceptual illustrations: **Figures 11 and 12**]

Housing

Housing Snapshot

[See **Figure 13 - Housing Snapshot**, and **Figure 14 – Cost Burdened Renter Households by Income**]

The UTSA Area Regional Center household growth has been rapid in recent years, growing at 5.7% per year from 2000 to 2010, and 3.1% per year from 2010 to 2016. Characteristics of households in the UTSA Area vary considerably from the region overall; much of this is due to the large student and school-oriented population. A significant portion of the population (31%) is student-aged and there is a greater than average concentration of young adults. The average household size in the area is 2.29, lower than the city average of 2.73. Fifty-six percent of households are non-family, compared to only 35% in the city and 31% in the San Antonio – New Braunfels Metropolitan Statistical Area (MSA). The UTSA Area population is much younger than the region overall; the median age in the area is 24.7 years, compared to 33.7 in the city. Despite the high number of students who typically have lower incomes, incomes of residents in the UTSA Area are higher than the city overall, and similar to the MSA.

The composition of housing stock in the UTSA Area is significantly different from the region overall. Only 40% of units are detached single-family homes, compared to 64% in the city. There are also large differences in housing tenure between the Regional Center and the city. Sixty-three percent of housing units in the UTSA Area are renter-occupied, compared to 47% in the city.

Average home values in the UTSA Area are higher than the county average. The average assessed single-family home value is \$247,000, which is 152% of the county average value of \$163,000. The average home sale price for homes in the Regional Center in 2016 and 2017 was \$228,048, which is slightly higher than the county average of \$221,274. The same difference exists for rental housing. Average rent in the UTSA Area is \$1,200 per month, or \$1.28 per square foot, much higher than the county average of \$921 per month (\$1.11 per square foot). The difference is less significant for new rental development. New projects (built in 2010 or later) in the UTSA Area have an average rent of \$1,388 per month (\$1.42 per square foot), compared to the county average of \$1,226 per month (\$1.38 per square foot).

Twenty-one percent of homeowners in the UTSA Regional Center are cost burdened (meaning they pay more than 30% of their income on housing), which is lower than the county-wide average of 23%. Half of renters are cost burdened, which is higher than the county-wide average of 45%. Households with lower incomes (below \$35,000) are more likely to be cost burdened in the UTSA Area Regional Center. However, given the large student population, the rate of cost burden may be overstating the impact on current renter households, as many student household's incomes are supplemented by loans and/or parent support. The cost of housing in the UTSA Area is higher than the other areas of the City, which has likely limited the ability of workers in the service sectors from living near their jobs in the area. These workers predominately commute into the area for work. While housing affordability may not be a significant issue for current homeowners in the UTSA Area, it is likely a barrier to potential renters and buyers within the local workforce.

Housing issues and strategies were prominent topics of community and stakeholder input throughout the planning process. Community Meeting and Planning Team Meeting Summaries are available in the documents library of the UTSA Area Regional Center Plan webpage.

Housing Challenges in the UTSA Area Regional Center

The UTSA Area is growing quickly and is attracting a variety of housing developments. However, the majority are either single-family homes or large multifamily apartment projects, leaving out options that

might appeal to or be affordable for a wider range of households. Even accounting for topographical and floodplain constraints, there is an estimated capacity of approximately 3,800 acres for residential development on opportunity parcels in the UTSA Area Regional Center. Growth forecasts for the area range from 16,000 to 35,000 new units by 2040 which can easily be accommodated within the Regional Center.

As demand continues to grow, there is a need to create affordable housing options along with the market-rate development in order to provide housing to the workforce in the area, particularly for retail and service workers. There are three main challenges in the UTSA Area Regional Center related to housing:

1. **Integrating housing with commercial and employment areas:** National market trends are driving more office development to areas with a mixture of uses. The UTSA area has an opportunity to better integrate housing with employment uses.
2. **Diversifying housing options:** Housing options in the UTSA Area are predominately single-family homes and mid-rise apartment complexes. There are a variety of housing types such as duplexes, courtyard apartments, townhomes, and condos that are supportable and would increase available options and improve walkability.
3. **Integrating student housing into the surrounding neighborhoods and mixed-use areas:** There is a significant amount of student housing in the area, but it is predominately isolated from neighborhoods and other uses. The land use pattern separating student housing projects away from retail areas and from the campus itself increases traffic demands and concentrates issues related to student housing.

Housing Recommendations

Housing recommendations were developed based on the UTSA Area’s vision and goals and to address the housing-related challenges identified during the planning process. Specific strategies to implement these recommendations can be found in the Implementation section of the plan.

Housing Recommendation 1: Increase the diversity of housing options within the UTSA Area Regional Center to support a more diverse population.

The residential development pattern in the UTSA Area Regional Center has primarily been low density single-family homes in secluded subdivisions or sprawling, mid-rise multifamily apartment complexes. Housing development has mostly been separated and isolated from commercial and employment nodes. Recent housing developments near the major shopping centers have introduced more housing in mixed-use contexts, although typically at the higher end of market rate pricing.

The UTSA Area needs a greater variety of housing options to allow a greater diversity of residents and for more people to live and work in the Regional Center. There is a lack of medium density housing options such as attached single-family homes, duplexes, and townhomes. There is also a lack of diversity among multifamily options, which should include both smaller, courtyard apartment developments as well as taller, higher density projects near and integrated into commercial and employment areas. A greater diversity of housing will allow for more residents of various ages, family status, and income range to live in the area, as well as provide more affordable housing opportunities for prospective residents that are not students.

Housing Recommendation #2: Integrate student housing in the surrounding community to support commercial areas and mitigate impacts of student populations by decreasing dependence on automobiles to access campus and commercial areas.

The UTSA Area Regional Center has a high concentration of student-oriented housing developments due to the anchor UTSA Campus. Student-oriented housing is generally located close to the campus, primarily to the south and west. These apartments are typically large mid-rise complexes on arterial roads, with little connectivity to the campus or surrounding retail areas. Although some complexes provide shuttle services, many students drive to the campus despite the close proximity. Better integrating student housing into the campus and increasing multimodal access options would help encourage the use of alternative modes, which can help reduce overall traffic congestion in the area and parking needs for the campus. Integrating student housing into commercial areas also has the added benefit of helping add vibrancy to these areas.

Economic Development

Introduction

The UTSA Area Regional Center has a mixed employment base with several large businesses and institutions, and it has one of the largest average firm (business) sizes of the City’s regional centers. The area is a major commercial hub with two large, regional shopping centers, The RIM Shopping Center and The Shops at La Cantera. The area is a major entertainment and hospitality hub anchored by Six Flags Fiesta Texas. The UTSA Area is also home to major corporate headquarters including Security Services Federal Credit Union, NuStar Energy, and the Valero Energy Corporation which is a Fortune 500 company and the world’s largest independent petroleum refinery. Lastly, the area’s namesake and major anchor is the University of Texas at San Antonio (UTSA).

- The UTSA Area Regional Center had close to 39,400 jobs in 2016.
- The largest industries are manufacturing, retail trade, accommodations and food service, and education.

The UTSA Area Regional Center has many economic assets. As a major retail and entertainment destination, the UTSA Area draws in visitors from the region and nationally. Corporate headquarters located in the area are a major attraction for businesses and prospective residents. As a result of the existing businesses and major retail/entertainment destinations, there has been ample new development of office space in the area, and the area has plenty of land for development to support future economic growth. The high educational attainment of residents and the presence of the UTSA Campus are attractive to businesses looking to locate near a talented workforce.

The UTSA Area does have some economic weaknesses to be addressed. The area is heavily dependent on larger employers and lacks variety of employer sizes and types. The UTSA Area is split by both Loop 1604 Loop and I-10. The result is four distinct quadrants, with major highways impeding connections between the various employment nodes. The university and major office users are primarily located in isolated campuses and there is little connection between employers, or opportunity for interaction between the workers, residents, and students. Lastly, the UTSA Area lacks organizations that coordinate business activities and interactions between workers. The Northside Chamber and UTSA serve in this facilitation but are not focused solely on the area or overall economic community.

Economic Challenges to Address

The UTSA Area Regional Center is still developing and has opportunity to shift quickly to address emerging needs and opportunities. In addition, there is strong market demand for and growth of employment uses. As a result, there are a few major challenges for the area. The two main economic development challenges in the UTSA Area Regional Center are:

- **Diversify the Types and Size of Employers:** The area lacks small and medium size businesses, as the area’s employment base is dominated by large employers and national chain retailers. Focus is needed to help support the creation and attraction of smaller businesses to continue to spur economic activity in the area.
- **Mixed-Use Nodes:** The employment uses in the Regional Center are mostly isolated and separated from each other, and there are only a few areas where a mixture of workers and residents exists. The four quadrants of the Regional Center should each have a mixed-use focal point that supports a more diverse and interconnected land use pattern and provides walkable and bikeable destinations for residents and employees.

Target/Opportunity Industries

Based on the analysis of existing conditions and the assessment of strengths and weaknesses, target industries and economic opportunities were identified for the UTSA Area. The target industries and economic opportunities are meant to help organize the City’s economic geography and provide guidance on the role the UTSA Area might play in the City’s overall efforts. They also give direction to the City and its economic partners as to what areas are best suited for certain opportunities when they arise. The target industries and economic opportunities for the UTSA Area Regional Center are:

- **UTSA as an Anchor:** The UTSA Campus is a major economic asset and has the potential to generate additional economic activity and investment. The university’s presence needs to grow within the Regional Center, and greater connectivity between the private business areas and the university are needed to better leverage the research activities on campus and to connect students to job opportunities.
- **Retail and Entertainment Destination:** The UTSA Area Regional Center is a major destination for shopping and entertainment. The critical mass and appeal of the area can help drive additional attraction of retail, entertainment, and hospitality uses and continue to grow visitation and activity in the area.
- **Live, Work, Play:** The Regional Center includes a significant amount of undeveloped land, as well as sites such as Beckmann Quarry that are likely to be redeveloped in the coming decades. This capacity for development carries the potential to create vibrant, connected focus areas that are more conducive to a live, work, play environment.

Innovation

Innovation is a major theme of the guiding policy documents for the City of San Antonio, including SA Tomorrow and Forefront SA. The innovation economy is the connection of knowledge, technology, entrepreneurship, and innovation as a means of spurring economic growth. The goal is to drive higher productivity and innovation. To do so, investments and policy interventions are needed to create partnerships between the public and private sector to foster increased innovation.

In order to understand the economic strengths and weaknesses of the UTSA Area Regional Center in terms of fostering an environment that supports innovation, an innovation audit was completed to inventory and measure the attributes which contribute to this culture. The UTSA Area Regional Center has a major anchor with the university and its diverse array of research activities. The area also has a high concentration of educated residents, in addition to the student population, which is attractive to new and growing businesses. The innovation audit found that the built environment in the UTSA Area can better support innovation stemming from UTSA by helping to blur the lines between the campus and private businesses physically, and also socially. Opportunities to integrate campus research activities in areas where private business is located can help draw attention to these efforts and attract investment. As well, increased social connections for researchers, businesses, workers, students and residents can help spur greater connectivity and new ideas and products.

Economic Development Recommendations

Economic Development Recommendation #1: Continue to invest in infrastructure and amenities that support the development of mixed-use centers and corridors in the UTSA Area.

The creation of mixed-use employment areas is needed to provide more attractive and modern environments and workspaces in the UTSA Area. Furthermore, these mixed-use areas can help achieve

the goals and strategies identified for the UTSA Area Regional Center by providing places where university activities might more easily interact with private business, and that attract new retail and entertainment uses, create more vibrant residential areas to attract and retain younger workforce, and provide a greater mixture of types and sizes of workspaces for prospective businesses.

Economic Development Recommendation #2: Develop a strategy for attracting and retaining small and mid-sized businesses and business support services to the UTSA Area.

The UTSA Area Regional Center has a predominance of large employers in comparison to small and mid-sized businesses. A greater variety of businesses is important to the area to help diversify the economic base in the Regional Center, and would support growth of smaller businesses in one of the more attractive locations for employment in the region.

Economic Development Recommendation #3: Support the growth of the UTSA Campus and leverage the university's programs, research, and students to generate and attract economic activity.

UTSA is a major economic asset for the City and the Regional Center. The education and research activities at the campus have the potential to attract private investment and generate new businesses. Efforts are needed to support the growth of the campus and its students and faculty. Efforts are also needed to further generate economic growth from the university.

5 Neighborhood Profiles and Priorities

What are Neighborhood Profiles and Priorities?

San Antonio is a city of neighborhoods, each with its own unique history, qualities and character. Many neighborhoods throughout the City have developed Neighborhood Plans that reflect local values and priorities. These plans, adopted by the City, have guided local investments and improvements for many years and helped strengthen the relationship between residents and the City.

The City is currently in the process of creating Sub-Area Plans to implement the SA Tomorrow Comprehensive Plan. These Sub-Area Plans are intended to provide a more coordinated, efficient and effective structure for neighborhood planning. The Sub-Area Plans are intended to increase equity citywide, by ensuring that all of San Antonio’s neighborhoods have a base level of policy guidance, as many neighborhoods within the City lack an existing Neighborhood Plan or a registered neighborhood organization. In this way, each Sub-Area Plan will integrate key elements of existing Neighborhood Plans for those neighborhoods that have a plan, while promoting citywide policy consistency and providing key recommendations and strategies for those neighborhoods currently lacking that direction.

Typically, the Neighborhood Profile and Priorities section of the Sub-Area Plans is intended to provide special attention to prior neighborhood planning efforts and recognizes the community groups and individuals who were instrumental in their creation. However, the UTSA Area does not encompass any areas that have previous Neighborhood or Community Plans. Therefore, we adjusted our approach for sub-areas that do not have previous neighborhood or community plans and that lack neighborhood association representation.

How was it developed?

At the time the UTSA Area Regional Center Plan was developed, the plan area included over 20 single-family residential subdivisions, a handful of duplex and condo developments, and more than 35 apartment complexes of varying size. But, only seven neighborhood, homeowner, or condo associations within the plan area were registered with the City.

Although all registered associations were invited to participate in the planning process, most were unable to participate directly in the development of the plan. One group that did participate throughout the process was Northside Neighborhoods for Organized Development (NNOD), a broad coalition of neighborhoods that represent groups throughout the north side of San Antonio. Although their membership extends far beyond the UTSA Area plan boundaries, they were able to help summarize strengths, opportunities, challenges, and priorities for neighborhoods and residents across the plan area.

Neighborhood Snapshot

Neighborhood Strengths and Character

Residential areas within the UTSA Area began as large ranches and agricultural uses. As the military, quarries, and employers such as UTSA, Valero, and Six Flags Fiesta Texas moved into the area, more residential development followed. Single-family neighborhoods consisting of large lots began developing in the late 1950s and early 1960s. These developments were far apart, relatively isolated, and rural in character. More conventional subdivisions with medium to larger lot sizes were built throughout the 1970s, 1980s, and 1990s. In the late 1990s, lot sizes began to decrease creating more compact neighborhoods. Multi-family developments in the area have increased significantly since the late 1990s,

and continue at a quick pace today. In recent years, a small number of mixed-use projects have been completed that incorporate residential and commercial uses within the same buildings.

Strengths

1. Established single-family neighborhoods create stability in the area.
2. The expanding park and Greenway Trail systems provide access to outdoor activities for residents, students, and visitors.
3. Regional attractions range from entertainment and shopping to education and employment, providing a strong economic foundation for the area.

Neighborhood Opportunities and Challenges

Opportunities

1. Improving connections between residential areas and the Greenway Trails; as well as improving connectivity between the quadrants of the UTSA Area.
2. Increasing housing affordability through the development of different housing types.
3. Reducing the impact of future development by planning for flood control and the preservation of natural features.

Challenges

1. Improving the transportation system to accommodate true multi-modal options, including increasing pedestrian and cyclist safety throughout and between neighborhoods.
2. Maintaining tree canopy and providing increased tree coverage along pedestrian routes.
3. Creating more complete neighborhoods that serve all stages of life by providing a variety of housing types and neighborhood services that attract first-time home buyers and allow residents to age in-place.
4. Protecting the aesthetic of the Hill Country as development increases north along I-10.

Neighborhood Priorities

The feedback received from NNOD was incorporated and summarized into neighborhood priorities.

Priorities
<p>Neighborhood Character Preserve the character of neighborhoods through the use of buffers, setbacks, and appropriate transitions between different zoning districts.</p>
<p>Environmental Resiliency Protect the environment by planning for water usage and the impact of stormwater runoff, maintaining and improving the tree canopy, and encouraging private use of renewable energy sources such as residential solar panels.</p>
<p>Housing Choice and Affordability Provide housing opportunities and affordability through the development of a variety of housing types and increased acceptance of housing assistance programs.</p>

Connected and Safe Transportation System

Improve transportation options for vehicles, cyclists, and pedestrians by facilitating long-term planning and development of transportation systems, including connections to trailways and connectivity across highways.

Neighborhood Representation

Increase neighborhood participation and support a sense of community identity and ownership by empowering residents to create an active organization or association that will advocate for neighborhood interests. The City should support such an effort and recognize these groups for notices and other City business.

6 Implementation

Plan Purpose

This Plan proposes a medium-term vision, recommendations, and strategies for improving and developing the UTSA Area Regional Center over the next ten years. The Plan is an implementation component of the City of San Antonio's SA Tomorrow Comprehensive Plan. Adopted in 2016, the Comprehensive Plan is the City's long-range land use and policy plan that is intended to be a blueprint for future growth and development through the year 2040. The UTSA Area Regional Center Plan is an implementation-oriented Sub-Area Plan that will further develop recommendations from the SA Tomorrow Comprehensive Plan to improve quality of life for San Antonio residents, guide growth and development that accommodate projected housing and employment increases, and to fulfill other Comprehensive Plan goals and policies through a community-based planning process. The Regional Center Plan provides an equitable path for all neighborhoods to participate in planning, to create priorities, and to advocate for implementing their priorities in the future.

Intent of the Plan

The UTSA Area Regional Center Plan will be the essential tool to guide future development and City investment in the plan area based on the vision and goals for the UTSA Area. A diverse assemblage of stakeholders met for a series of ten planning team meetings over 21 months to make recommendations that support both the policy direction of the Comprehensive Plan as well as the community's aspirations. This work culminated with achievable recommendations and strategies that will be utilized by City Departments, partner agencies, private entities, and community partners to guide policies and investments that implement appropriate and desired development patterns as well as the creation and support of livable, complete neighborhoods.

How to Use This Plan

The vision for the UTSA Area Regional Center can be realized through implementation of the Plan Framework, with recommendations and strategies related to the following topics: Land Use, Focus Areas, Mobility, Amenities and Infrastructure, Housing, and Economic Development. These recommendations and strategies include policy and regulatory matters, partnerships, and investments. Plan recommendations are written to provide actionable specificity while still allowing the flexibility needed to adapt to unforeseen challenges or opportunities.

Coordination with Adopted Plans

The UTSA Area does not encompass any areas that have a previously adopted Neighborhood or Community Plan. However, the UTSA Area Regional Center Plan was developed to complement and contribute to the implementation of the following regional and city-wide plans:

- SA Tomorrow Multimodal Transportation Plan
- SA Tomorrow Sustainability Plan
- VIA's Vision 2040 Plan
- SA Corridors Strategic Framework Plan
- San Antonio's Housing Policy Framework

In implementing the UTSA Area Regional Center Plan, further consideration should be given to the recommendations of emerging and ongoing planning processes and initiatives, including but not limited to:

- VIA’s Rapid Transit Corridor planning
- SA Climate Ready
- San Antonio’s Housing Policy Framework implementation programs
- San Antonio Parks System Strategic Plan
- San Antonio Sidewalk Master Plan
- Vision Zero San Antonio initiative
- Connect SA

Statutory Requirements

Once adopted by City Council, the UTSA Area Regional Center Plan becomes a component of the City’s SA Tomorrow Comprehensive Plan. Where the previously adopted North Sector land use plan is contained within or partially overlaps the UTSA Area Regional Center Plan, the Sub-Area Plan will be the plan of reference for land use designations. Similarly, where a previous plan and the UTSA Area Regional Center Plan have conflicting policies or priorities within the adopted boundary of the UTSA Area Regional Center Plan, the Sub-Area Plan will be City policy.

By virtue of the plan adoption process, all proposed projects must be found to be consistent with the SA Tomorrow Comprehensive Plan, and as such, the UTSA Area Regional Center Plan must be consulted when proposing a public investment or a land use project that requires deviation from current entitlements.

Implementation – Land Use

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

Strategy 1.1 (Regulatory and Policy)

Encourage future rezoning and the application of incentives for a full range of housing types, from low-density detached residences to higher density multi-family units with both for-purchase and rental options.

Strategy 1.2 (Regulation and Policy, Partnerships)

Encourage strong residential components within mixed-use developments that are oriented toward, and provide access to, adjacent amenities such as trailways and parks.

Strategy 1.3 (Regulation and Policy)

Review the land use map and existing zoning of properties to identify potential City-initiated rezoning to encourage the development of new housing options.

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.

Strategy 2.1 (Regulation and Policy)

Develop mixed-use zoning regulations to implement the Neighborhood, Urban, Regional, Employment/Flex, and Business/Innovation Mixed-Use land use categories.

Strategy 2.2 (Regulation and Policy, Partnerships)

Support rezoning along UTSA Boulevard and Babcock Road to allow for lower density, smaller scaled, mixed-use projects, in accordance with the future land use plan.

Strategy 2.3 (Regulation and Policy, Partnerships)

Support rezoning to allow neighborhood-scaled retail and service uses near key campus entry points and major pedestrian connections to the campus.

Strategy 2.4 (Regulation and Policy)

Review the land use map and existing zoning of properties to identify potential City-initiated rezoning to encourage mixed-use development around the UTSA Campus.

Strategy 2.5 (Regulation and Policy, Partnerships)

Ensure campus and mixed-use development is harmonious with existing neighborhoods and residential uses by developing guidelines to ensure compatibility and appropriate transitions between uses that vary in intensity and scale. Mitigate the impact of non-residential uses on residential areas by increasing noise, code, and parking enforcement measures.

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

Strategy 3.1 (Regulation and Policy, Partnerships)

Continue to coordinate efforts between the City of San Antonio and Joint Base San Antonio (JBSA) to ensure military missions and operations are protected.

Strategy 3.2 (Regulation and Policy, Partnerships)

Collaborate with Joint Base San Antonio (JBSA) to review and update, as necessary, the Camp Bullis Joint Land Use Study (JLUS) to ensure that zoning of properties near the base are consistent with joint planning efforts. Particular areas to be examined should include those along Camp Bullis Road east of I-10, along NW Military Highway north of Loop 1604, as well as any potential redevelopment of the Beckmann Quarry.

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

Strategy 4.1 (Regulation and Policy)

Support and potentially initiate rezoning of parcels located in focus areas or along mixed-use corridors as identified by the UTSA Area Regional Center Plan, or in VIA Primo or Rapid Transit station areas when such rezoning supports the land use and development vision of the plan.

Strategy 4.2 (Regulation and Policy)

Revise the Transit-Oriented Development (TOD) Special District in accordance with the recommendations made in Chapter 4 of the SA Corridors Transit-Supportive Land Use Framework to incentivize use of the district in support of denser, compact walkable areas around VIA transit stations.

Strategy 4.3 (Regulation and Policy)

Ensure new projects are designed to promote walkable communities and relieve vehicular congestion. This includes generous pedestrian spaces, limited building setbacks, less-intrusive parking configurations, and improved access to transit options and the trail system.

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

Strategy 5.1 (Regulation and Policy)

Reevaluate the use of and redevelopment plans for Beckmann Quarry whenever updates and amendments are made for this Regional Center. This quarry is not anticipated to be decommissioned for some time but will eventually be used for another purpose. Land use planning and redevelopment guidance for this site will be necessary in the future, but not at this time.

Strategy 5.2 (Regulation and Policy)

Support rezoning of property that is designated as Employment/Flex Mixed-Use surrounding the Tradesman Quarry in order to accommodate the desired mixture of light industrial, residential, craft industries, and small-scale commercial uses, while ensuring compatibility with existing development.

Strategy 5.3 (Regulation and Policy, Partnerships)

Support rezoning and development plans on the undeveloped properties located at the intersection of Lockhill Selma Road and Loop 1604 to create a gateway to the Employment/Flex Mixed-Use area.

Strategy 5.4 (Regulation and Policy)

Explore the development of a special district or set of design standards for the Employment/Flex Mixed-Use area that includes Tradesman Quarry. Potential place-making improvements would allow this area to serve the “downtown” purposes that community members desire.

Implementation – Focus Areas

Focus Area 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.

Strategy 1.1: (Regulation and Policy)

Amend the Unified Development Code (UDC) to create new zoning districts that support a range of mixed-use development types and allow these types of developments to be the standard within the focus areas and mixed-use corridors.

Strategy 1.2 (Regulation and Policy, Partnerships)

Codify new zoning districts and development standards that allow pedestrian friendly and mixed-use environments that support public transit.

Focus Area 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.

Strategy 2.1 (Regulation and Policy)

Review and revise, if necessary, existing stormwater management, tree planting, and access management standards to increase the presence of landscaping and street trees so as to enhance sidewalks and increase pedestrian usage.

Strategy 2.2 (Regulation and Policy)

Assess the existing major thoroughfare plan, street standards, and development recommendations and identify those policies that shift focus from automobile-oriented requirements to multimodal-oriented standards.

Strategy 2.3 (Regulation and Policy, Partnerships)

Develop a multimodal transportation and transit plan for the focus areas and mixed-use corridors.

Focus Area 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, utilize greenspace for stormwater management, and increase connectivity within the trail system.

Strategy 3.1 (Regulation and Policy, Investment, Partnerships)

Invest in the expansion of and connections between the City’s existing greenway trail system within the UTSA Area Regional Center.

Strategy 3.2 (Partnerships, Investment)

Identify opportunities to use underutilized drainage ways, creeks, and utility easements to expand the greenway trail system in the UTSA Area.

Strategy 3.3 (Regulation and Policy, Investment)

Propose new key access locations that will increase connectivity and create capital improvements initiatives to develop these locations.

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

Strategy 4.1 (Regulation and Policy)

Review the land use map and existing zoning of properties within focus areas and along mixed-use corridors to identify potential City-initiated rezoning that encourage mixed-use development.

Strategy 4.2 (Regulation and Policy)

Create development standards and zoning districts within the UDC that will permit mixed use development and discourage single-use and suburban-style developments.

Implementation – Mobility

[See **Figure 15 – Mobility Framework Recommendations Map**]

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

Strategy 1.1 (Partnerships, Investment)

Continue evaluating and implementing proven strategies and best practices, potentially including traffic calming and Complete Streets principles, including use of bioswales between pedestrians and/or cyclists and vehicular traffic, which improve pedestrian, bicycle, and traffic safety and help achieve San Antonio’s Vision Zero goals. The highest priority area is the identified Severe Pedestrian Injury Area (SPIA):

- UTSA Boulevard from Roadrunner Way to Ximenes Avenue.

Additional analysis of pedestrian, bicycle, and vehicle crash data, along with community input, also identified the following intersections as priorities, particularly as these areas are developed with more intensity and serve a greater number of users:

- I-10 and La Cantera Parkway;
- Loop 1604 and Chase Hill Boulevard;
- Loop 1604 and Babcock Road;
- Loop 1604 and Vance Jackson Road;
- Vance Jackson Road and UTSA Boulevard;
- UTSA Boulevard and I-10;
- Babcock Road and Hausman Road;
- Hausman Road and JV Bacon Parkway; and
- De Zavala Road and Vance Jackson Road.

Coordination with Bond projects, regular Improvement Management Plan (IMP) projects, and partner agencies such as Texas Department of Transportation (TxDOT) and the San Antonio River Authority (SARA) is encouraged.

Strategy 1.2 (Partnerships, Investment)

Apply proven strategies and invest in well-designed crossings to improve pedestrian and bicycle safety when redeveloping intersections and roadway segments throughout the UTSA Area, using best practices for crash reductions in safety improvements. Prioritize the specific areas noted in Strategy 1.1, as well as planned redevelopment and focus areas where higher numbers of walkers and bicyclists are anticipated.

Strategy 1.3 (Partnerships, Investment)

During Bond, property redevelopments, and other street reconstruction projects, actively work with property owners and partner agencies on access management strategies and best practices to reduce and consolidate the number of driveways and curb cuts that can be potential points of conflict between pedestrians, bicyclists and vehicles.

The Mobility Recommendations Map indicates priority locations for application of this strategy, for example, De Zavala from I-10 to Vance Jackson Road and from West Golden Lane to Cimarron Path; and I-10 Frontage Roads from University Heights Boulevard to De Zavala Road. These high-speed roadways have numerous curb cuts, creating unsafe conditions for bicyclists and pedestrians.

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

Strategy 2.1 (Regulatory and Policy, Investment)

Conduct Complete Streets studies and focus priority investments on key corridors that will have higher volumes from all modes of mobility as the UTSA Area continues to grow and develop. In particular, the studies should find opportunities to reduce pedestrian crossing time, increasing pedestrian crossing opportunities, reduce operational speeds, and identify opportunities for stormwater management that serves multiple functions including traffic-calming and promoting safety barriers between pedestrians and/or cyclists and vehicular traffic. The following street segments are ideal for study and implementation:

- 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.

Strategy 2.2 (Partnerships, Investment)

Implement on-road infrastructure projects to improve first/last mile connectivity and reduce parking demand at significant regional trailheads, including those connecting to 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.

Strategy 2.3 (Partnerships, Investment)

Continue expanding the bicycle network by implementing priority projects and adding facilities as streets are repaved or reconstructed. Based on input from the UTSA Area Regional Center Planning Team and other community stakeholders, priority improvements to be evaluated should include implementing bicycle routes to provide east-west connections along Loop 1604; on Babcock Road from north of Loop 1604 south to Bamberger Nature Park; Brenan and Brackenridge Avenues through the UTSA Campus; JV Bacon Parkway; La Cantera Parkway, and the Presidio Parkway/Vance Jackson Road/UTSA Boulevard loop on the east side of I-10.

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

Strategy 3.1 (Regulatory and Policy, Investment)

Evaluate street and intersection design for transit reliability chokepoints and prioritize multimodal investments to ensure reliable alternatives to vehicular travel. Areas with recurring congestion that directly impacts transit service reliability 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 I-10 to La Cantera Parkway.

Potential multimodal improvements that would require study before implementation include:

- Peak hour or school zone bus-only lanes that give priority to buses in times of heavy 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;
- Grade separated railroad tracks; and
- Bus bulbs to allow buses to pick up passengers without entering/exiting traffic.

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

Strategy 4.1 (Regulatory and Policy, Partnerships, Investment)

Implement first/last mile strategies, such as sidewalks, curb ramps, crosswalks, bicycle facilities, etc. at VIA Metropolitan Transit Transfer areas and Primo and Rapid Transit Corridor station areas, in order to promote access to transit by creating inviting, quality public space at stations where large numbers of people benefit from amenities like shade, seating, and safe lighting, as well as placemaking initiatives. Investments focused in station areas should consider the implementation timeline and prioritize areas of both rapid transit and fixed-route services. Based on current analysis, these station areas might include:

- I-10 Frontage Road and Hausman Road;
- UTSA Boulevard at the future University Village Development;

- UTSA Campus on Bauerle Road; and
- La Cantera Parkway and I-10 Northbound Frontage Road.

Strategy 4.2 (Regulatory and Policy, Partnerships, Investment)

When VIA Rapid Transit Corridor Stations are designated, studies determining the application of TOD zoning should be completed. Future developments in these station areas will require consistency with the VIA Urban Design Guidelines for Transit Station Areas, including:

- **Density** – Increased neighborhood amenities and destinations near stations and stops influence the type of transit services offered in an area. Transit frequency is directly dependent on density as the more people and jobs within an area, the more transit frequency is justified.
- **Design** – Buildings designed for the pedestrian; placed and oriented along the front of the street with parking on-street, placed behind or structured, and with direct access to first floor building activities are vital components of transit-supportive design.
- **Mix of Uses** – Providing a mix of residential, employment, and retail uses within walking distance of a transit stop or transit station is beneficial to the community and make walking and riding transit more efficient choices for meeting daily needs.
- **Walkability** – Pleasantly designed, walkable places are attractive areas where people desire to travel on foot or by mobility device. Active streets that have development that is continuous along many blocks encourages economic activity. Investments to improve the pedestrian realm include streetscape enhancements in public spaces, such as continuous level surfaces, street furniture, lighting, landscaping, and shading devices, where applicable.

Implementation – Amenities and Infrastructure

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.

Strategy 1.1 (Investment)

Enhance existing open spaces and greenways with updated and new amenities and features while protecting the floodplain.

- Ensure all existing and new open spaces meet ADA standards for accessible and universal design to the extent possible.
- Provide additional active and passive recreation features such as benches, view overlooks, and picnic areas in existing open spaces.
- Provide shade at and near picnic areas and play areas in existing and new open spaces.

Strategy 1.2 (Regulatory and Policy, Investment)

Explore opportunities for green infrastructure within the public rights-of-way.

- Develop multi-use paths within the public rights-of-way where feasible.

- Include native plants, bioswales, other landscaping and shade features, and recreational amenities in streetscape design and construction.
- Enhance areas where “green streets” and natural drainage ways intersect to improve water quality and tell the story of integrated stormwater management in San Antonio and the UTSA Area Regional Center.

Strategy 1.3 (Regulation and Policy, Partnerships)

Develop a program to better integrate privately-owned open spaces into the larger network of publicly owned parks and open spaces.

- Work with the development community to establish parameters for privately-owned open spaces.
- Establish a system of incentives in return for community benefits such as the provision of publicly accessible, but privately-owned open spaces.
- Investigate risk mitigation strategies for private property owners granting public access to their open space.

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

Strategy 2.1 (Regulation and Policy, Investment)

Integrate public art, monument signage and landscaping in all new thoroughfare designs.

- Fund street trees and landscaping for new streetscapes encouraging the use of native plants.
- Incorporate “grow zones” where mowing is avoided along creeks to maintain a buffer, allowing stormwater runoff to be filtered before it enters the creeks.
- Update street design standards to improve pedestrian environment requirements, art, and identity features along major thoroughfares.

Strategy 2.2 (Regulation and Policy)

Establish requirements and/or incentives for private development to include public art and landscaping that is visible from the public rights-of-way and publicly accessible open space.

- Determine location requirement(s) for eligible projects.
- Explore appropriate entitlement bonuses, infrastructure offsets, or other incentives.

Strategy 2.3 (Regulatory and Policy)

Work with property owners and developers on protecting the tree canopy and native vegetation within stream buffers and in, and adjacent to, floodplains.

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

Strategy 3.1 (Regulation and Policy, Investment)

Establish new community gardens in the UTSA Area Regional Center.

- Identify locations for community gardens.
- Purchase properties or establish joint use agreements for use as community gardens.
- Work with UTSA Area stakeholders to establish a volunteer program to manage community gardens.

Strategy 3.2 (Partnerships, Investment)

Explore the creation of a community food cooperative.

- Survey the community to gauge interest in contributing to, volunteering for, and shopping at a food cooperative.
- Identify a location for a food cooperative.
- Engage members of a successful cooperative to provide education and guidance for a UTSA Area.

Strategy 3.3 (Partnerships)

Establish a farmers' market in the UTSA Area Regional Center.

- Determine whether an existing farmers' market is willing to take on a new location and additional market day.
- Identify and secure a temporary location for a UTSA Area farmers' market.
- Develop a social gathering space (see Recommendation #4 below) that is designed to host the UTSA Area farmers' market and other community events.

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

Strategy 4.1 (Regulation and Policy, Partnerships, Investment)

Establish requirements and/or incentives for private development to include trail connections and public gathering spaces within future development plans.

- Determine location requirement(s) for eligible projects.
- Explore appropriate entitlement bonuses, infrastructure offsets, or other incentives.
- Work with the Parks and Recreation Department and Transportation and Capital Improvements (TCI) to program trail connections and public gathering spaces as part of the Infrastructure Management Plan (IMP) and as candidates for future bond projects.

Strategy 4.2 (Regulation and Policy, Investment)

Identify locations for public spaces within areas with a mixed-use future land use designation.

- Perform a land suitability analysis for land designated as future mixed-use.
- Map potential public spaces and investigate mechanisms to secure and improve public spaces.

Implementation – Catalytic Projects

Catalytic Projects Recommendation #1: Support the establishment of a residential/retail/service mixed-use development and multi-use greenway trail on the southwest corner of the UTSA Campus.

Strategy 1.1 (Partnerships)

Collaborate with UTSA in the development and refinement of their Master Plan update to ensure that the critical aspects of the design intent articulated in the conceptual design process are considered in the actual planning and design of new development on the campus.

Strategy 1.2 (Partnerships)

Provide planning and design guidance to UTSA and potential development partners to ensure consistency with the UTSA Area Regional Center Sub-Area Plan, including:

- Evaluating potential impacts of increased traffic on the surrounding neighborhoods;
- Engaging with local partners such as the San Antonio River Authority (SARA) and other City departments to develop a site plan that preserves green space, protects water quality, encourages preservation of the floodplain and encourages outdoor recreation, especially along Babcock Road;
- Identifying and engaging partners to further develop the concept for an outdoor education space that can be used by the University and the community; and
- Supporting an appropriate mix of land uses and community amenities.

Strategy 1.3 (Partnerships)

Implement relevant recommendations and strategies in the Focus Area and Mobility plan elements to support the transformation of the site into a campus and community amenity.

- Conduct market analysis to determine the feasible scale of commercial development that can serve the student and community audiences;
- Develop comprehensive parking and transportation demand management (TDM) strategies for the development to optimize provision of parking and ensure emerging transportation technologies are considered and integrated; and
- Encourage the integration of public art and gateways into the development.

Catalytic Projects Recommendation #2: Support intensive mixed-use development with enhanced transportation, recreation, and natural system connectivity to the surrounding area at the southeast corner of La Cantera.

Strategy 2.1 (Partnerships)

Engage with the property owners and potential development partners to further discuss priorities for the development plan and design of individual projects.

- Use the exercise performed during the planning process to communicate community priorities for this important piece of land;
- Identify “quick wins” and short-term projects that can be implemented in the near term, before the overall plan for development is complete (e.g., green infrastructure, trails, etc.).

Strategy 2.2 (Partnerships, Investment)

Provide funding and resources to better connect the site to the north and east.

- Identify resources needed to supplement City staff and engage partners and consultants as needed; and
- Identify specific capital projects and determine estimated cost and best mechanisms to fund priority projects or portions of projects.

Strategy 2.3 (Partnerships)

Work to ensure that new development at the southeast corner of La Cantera is a model for future development in the area and encourage inclusion of the critical aspects of the design intent articulated in the conceptual design process for the final development plan, including:

- Take cues from existing nearby development to ensure appropriate and attractive transitions and context sensitive design.
- Use site planning, building programming, native landscaping and/or parking to mitigate the impacts of the freeways;
- Utilize dense development with smaller footprints in order to preserve the maximum amount of adjacent greenspace and necessary flood areas;
- Maximize views for tenants without blocking views for others entirely, by exploring a variety of strategies that may include point or needle towers;
- Integrate podiums within new development with green roofs and other amenities;
- Ensure stormwater runoff is managed utilizing green stormwater infrastructure and low impact development (LID) best management practices; and
- Integrate trail and pathway connections through the existing open space, as well as to and through the development site.

Implementation – Housing

Housing Recommendation #1: Increase the diversity of housing options within the UTSA Regional Center to support a more diverse population.

Strategy 1.1 (Regulation and Policy)

Encourage the development of medium and high-density housing products in and around commercial and employment centers.

Strategy 1.2 (Regulation and Policy, Partnerships, Investment)

Collaborate with other City departments and affordable housing developers to identify and incentivize the development of mixed-income residential projects with units affordable to homeowners earning less than 120% of AMI and affordable to renters earning less than 80% of AMI, as recommended in San Antonio’s Housing Policy Framework Report – Action Item #3.

Strategy 1.3 (Regulation and Policy, Partnerships)

Identify opportunities for and prioritize the creation of housing units near transit routes and commercial/employment centers.

Strategy 1.4 (Regulation and Policy)

Identify and remove regulatory barriers to the development of medium density for-sale housing units in areas designated as urban low density residential, medium density residential, or mixed-use in the UTSA Area Regional Center land use plan.

Strategy 1.5 (Partnerships)

Design a program to help educate developers on how to build more compact, walkable residential neighborhoods. Utilize the place types developed in SA Tomorrow, such as the Green Neighborhood, Trail Oriented Development, and Community Corridor place types, to encourage new neighborhood designs and approaches.

Housing Recommendation #2: Integrate student housing in the surrounding community to support commercial areas and mitigate impacts of student population by decreasing dependence on automobiles to access campus and commercial areas

Strategy 2.1 (Partnership, Investment)

Work with UTSA to identify ways to better integrate housing areas on the edges of the campus and provide new and enhanced multimodal connections to campus.

Strategy 2.2 (Regulation and Policy)

Encourage the development of student-oriented housing near or within commercial areas, in close proximity to transit stops, and along major transportation routes. Discourage the development of large, isolated student housing apartment complexes, especially when adjacent to single-family neighborhoods.

Implementation – Economic Development

Economic Development Recommendation #1: Continue to invest in infrastructure and amenities that support the development of mixed-use centers and corridors in the UTSA Area.

Strategy 1.1 (Regulation and Policy)

Establish walkable, mixed-use centers within focus areas and along mixed-use corridors identified on the Plan Framework Diagram.

Strategy 1.2 (Partnerships, Investment)

Invest in complete streets, trails, and public spaces that help connect institutional campuses with each other and with nearby residential and mixed-use areas.

Strategy 1.3 (Partnerships)

Work with property owners and developers to identify improvements and amenities that appeal to a wide range of potential employees and that can also serve the surrounding community.

Strategy 1.4 (Investment)

Identify value capture financing tools to help fund infrastructure and other desired public improvements and amenities that contribute to the development and success of mixed-use centers and corridors.

Economic Development Recommendation #2: Develop a strategy for attracting and retaining small and mid-sized businesses and business support services to the UTSA Area.

Strategy 2.1 (Partnerships)

Identify small and mid-sized support and auxiliary industries and businesses of the university and large employers that could be targeted to locate in the area.

Strategy 2.2 (Regulation and Policy, Investment)

Encourage and incentivize community- and student-serving small and mid-sized businesses in emerging mixed-use areas in the UTSA Area.

Strategy 2.3 (Partnerships)

Attract and partner with shared office space and co-working space providers to increase the amount and availability of smaller office spaces.

Strategy 2.4 (Regulation and Policy, Partnerships, Investment)

Continue to support current and future large employers and anchor institutions by coordinating land use development decisions and the activities of the Economic Development Department to plan for and to meet the community's educational, employment, and economic development needs.

Economic Development Recommendation #3: Support the growth of the UTSA Campus and leverage the university's programs, research and students to generate and attract economic activity.

Strategy 3.1 (Partnerships)

Collaborate with UTSA to identify opportunities to support research activities and attract investment by highlighting and locating university activities in mixed-use areas.

Strategy 3.2 (Partnerships)

Partner with UTSA and the Northside Chamber of Commerce to connect students with career guidance, internship and employment opportunities within the Regional Center.

Strategy 3.3 (Regulation and Policy)

Support the development and implementation of the UTSA Campus Master Plan and identify partnership opportunities between the City and the university.

Appendix: Maps, Figures, and Exhibits

Maps, Figures, and Exhibits referenced throughout this document are collected in the Appendix which begins on the next page.

List of Maps, Figures, and Exhibits

Figure 1: Plan Location Map

Figure 2: Study Area Map

Figure 3: Plan Framework Map

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Figure 5: Focus Areas Framework Map

Figure 6: Mobility Framework Map

Figure 7: Amenities and Infrastructure Framework Map

Figure 8: Catalytic Projects Map

Figure 9: Catalytic Site – Southwest Corner of UTSA Campus near UTSA Boulevard and Babcock Road

Figure 10: Catalytic Site – Southwest Corner of UTSA Campus near UTSA Boulevard and Babcock Road
Conceptual Illustration

Figure 11: Catalytic Site – Southeast Corner of La Cantera

Figure 12: Catalytic Site – Southeast Corner of a Cantera Conceptual Illustration

Figure 13: Housing Snapshot

Figure 14: Cost Burdened Renter Households by Income

Figure 15: Mobility Framework Recommendations Map

Exhibit 1: UTSA Area Regional Center Existing Conditions Atlas

SOAH DOCKET NO. 473-21-0247
PUC DOCKET NO. 51023

APPLICATION OF THE CITY OF	§	BEFORE THE
SAN ANTONIO TO AMEND ITS	§	
CERTIFICATE OF CONVENIENCE	§	PUBLIC UTILITY COMMISSION
AND NECESSITY FOR THE	§	
SCENIC LOOP 138 KV TRANSMISSION	§	OF TEXAS
LINE IN BEXAR COUNTY	§	

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

Attachment 3

**Findings and assumptions made from the SA Tomorrow Plan
(and the incorporated sub-plan, the UTSA Area Regional Center Plan)**

SA TOMORROW PLAN'S UTSA AREA REGIONAL CENTER PLAN FINDINGS
AND CPS ENERGY ASSUMPTIONS MADE FROM THOSE FINDINGS

I. Summary

This attachment documents the assumptions and discussions from the SA Tomorrow Plan's Sub-Area Planning that validate the load growth anticipated in the study region utilized in assessing the need of the proposed Scenic Loop Substation.

Based on the growth experienced by CPS Energy in the area over the last 10 years and information on the total anticipated residential dwelling units and the amount of square footage of commercial/industrial development from the Comprehensive Plan report, the total additional electrical load reasonably projects to approximately 8-9 MW/ year of load growth in the region. By 2024 the distribution system will reach a point at which connection of new customers will lead to unacceptable levels of reliability. The addition of the Scenic Loop Substation will support existing, short-term, and long-term load growth in the region, increase system capacity and infrastructure support circuit ties, improve reliability, and decrease outage durations.

Sub-Area Plans such as the UTSA Area Regional Center discussed in the SA Tomorrow's plan are intended to provide a coordinated, efficient, and effective approach to planning in San Antonio. The plan describes the various challenges related to growth anticipated in the region along with recommendations and opportunities.

Population growth anticipated:

The northwest area of San Antonio 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.

Need for additional housing:

The UTSA area is challenged by a lack of housing diversity. Low density, single-family detached homes and medium density apartments are the prevailing housing options. Regional planning choices will push additional mixed-use and higher-density housing developments to expand the range of available housing choices and aid in addressing some of the mobility and connectivity challenges in the area. Thus, it is anticipated that future developments in the area will be mixed-use and higher density housing development. Higher density developments will require increased capacity with higher demands and reliability needs as population density increases within the region

The UTSA Area Regional Center Plan includes a range of land use designations that represent the unique character of the area. Housing is a goal for the increased population growth projected up through 2040. The 2040 Forecast for Residential Dwelling Units is 15,900 based on land capacity. The CPS Energy Distribution Planning Manual describes the electrical load of residential dwelling units at 6 kW for each new dwelling unit. The Comprehensive Plan indicates 15,900 new dwelling units (~95 MW) in this region under the Baseline Scenario and 37,500 new residential units (~225 MW) under the Targeted scenario by the year 2040.

Regional Mixed-Use for the UTSA Area Regional Center encompasses La Cantera, The RIM, Fiesta Texas, and most of the I-10 frontage areas. Although quarries typically served as economic generators for decades, the portions of the Beckmann 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 adding to the need for additional infrastructure.

Recent development west of the site can provide strong cues for office and residential development with a more urban relationship to the street and nearby uses. As the development approaches the freeway interchange, stakeholders felt strongly that taller building height are appropriate, but would need to respect natural areas and preserve view corridors that would potentially increase load density further to be considered as a part of the CPS distribution planning process and need to enhance electrical infrastructure.

Reliability associated with load increase and need for resiliency for critical assets:

The UTSA Area is also home to major corporate headquarters including Security Services Federal Credit Union, NuStar Energy, and the Valero Energy Corporation which is a Fortune 500 company and the world's largest independent petroleum refinery. Lastly, the area's namesake and major anchor is the University of Texas at San Antonio. The predicted continued growth will include a range from small and local business to larger corporations and institutions. A recent example is the San Antonio Spurs have announced plans to build a future training facility project in the area with an estimated cost of \$510.8 million. It is estimated that larger projects like this one will drive the need for additional smaller support projects which increase their overall impact to the area. By 2040, The SA tomorrow plan has identified a projection of 11.91 million of additional commercial square footages which estimated at 61.1 MW.

Camp Bullis military installation has a significant impact on the properties surrounding it. CPS Energy has implemented a reliability project for Camp Bullis using automated reclosers. Automatic Transfer capabilities will expand the service availability thru automated load transfer equipment and availability of dual circuits and will increase redundancy of circuit feeds and capacity. As Camp Bullis is approximately 5 miles away from the routing study area and is primarily fed from the La Sierra substation, capacity and reliability requirements will continue to be a priority in the area not only to address reliability and load growth of private development, but also of the military installation.

Associated public infrastructure need:

One of the goals identified in the SA Tomorrow' plan is to Provide first-rate public services, utilities, and infrastructure that accommodate expected levels of growth, safeguard public health and security, and enhance quality of life.

The priority for CPS Energy is to meet the needs of the community in terms of load growth and reliability. Our plans are to build solutions to meet the anticipated capacity that can reliability serve customers for the short-term and long-term needs of the area. Infrastructure projects are needed to minimize the potential risk of not being able to serve the customers and that in turn will lead to poor customer satisfaction with poor reliability and power quality problems. As the first-rate and high-quality expectations will not only drive higher demands to the La Sierra substation, it will also drive the need for additional capacity and reliability infrastructure needed at the proposed Scenic Loop substation. Growth rate in the area has been significantly strong and is expected to exceed capacity that could be served by 2025.

II. Specific Statement/Findings and Assumptions Made

To support the summary information provided above, below is a listing of statements and findings from the SA Tomorrow Plan's UTSA Regional Plan and the assumptions made by CPS Energy planning personnel from those statements/findings:

1. **Statement/Finding:** Pg. 5, "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."

Assumption: The area is one of the fastest growing areas in San Antonio. Driving needs include housing, employment, and education in one of the fastest growing areas of the City.

2. **Statement/Finding:** Pg. 6, "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."

Assumption: In order to reduce the need for private vehicles and increase the likelihood of utilizing alternative modes of transportation, future developments in the area will be mixed-use and higher density housing development. Higher density developments will require increased capacity with higher demands and reliability needs as population density increases within the region.

3. **Statement/Finding:** Pg. 10-11, "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.

Assumption: The city is emphasizing the development of infrastructure capacity to support anticipated growth. The priority for CPS Energy is to meet the needs of the community in terms of load growth and reliability. Our plans are to build a solution to meet the capacity and reliability for the short-term and long-term needs of the area. The risk is that electrical capacity will not be available for new development and customer satisfaction will decrease as reliability and power quality problems continue. As the first-rate and high-quality expectations will not only drive higher demands to the La Sierra substation, it will also drive the need for additional capacity and reliability infrastructure needed at the proposed Scenic Loop substation. The growth rate in the area has been significantly strong and, as such, customer load is expected to exceed capacity by 2025.

4. **Statement/Finding:** Pg. 11, "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.”

Assumption: There will be large commercial growth as well in the area. Continued growth will include a range from small and local business to larger corporations and institutions. A recent example is the San Antonio Spurs have announced plans to build a future training facility project in the area with an estimated cost of \$510.8 million. Although estimated demand requirements are not available, larger projects like the Spurs facility will drive the need for additional smaller support projects which increase their overall impact to the area.

5. **Statement/Finding**: Pg. 11, “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.”

Assumption: As a military installation, reliability is critical for Camp Bullis. The impact of surrounding development on the military installation will drive the need to higher reliability to Camp Bullis. As Camp Bullis is approximately 5 miles away and is primarily fed from the La Sierra substation, capacity and reliability requirements will continue to be a priority in the area to ensure ample adequate service to this military installation.

6. **Statement/Finding**: Pg. 15, “The need for more housing options and for increased opportunity for first time home buyers has been identified as a need in this area.”

Assumption: The city will be pushing to develop additional housing units in the area. Average consumption is approximately 5.13 watts per square foot to 7 watts per square foot.

7. **Statement/Finding**: Pg. 17, “Land Use Recommendation #1: Improve access to housing options, including options for first time home buyers.”

Assumption: Housing growth. Housing is a goal for the increased population growth projected up through 2040.

8. **Statement/Finding**: Pg. 18, “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.

Assumption: Large Commercial growth and additional mixed use development will be encouraged in the area, resulting in significant load growth based on SA Tomorrow’s forecasted customers.

9. **Statement/Finding**: Pg. 19, “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.

Assumption: Camp Bullis base mission and operations growth will add to the overall capacity and reliability needs in the area.

10. **Statement/Finding:** Pg. 19-20, “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.”
- Residential Estate... typical densities in this land use category would be up to 2 dwelling units per acre.
 - Low Density Residential... typical densities in this land use category would range from 3 to 12 dwelling units per acre.
 - Urban Low Density Residential... typical densities in this land use category would range from 7 to 18 dwelling units per acre.
 - Medium Density Residential... typical densities in this land use category would range from 13 to 33 dwelling units per acre.
 - High Density Residential... typical densities in this land use category would range from 25 to 50 dwelling units per acre.

Assumption: Housing growth. The 2040 Forecast for Residential Dwelling Units is 15,900 based on land capacity. The CPS Energy Distribution Planning Manual describes the electrical load of residential dwelling units at 6 kW for each new dwelling unit. The Comprehensive Plan indicates 15,900 new dwelling units (~95 MW) in this region under the Baseline Scenario and 37,500 new residential units (~225 MW) under the Targeted scenario by the year 2040. SA Tomorrow process has identified dwelling units per acre and available acreage to arrive as baseline and targeted scenarios.

11. **Statement/Finding:** Pg. 27, “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. “

Assumption: Large Commercial growth. Updated zoning from single-use development to mixed-use development will change load usage patterns from single use to mixed-use development, thus increasing load density.

12. **Statement/Finding:** Pg. 28, “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. “

Assumption: Large Commercial growth. Mixed-use development will change load usage patterns from single use to mixed-use development.

13. **Statement/Finding:** Pg. 41, “Catalytic Projects Recommendation #1: Support the establishment of a residential/retail/service mixed-use development and multi-use greenway trail on the southwest corner of the UTSA Campus.

To meet a growing demand for student housing on and near the UTSA Campus, develop a residential mixed-use project that provides some ground floor commercial space that can serve the campus and the surrounding neighborhoods. Natural features should be preserved and enhanced with an outdoor learning space, multi-use pathway, and open space connections to the existing developed portions of the campus. The development should respond to its location, and incorporate art, signage, and architecture to celebrate the entrance to the campus.

Catalytic Projects Recommendation #2: Support intensive mixed-use development with enhanced transportation, recreation, and natural system connectivity to the surrounding area at the southeast corner of La Cantera.

The intersection of I-10 and Loop 1604 can support intensive mixed-use development if approached in a manner that respects the natural topography of the area and the resulting drainage patterns and floodways. Recent development west of the site can provide strong cues for office and residential development with a more urban relationship to the street and nearby uses. As the development approaches the freeway interchange, stakeholders felt strongly that taller building height are appropriate, but would need to respect natural areas and preserve view corridors.”

Assumption: Large Commercial growth. Growing demand for student housing and intensive mixed use development.

14. **Statement/Finding:** Pg. 45, “Even accounting for topographical and floodplain constraints, there is an estimated capacity of approximately 3,800 acres for residential development on opportunity parcels in the UTSA Area Regional Center. Growth forecasts for the area range from 16,000 to 35,000 new units by 2040 which can easily be accommodated within the Regional Center.”

Assumption: Housing growth. Based on the growth experienced by CPS Energy in the area over the last 10 years and information on the total anticipated residential dwelling units and the amount of square footage of commercial/industrial development from the Comprehensive Plan report, the total additional electrical load reasonably projects to approximately 8-9 MW/ year of load growth in the region.

15. **Statement/Finding:** Pg. 47, “The UTSA Area is also home to major corporate headquarters including Security Services Federal Credit Union, NuStar Energy, and the Valero Energy Corporation which is a Fortune 500 company and the world’s largest independent petroleum refinery. Lastly, the area’s namesake and major anchor is the University of Texas at San Antonio (UTSA)..... The UTSA Area Regional Center has many economic assets. As a major retail and entertainment destination, the UTSA Area draws in visitors from the region and nationally. Corporate headquarters located in the area are a major attraction for businesses and prospective residents. As a result of the existing businesses and major retail/entertainment destinations, there has been ample new development of office space in the area, and the area has plenty of land for development to support future economic growth. The high educational attainment of residents and the presence of the UTSA Campus are attractive to businesses looking to locate near a talented workforce.”

Assumption: Population growth. Forecast total 2040 Baseline Scenario jobs of 39,700 and Targeted growth scenario jobs of 48,000.

16. **Statement/Finding:** Pg. 48, “**UTSA as an Anchor:** The UTSA Campus is a major economic asset and has the potential to generate additional economic activity and investment. The university’s presence needs to grow within the Regional Center, and greater connectivity between the private business areas and the university are needed to better leverage the research activities on campus and to connect students to job opportunities.

Retail and Entertainment Destination: The UTSA Area Regional Center is a major destination for shopping and entertainment. The critical mass and appeal of the area can help drive additional attraction of retail, entertainment, and hospitality uses and continue to grow visitation and activity in the area.

Live, Work, Play: The Regional Center includes a significant amount of undeveloped land, as well as sites such as Beckmann Quarry that are likely to be redeveloped in the coming decades. This capacity for development carries the potential to create vibrant, connected focus areas that are more conducive to a live, work, play environment.”

Assumption: Population growth. Based on the growth experienced by CPS Energy in the area over the last 10 years and information on the total anticipated residential dwelling units and the amount of square footage of commercial/industrial development from the Comprehensive Plan report, the total additional electrical load reasonably projects to approximately 8-9 MW/ year of load growth in the region.

17. **Statement/Finding:** Pg. 48, “*Economic Development Recommendation #1: Continue to invest in infrastructure and amenities that support the development of mixed-use centers and corridors in the UTSA Area.*”

Assumption: Infrastructure capacity. As residential, commercial, and industrial development and associated electric demand increases in the northwest region of Bexar County, CPS has identified reliability violations in the Scenic Loop area today. If additional capacity is not added to the system, it will become difficult for CPS Energy to provide reliable service, sufficient voltage support for normal summer load and capacity for load shifts during maintenance or emergency conditions. By 2024 the distribution system will reach a point at which connection of new customers will lead to unacceptable levels of reliability. The addition of the Scenic Loop Substation will support existing, short-term, and long-term load growth in the region, increase system capacity and infrastructure support circuit ties, improve reliability, and decrease outage durations.

**SOAH DOCKET NO. 473-21-0247
PUC DOCKET NO. 51023**

APPLICATION OF THE CITY OF	§	BEFORE THE
SAN ANTONIO TO AMEND ITS	§	
CERTIFICATE OF CONVENIENCE	§	PUBLIC UTILITY COMMISSION
AND NECESSITY FOR THE	§	
SCENIC LOOP 138 KV TRANSMISSION	§	OF TEXAS
LINE IN BEXAR COUNTY	§	

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

Attachment 4

UTSA Main Campus Master Plan

UTSA

The University of Texas at San Antonio Campus Master Plan

November 2019





Welcome Center

UTSA

UTSA

Message from the President

For 50 years since its founding in 1969, UTSA has been on a trajectory of excellence, building on the original intent of our founders to create a “university of first class” for all of San Antonio. To keep this momentum moving forward, we are advancing the vision for UTSA by providing this road map to ensure the university’s physical development is linked closely to strategic planning efforts.

The 2019 Campus Master Plan is UTSA’s vision for a bold future centered on reaching **three key destinations** over the next 10 years: (1) to become a national model for student success, (2) a great research university and (3) an exemplar for strategic growth and innovative excellence. The 2019 Campus Master Plan—which focuses on three of UTSA’s four campuses—enables UTSA’s growth over time while reinforcing all three destinations.

Created in consultation with Page—a respected and experienced multidisciplinary planning and design firm—this plan was developed through a highly collaborative process involving the UTSA and San Antonio communities. It is a living document, providing opportunities for ongoing engagement with our neighboring communities to ensure responsible development and growth.

This plan stems from two fundamental needs: to address critical space deficits as identified by The Higher Education Coordinating Board in 2018*, and to support UTSA’s anticipated enrollment

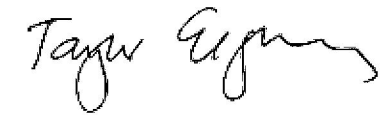
growth of 45,000 students over the next decade. Priorities addressed include academic classrooms and research facilities; student housing and parking; athletic and recreational facilities; infrastructure and safety; sustainability; and revenue development opportunities, among others. From paseos to plazas to promenades, every detail is focused on augmenting the student learning experience. When we ensure our students’ success, we ensure San Antonio’s success.

While this plan projects long-term growth, it also impacts short-term institutional and investment decisions. It outlines our future physical framework that creates connected, mixed-use, resource-efficient comprehensive campuses. As a result, enhancements of all four of our campuses will have a multiplier effect: advancing academic excellence, promoting socioeconomic vibrancy in surrounding communities and amplifying economic development for the city of San Antonio.

I want to thank the members of our Campus Master Plan Steering Committee, chaired by Dr. Kimberly Andrews Espy, for their time, hard work and dedication in delivering this vital document. Also appreciated are our UTSA personnel who devoted their time and talents to this endeavor. I am equally grateful to the entire UTSA community and external stakeholders for their ongoing input throughout this process — their feedback gathered through open forums, focus groups, texts, email and the web over this past year has been invaluable. In addition, our partnerships with the Urban Land Institute, city, county and state government, civic organizations and private donors have provided crucial insight.

This plan is transformational for both UTSA and the city of San Antonio, helping us to realize UTSA as a university of the future situated in the city of the future. Please turn the page, engage and envision our future of excellence together.

With appreciation,



Taylor Eighmy, Ph.D.
President of UTSA

* reportcenter.theccb.state.tx.us/reports/data/space-projection-model-fall-2018

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Executive Summary

Fulfilling the Strategic Vision for UTSA
One University, Multiple Campuses
Purpose and Scope
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Fulfilling the Strategic Vision for UTSA

Soon after arriving in the fall of 2017, President Taylor Eighmy launched a strategic planning process charting a course for the university to reach new levels of excellence. This master plan is integral to the university's strategic planning efforts, and directly supports the institution's three destinations as a model for student success, a great research university and an exemplar for strategic growth and innovative excellence.

utsa.edu/strategicplan

One University, Multiple Campuses

President Taylor Eighmy's vision for The University of Texas at San Antonio is to leverage the unique context and strengths of each of the university's four campuses to reinforce one collective UTSA. The master plan establishes a roadmap for the university to achieve this vision.

With a vision for a 45,000-student enrollment, significant new development will be required. The plan calls for nearly 5.3 million gross square feet of new space to accommodate the growth in campus population and the university's projected academic and research priorities.

From an isolated original campus with a disconnected satellite campus downtown, UTSA is becoming a networked campus ecosystem, woven into the fabric of San Antonio.



Purpose and Scope

SCOPE

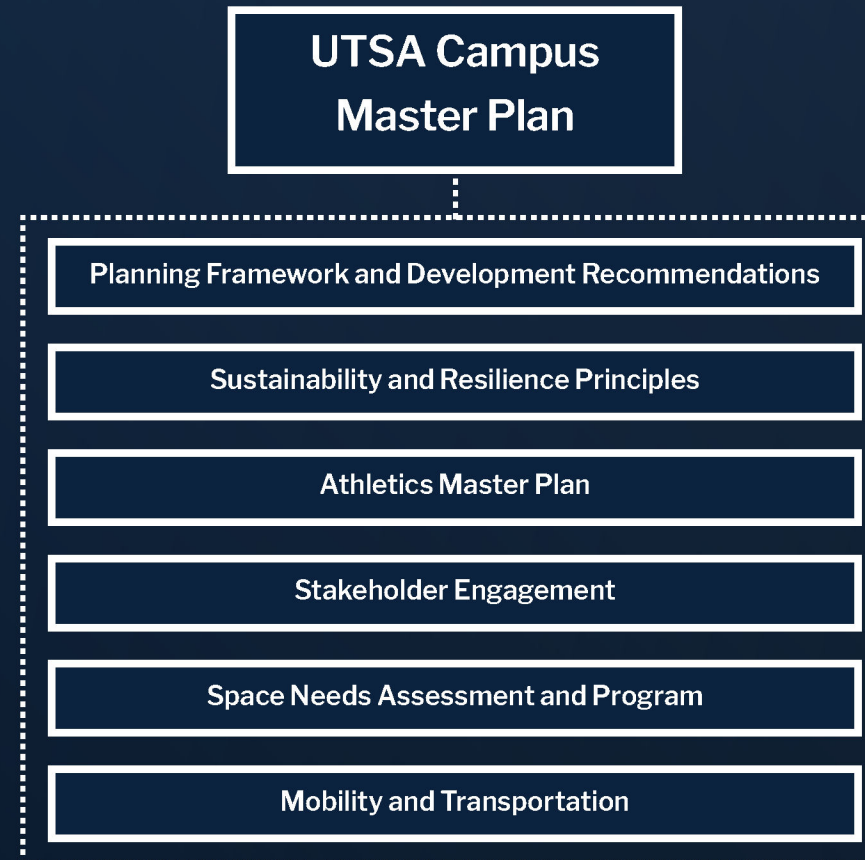
The UTSA campus master plan will articulate a roadmap to guide the university’s future physical development, investment, and growth to advance academic excellence for the success of our diverse students and to promote the socioeconomic vibrancy of our communities through the provision of access and knowledge development. The plan draws from the university’s and community’s history and legacy, leverages local assets, and projects a forward-looking framework for UTSA’s future.

Through the master plan, UTSA is committed to:

- Share facilities with our neighbors
- Promote a welcoming environment for the local community
- Increase and improve open space
- Promote cultural heritage and art
- Provide in-community learning experiences
- Support local businesses and organizations
- Become a leader in sustainability and environmental stewardship

PLAN COMPONENTS

The following basic components comprise the scope of the UTSA campus master plan:



Engagement Process

A key component of the campus master planning was comprehensive stakeholder outreach. Individuals and groups both internal and external to the university helped to shape the principles of the plan and provide input on design iterations throughout the year-long process.

Through open forums, focus groups, committees, one-on-ones, and interactive digital tools, the planning team engaged thousands of stakeholders. Feedback from these participants was distilled into several key themes, as shown to the right. These themes informed the overall master plan vision and manifest uniquely in each campus location.

Themes identified from internal campus stakeholders included the following:



• Aspiration to become a top-tier research institution and cultural hub for San Antonio



• Need for additional academic and student space



• Desire for access to open space in and around the campuses



• Need for transportation and circulation improvements and multi-modal opportunities



• Desire for mixed-use housing options on and near campus



• Need to leverage and expand partnerships with local industry, institutions, and workforce to support the neighborhood community



29

Staff Members Interviewed



6

Targeted Focus Groups



3,989

Responses to Discovery Survey








4

Public Forums

Main Campus Vision

Five overarching planning principles emerged through the comprehensive stakeholder outreach during the planning process for the Main Campus:

-  **1. Support a robust research enterprise through interdisciplinary collaboration and partnership opportunities**
-  **2. Increase access to open space and celebrate the campus natural context**
-  **3. Promote a pedestrian-oriented and compact campus core**
-  **4. Encourage mixed-use and develop diverse housing options**
-  **5. Pursue revenue development opportunities**

The major concepts for the Main Campus plan focus on these principles. The well-established network of paseos will be extended as an organizing framework, with specific programmatic plazas providing destinations at the terminus of each paseo. Building on this structure, new academic and research facilities will be clustered around the campus core, ensuring a rich and accessible pedestrian environment.

Key Plan Ideas:

Introduce a Signature Open Space

The need to re-integrate the unique natural context is clear and was apparent in feedback from all stakeholder groups. To accomplish this, a major new element, the Paseo Verde, will be implemented in the heart of the Main Campus. This iconic green space will augment the campus paseo network as well as incorporate native planting, an ephemeral stream feature, and other sustainable design elements along with a new plaza in the center of campus.

Establish a Southeastern Gateway

As the Main Campus grows, there will be opportunities for greater outside collaboration, both through on-campus incubator space as well as revenue development opportunities. The master plan accommodates this future need through the Tricentennial Innovation Park, which will be easily accessed on the southeast corner of the campus. It will be integrated with the future Roadrunner Village, a mixed-use housing development, which will create a new southeastern gateway to campus as well as form the eastern edge of the Paseo Verde. A new east-west paseo and embedded plazas, courtyards, and greens will knit the Tricentennial Innovation Park and Roadrunner Village into a unique, blended, mixed-use district with ample opportunities for creative collaboration.

Main Campus Vision CONTINUED

Create an Athletics District

Athletics and recreation facilities will be consolidated on the west side of campus. The new Roadrunner Athletics Center of Excellence, a future arena, and other improved athletics and recreation uses will be located to the west of the Recreation Wellness Center, along the future extension of the Paseo Principal.

Promote Pedestrian Circulation

Campus roadways will be realigned in some areas and improved to become a true campus loop road, easing circulation congestion by removing vehicular/pedestrian conflicts, separating the roadway from parking lots, and simplifying intersections. Service roads will continue to allow university and emergency vehicles access to internal campus areas, but private vehicles will be mostly removed from the campus core, promoting a more pedestrian-friendly environment. A new transit hub will be implemented in the new southern campus gateway, strengthening connections to downtown and the surrounding areas.

Better Utilize Park West Campus

Park West Campus will continue its current role as home to specific athletics and recreation facilities. There are opportunities for new recreation fields and a trail network to connect existing trails to the uses and open space there. Much of Park West Campus – particularly the areas along North Loop 1604 – will be reserved for potential future development.

Main Campus Long-Term Vision



Park West Campus Long-Term Vision



Downtown Campus Vision

Distinctive planning principles were developed for the Downtown Campus, which has a very different context and set of needs. The principles include:

-  **1. Promote community partnerships**
-  **2. Embrace San Antonio's urban environment, including its unique arts and culture**
-  **3. Enhance pedestrian connections to surrounding areas and connect campus facilities**
-  **4. Create a complete, comprehensive UTSA campus**

As the master plan is implemented, the Downtown Campus will transition from an internally-focused campus to one which is more integrated into the fabric of the city. Connections east and west along Buena Vista Street/Dolorosa Street and West Nueva Street will knit together UTSA property to establish it as a distributed urban campus. In collaboration with the City of San Antonio, enhancements of these corridors as Complete Streets will transform them into an extension of the campus environment. As the portion of the campus east of Santa Rosa Avenue develops, this connection will become crucially important.

Key Plan Ideas:

Embrace a Distributed Urban Campus Model

A new entry pavilion at Buena Vista Street and I-10/I-35 will anchor the main east/west corridor at the corner of the existing campus at Bill Miller Plaza. Together with interventions beneath the expressway such as food trucks and active park space, which will be implemented in phases over time, the existing campus will be tied into the street network. Further, Bill Miller Plaza will be better linked to campus surroundings to become a more welcoming and engaging open space.

Welcome the West Side

To leverage its proximity to the vibrant West Side neighborhood, the campus will physically and programmatically connect to the west. A new pedestrian bridge alongside the existing Buena Vista Street bridge will cross over the railroad tracks into the West Side neighborhood, and a plaza at the level of the bridge will provide a welcoming entry to the campus. Shared community facilities, possibly including a recreation and wellness center, will be located near this point of entrance to facilitate shared usage by the community. As the City of San Antonio-owned blocks west of South Frio Street become available, they will be integrated into the campus and house a variety of academic and research buildings, housing, and parking. A promenade will run north-south through this area, connecting to VIA Centro to the north through a pedestrian-only extension of South Medina Street.

Downtown Campus Long-Term Vision



1

One University, Multiple Campuses

- 1.1 Mission and Vision
- 1.2 History
- 1.3 Sustainability and Resilience Principles

1.1 Mission and Vision

The University of Texas at San Antonio is dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement and public service. As an institution of access and excellence, UTSA embraces multicultural traditions and serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property—for Texas, the nation, and the world.

UTSA's vision is to be a premier public research university, providing access to educational excellence and preparing citizen leaders for the global environment. The university's core values are to encourage an environment of dialogue and discovery, where integrity, excellence, inclusiveness, respect, collaboration, and innovation are fostered.

UTSA's strategic plan charts a course for the university over the next ten years. It designates three overarching destinations:

- **UTSA will be a model for student success**
- **UTSA will be a great public research university**
- **UTSA will be an exemplar for strategic growth and innovative excellence**

The strategic plan destinations are accompanied by presidential initiatives, including this master plan.

UTSA, and San Antonio in general, are poised to play a significant role in Texas and beyond in coming decades. San Antonio is currently growing at a nation-leading pace, and the current demographics of the city already mirror projections for the nation at large twenty years in the future. This master plan is designed to proactively address that future.



2018 UTSA Commencement

1.2 History

From its founding in 1969, the University of Texas at San Antonio has been an important part of San Antonio's public profile. In the past 15 years, UTSA has transitioned from a commuter-centric university to a more residential campus. It has grown quickly into one of the state's largest universities, and its programs and facilities have developed accordingly.

The coming years will see even greater change. From an isolated original campus with a disconnected satellite campus downtown, UTSA is becoming a networked campus ecosystem woven into the fabric of San Antonio. More than that, UTSA has already begun integrating its campus programming and development into downtown, transforming not just the physical relationships of UTSA and the city, but also connecting programs and people to the heart of the city.

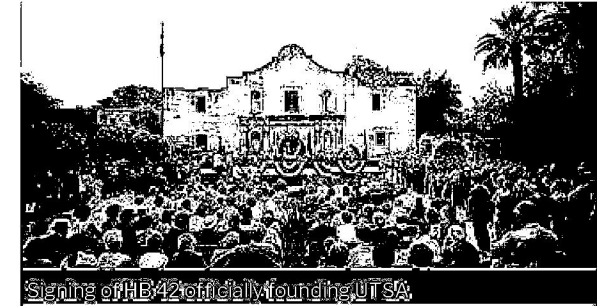
UTSA's Main Campus was established on land donated by the Delaven Trust. The site was selected from a list of ten contenders; The University of Texas System Regents noted the site's proximity to major highways, capacity for expansion, and proximity to college-bound high school seniors (at that time, concentrated in the northwest quadrant of San Antonio) as factors in the selection.

The site lies on the southern edge of the Balcones Escarpment, one of the most concentrated areas of prehistoric human habitation dating back to the Paleoindian period, roughly 12,000 years B. P. Numerous archaeological sites have been identified on

the campus as well as in nearby areas. In the Spanish Colonial period, a major *camino royal*, or royal road, was established along the route of what is now I-10 near the Main Campus.

The Downtown Campus was built on land which was formerly the site of Fiesta Plaza Mall, a failed urban renewal project (part of the broader Vista Verde South project financed by a federal Urban Development Action Grant). Evidence of prehistoric occupation is limited, likely due to the destruction of sites in historic times, but archaeological sites in surrounding areas indicate that the site was part of a larger area of settlement dating back to roughly 12,000 years B. P.

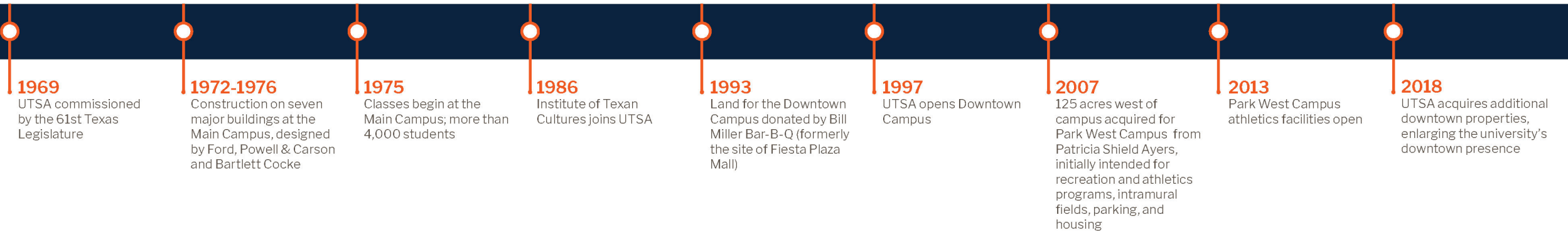
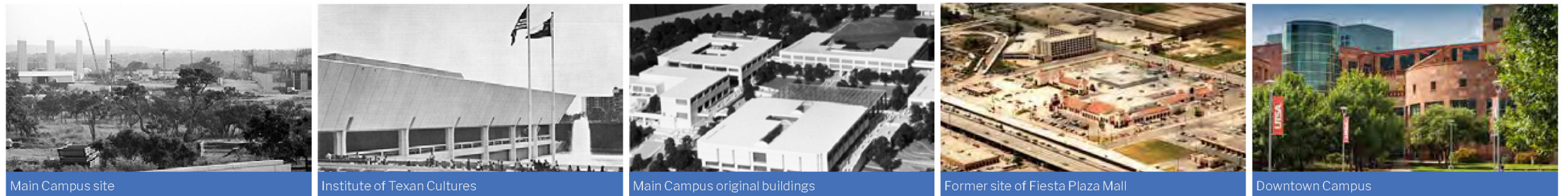
The land was part of the original land grant which formed the settlement that was to become San Antonio. As the city grew, the blocks which now contain the Downtown Campus were residential on the east and commercial on the west (adjacent to the railroad tracks). By 1900, the blocks were either part of, or immediately adjacent to, San Antonio's notorious collection of brothels, known as the Sporting District. The Vista Verde South project included demolition of all structures on the sites.



1.2 History

From an isolated original campus with a disconnected satellite campus downtown, UTSA is becoming a networked campus ecosystem woven into the fabric of San Antonio.

Figure 1.1 Abbreviated Timeline of UTSA's Evolution



1.3 Sustainability and Resilience Principles


Sustainability and Resilience

As an institution of higher education, UTSA will be a responsible steward of its unique environmental and cultural assets. Across the university, UTSA will leverage data-driven approaches and promote knowledge to ensure a sustainable future for UTSA and the wider community.

UTSA's master plan strives for connected, mixed-use, resource-efficient campuses that support the health, wellness, and prosperity of all individuals in the community.

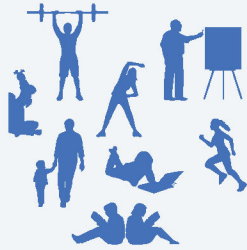
These principles are recommended for all UTSA campus sites and will be carried forward in the work by UTSA's Sustainability Council. Specific strategies will be determined based on feasibility and relative impact to establish an implementable roadmap.

Figure 1.2 Sustainability and Resilience Topics



Physical

- Mobility
- Micro-climate
- Energy and carbon
- Water
- Ecology
- Waste
- Disaster resilience



Social

- Equity
- Cultural diversity
- Student success
- Recruitment and retention
- Art
- Wellbeing
- Community connections
- Health and wellness
- Equal access



Economic

- Affordability
- Capital resources
- Revenue generation
- Leveraged investments
- Operational efficiency
- Partnerships
- Finance and investment
- Economic development

1.3 Sustainability and Resilience Principles

The master plan covers topics in all three areas but can only substantively address a subset of these. Policies, programs, and strategic partnerships will be required to cover the full breadth of sustainability and resilience subjects.

The following principles are recommended to promote a sustainable and resilient future for UTSA and its community:

Figure 1.3 Sustainability and Resilience Principles



Mobility

Strive to ignite a cultural shift towards human-powered travel and efficient transit that is memorable, connected, convenient, comfortable, safe, and accessible to all members of the community



Water

Strive to reduce potable water use through a variety of technological and behavioral means, as well as working with hydrological processes to capture, recycle, and infiltrate water so campus and natural communities thrive



Waste

Strive to conserve materials and reduce waste through purchasing, reuse, recycling, or any means possible to create plentiful communities and develop individual responsibility for the natural environment



Ecology

Strive to maintain and restore natural communities grounded by ecological processes that provide nourishment and educational opportunities for all members of the campus community, where appropriate



Energy & Carbon

Strive to reduce embodied and operational energy use in all campus elements, while simultaneously capturing renewable energy to create comfortable, efficient, and livable places for everyone



Health & Wellness

Strive to foster the physical, mental, and social success of all individuals as the basis of a connected, caring, and resilient community



Equal Access

Strive to provide opportunity for work, education, and learning for all cultures, ages, and abilities within a community that is transparent, just, and desirable for all



Finance & Investment

Strive to create and maintain financially sustainable models for capital development, maintenance, and renewal for alignment with campus sustainability goals and fiscal health



Economic Development

Strive to solidify partnerships to grow fiscal resources that support beneficial relationships, new opportunities, and increased affordability for successful communities and regions

2

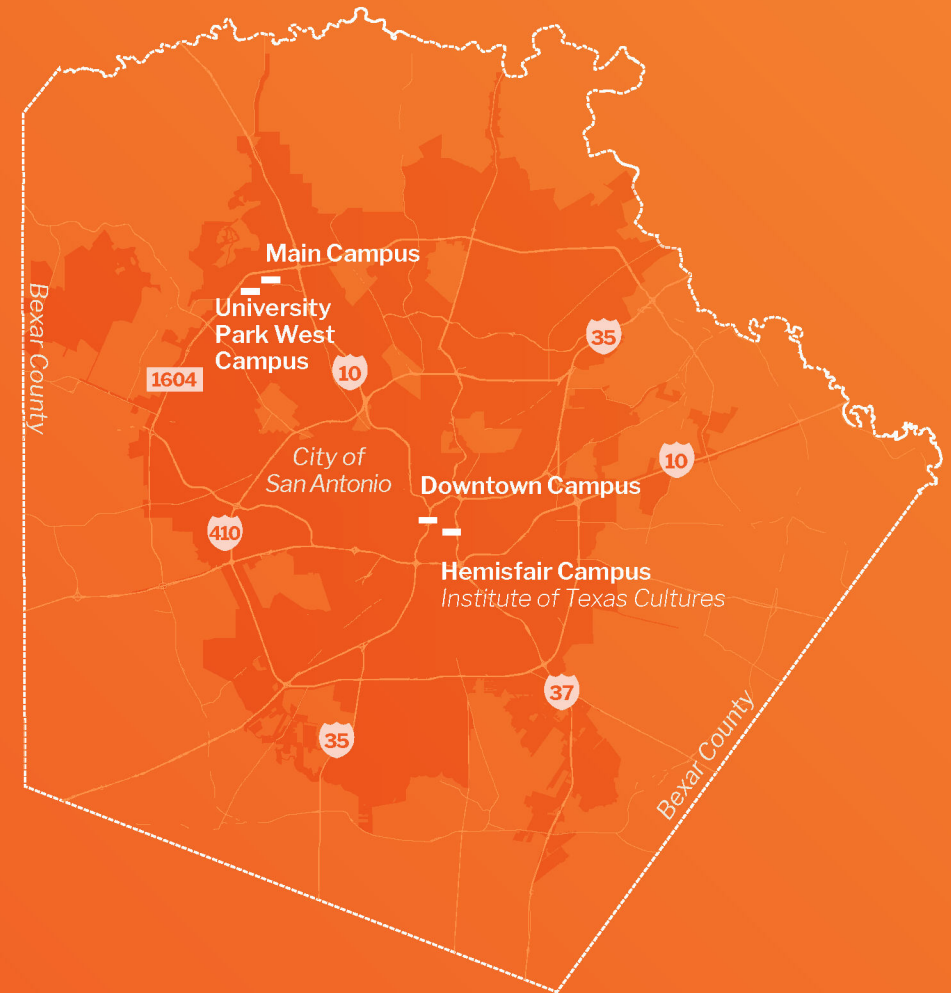
Master Planning Process

- 2.1 Purpose and Scope
- 2.2 Planning Process
- 2.3 Stakeholder Engagement
- 2.4 Program Requirements and Methodology

2.1 Purpose and Scope

THE PURPOSE

The purpose for the campus master plan for The University of Texas at San Antonio (UTSA) is to support the university's strategic vision and a future enrollment of 45,000 along with accompanying faculty and staff. The master plan includes the Main Campus, Park West Campus, and the Downtown Campus. The Institute of Texan Cultures will be addressed in a separate study, given its unique and distinct function.



2.1 Purpose and Scope

SCOPE

The UTSA campus master plan will articulate a roadmap to guide the university's future physical development, investment, and growth to advance academic excellence for the success of our diverse students and to promote the socioeconomic vibrancy of our communities through the provision of access and knowledge development. The plan draws from the university's and community's history and legacy, leverages local assets, and projects a forward-looking framework for UTSA's future.

UTSA is committed to serving the City of San Antonio, advancing local communities, and partnering for economic development.

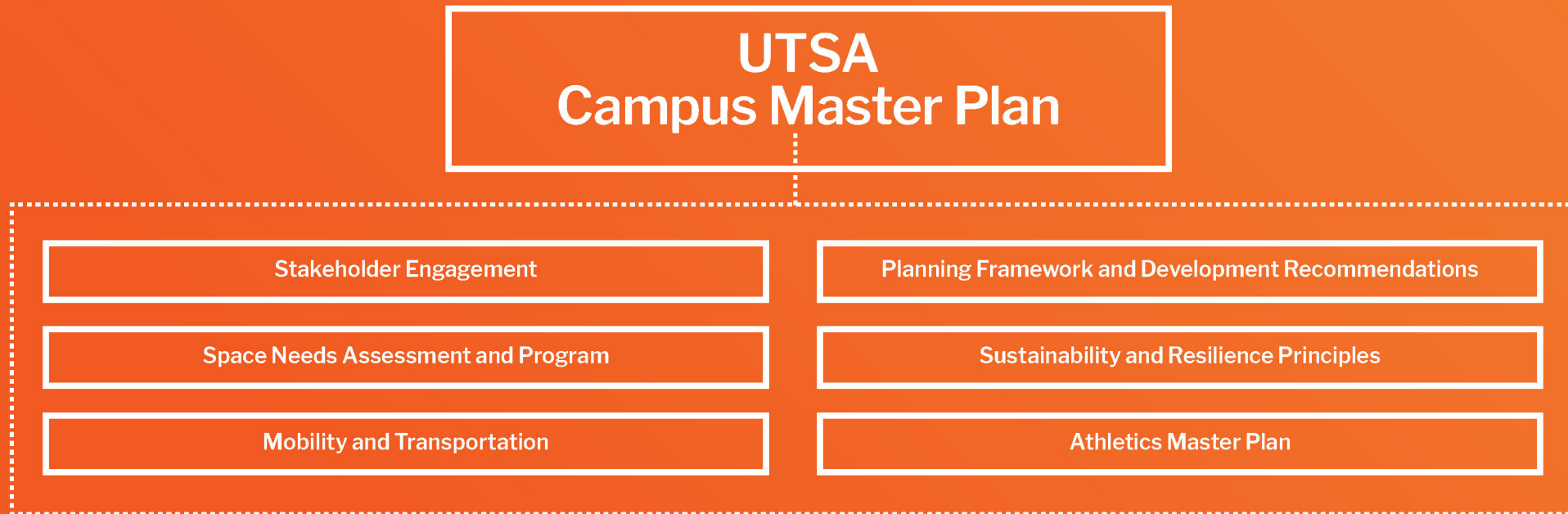
Through the master plan, UTSA is committed to:

- Share facilities with our neighbors
- Promote a welcoming environment for the local community
- Increase and improve open space
- Promote cultural heritage and art
- Provide in-community learning experiences
- Support local businesses and organizations
- Become a leader in sustainability and environmental stewardship

2.1 Purpose and Scope

PLAN COMPONENTS

The following basic components comprise the scope of the UTSA campus master plan:



2.2 Planning Process

Organization

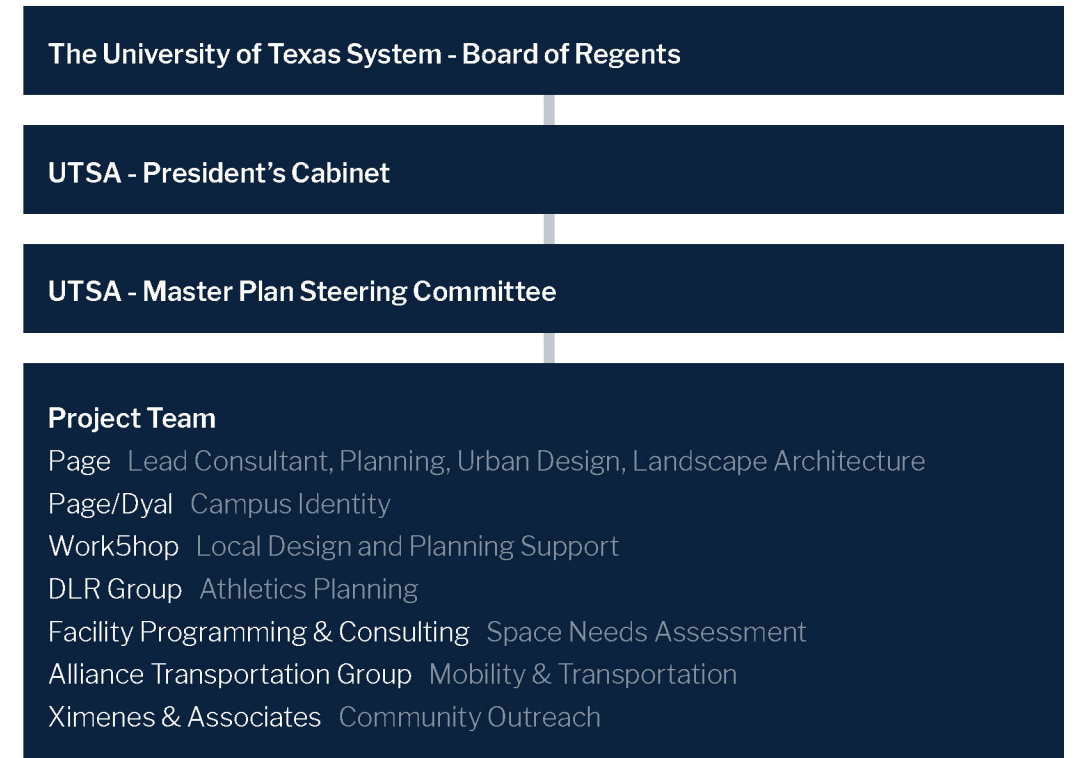
The UTSA campus master planning process was led by the university's Master Plan Steering Committee and Senior Leadership Team, which provided direction to the consultant team led by Page, a multi-disciplinary planning and design firm. The team also included experts in programming, transportation, community engagement, and athletics planning to support a comprehensive approach. The planning team incorporated multiple rounds of feedback from the campus and San Antonio communities, resulting in a direction toward a preferred framework for each campus.

The Master Plan Steering Committee met five times throughout the planning process and was chaired by Dr. Kimberly Andrews Espy, Provost and Senior Vice President for Academic Affairs.

The committee represented a broad range of stakeholders from across the university, including students, staff, and faculty. As an advisory body, this group provided feedback and recommendations to the President's Cabinet.

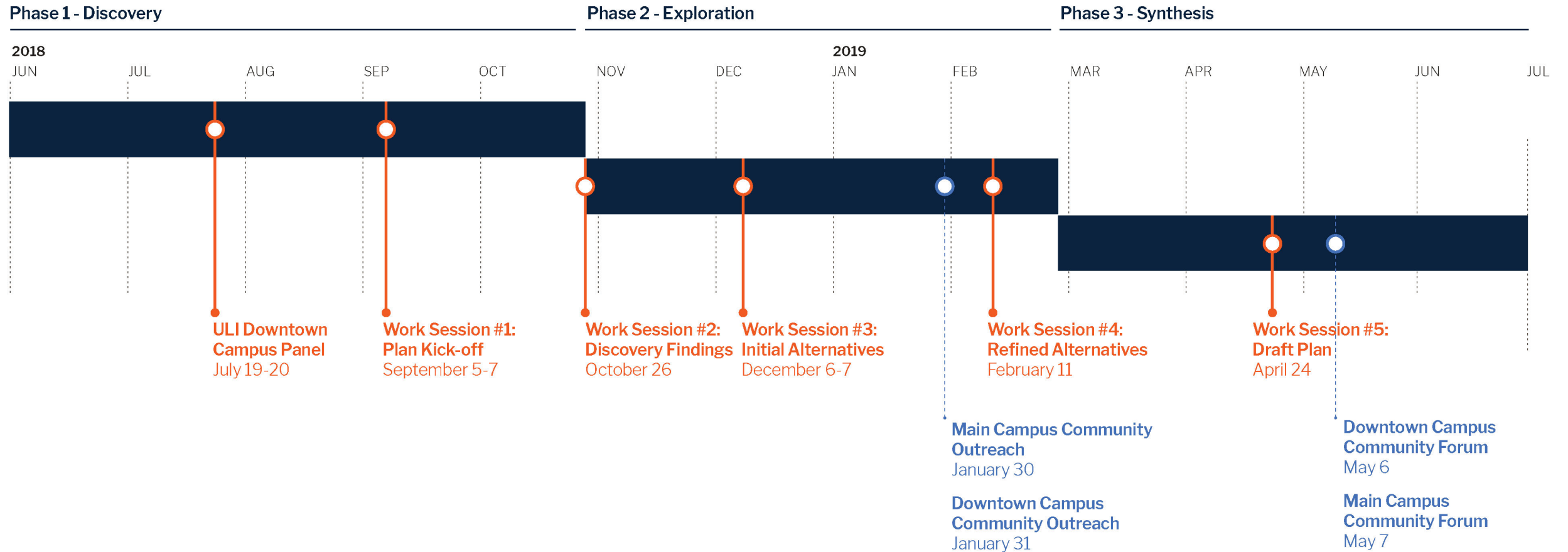
The President's Cabinet, made up of university academic and administrative leaders, met four times at critical decision-making milestones. This group considered recommendations from the Master Plan Steering Committee and feedback from internal and external stakeholders to provide direction to the planning team.

Master Planning Organization Chart



2.2 Planning Process

Figure 2.1 Project Schedule

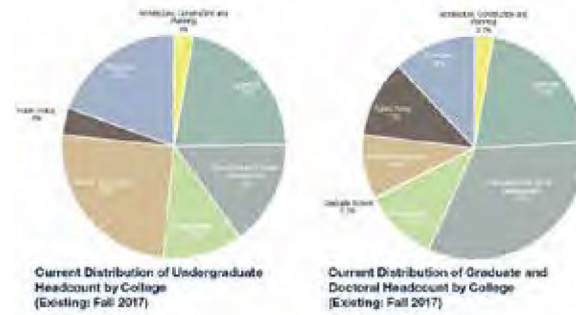


2.2 Planning Process

Phases of Work

The planning process took place over approximately twelve months, from Summer 2018 to Summer 2019, and was divided into three phases of work.

Discovery



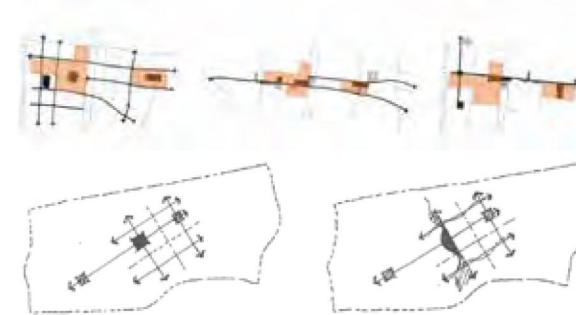
The Discovery phase included analyzing the programmatic, planning, and design issues that inform the master plan.

This required kicking off a comprehensive stakeholder engagement strategy, studying past and current planning materials, completing site analyses, and assessing space needs. These tasks culminated in a set of collaboratively authored planning principles.

During the Discovery phase, a master plan for athletics facilities was substantially completed to address short-term planning considerations.

At the end of the Discovery phase, findings were shared with the campus community.

Exploration



The Exploration phase examined options for development at each campus based on the findings from the Discovery phase and guidance from the stakeholder engagement process.

Two rounds of alternative plan scenarios were evaluated by both the Master Plan Steering Committee and President's Cabinet, resulting in direction toward a preferred framework for each campus.

Synthesis



The Synthesis phase involved further developing the preferred framework toward draft plan recommendations and finalizing and documenting those recommendations to support the university's mission, vision, and strategic plan.

At the conclusion of the Synthesis phase, recommendations were shared with the campus community and the public before refining and documenting the plan in this report.

2.3 Stakeholder Engagement

Internal UTSA Engagement

The planning for the UTSA campus master plan was informed by an inclusive and interactive stakeholder engagement process involving broad representation and participation from both the campus and wider communities.

In addition to the work sessions with the Master Plan Steering Committee and President's Cabinet, the planning team actively engaged the campus community throughout the planning process.

The team conducted interviews with twenty-nine staff members from across the university administration and thirteen faculty leaders, including all the college deans. There were also six targeted focus groups with members of the campus community at both campuses to drill down into more specific ideas and concerns. The planning team also met with the Sustainability Council, which includes representatives from across the university, to discuss current and aspirational sustainability initiatives and how the master plan could leverage these to promote more sustainable and resilient campuses.

Four campus forums were held between both the Main Campus and Downtown Campus that were open to the entire campus community. Many students, faculty, and staff attended to learn about the planning process and provide feedback.



Master Plan Steering Committee Meeting on 12.5.2018



Athletics Planning Stakeholder Meeting 7.18.18

2.3 Stakeholder Engagement

In the fall of 2018, the planning team launched an interactive online activity called the Discovery Survey to the entire campus community. This tool helped the planning team to understand how students, staff, and faculty experience the campus and what they value in their physical environment.

There were nearly 4,000 responses to the survey, including an over 10% student response rate. These responses were compiled to reveal patterns and themes which provided valuable data to inform the planning process. Appendix E: Discovery Survey Results, reflects the full set of responses to the survey.

Questions included multiple choice, ranking, and map-based questions. Representative survey questions included:

- What/where do you consider to be the heart of campus life?
- How do you typically get to campus?
- Do you travel between campuses?
- Are there areas on or near campus you consider to be unsafe?
- What types of campus life spaces would you like to see?
- What types of outdoor spaces would you like to see?

Themes identified from internal campus stakeholders included the following:

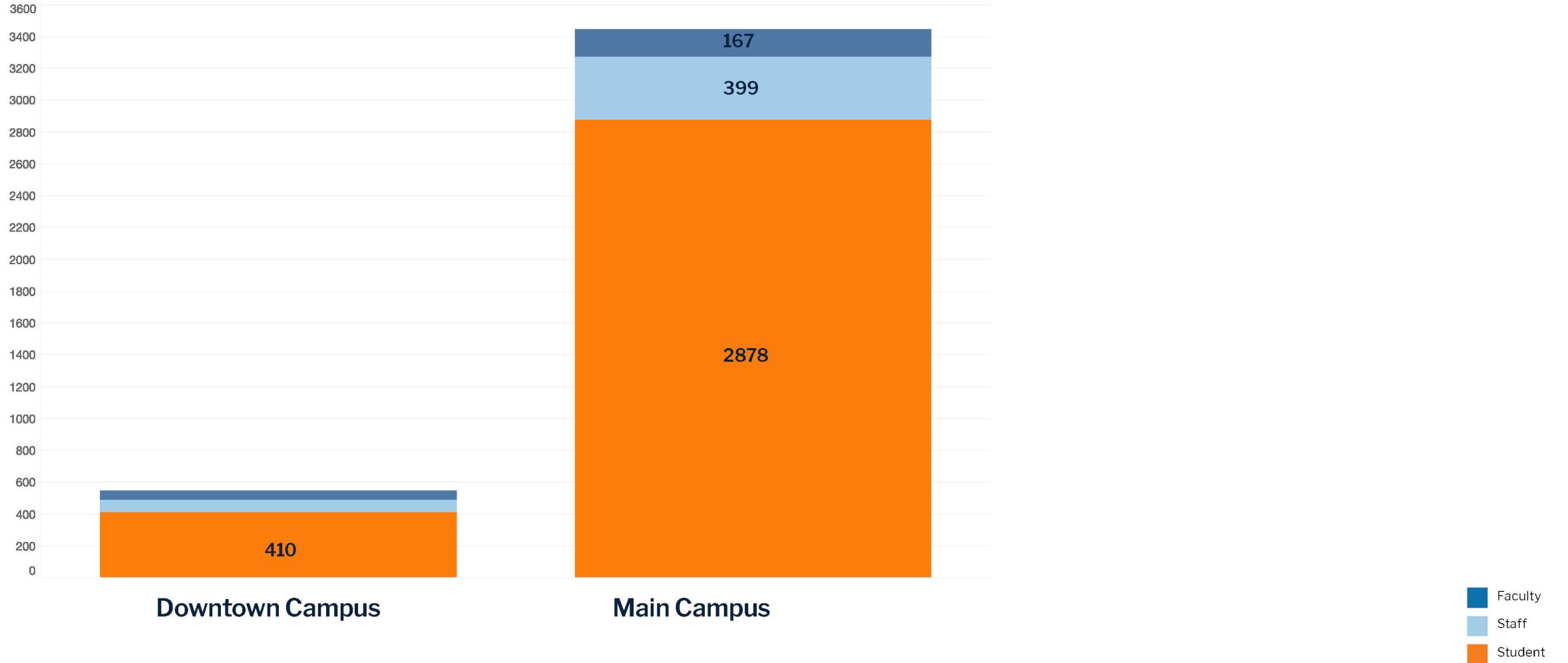
-  • Aspiration to become a top-tier research institution and cultural hub for San Antonio
-  • Need for additional academic and student space
-  • Desire for access to open space in and around the campuses
-  • Need for transportation and circulation improvements and multi-modal opportunities
-  • Desire for mixed-use housing options on and near campus
-  • Need to leverage and expand partnerships with local industry, institutions, and workforce to support the neighborhood community

Figure 2.2 By the Numbers



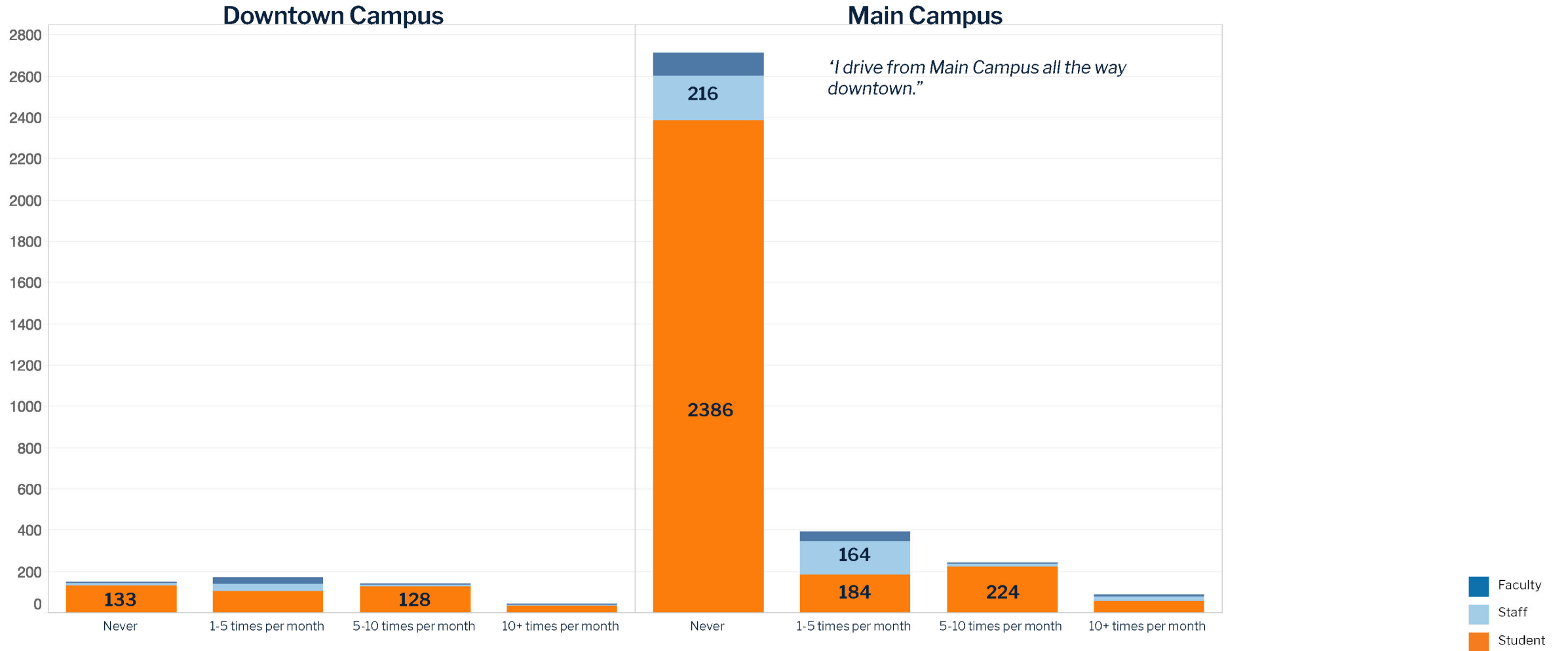
2.3 Stakeholder Engagement

Figure 2.3 Responses by Campus



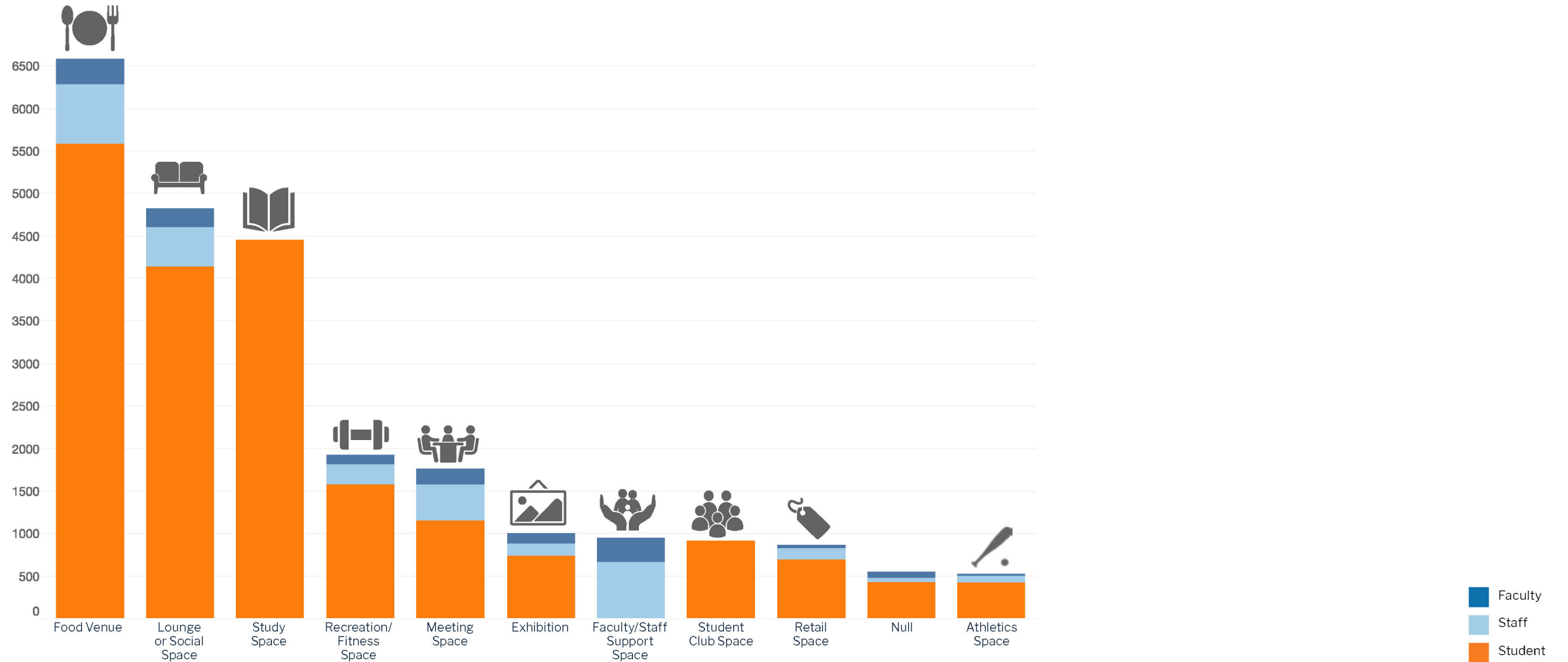
2.3 Stakeholder Engagement

Figure 2.4 How often do you travel between campuses?



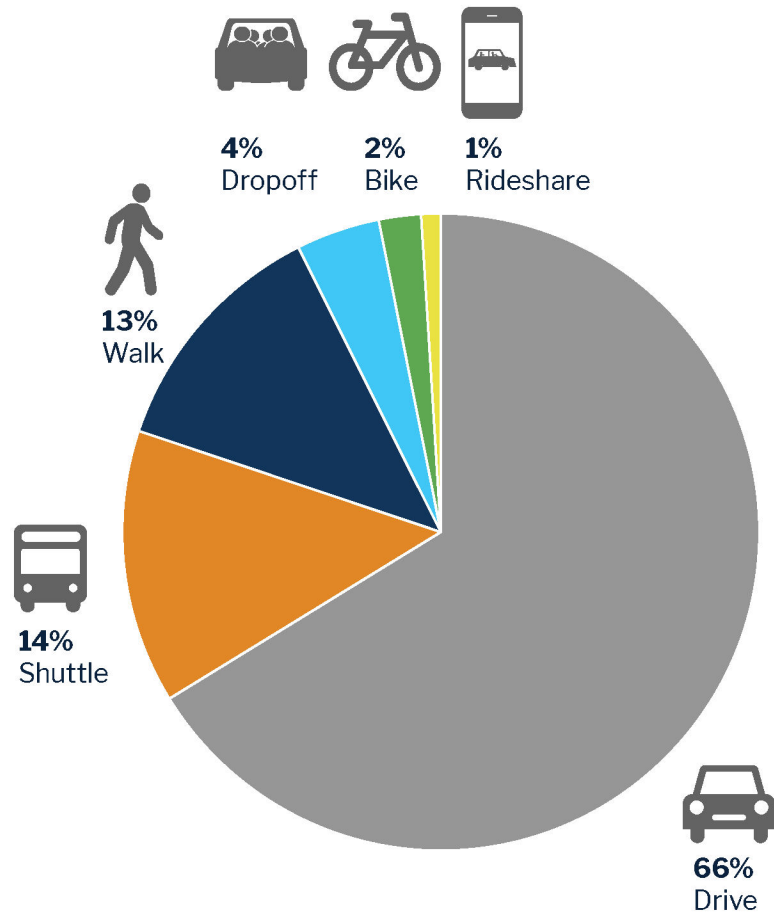
2.3 Stakeholder Engagement

Figure 2.5 What types of campus spaces would you like to see?

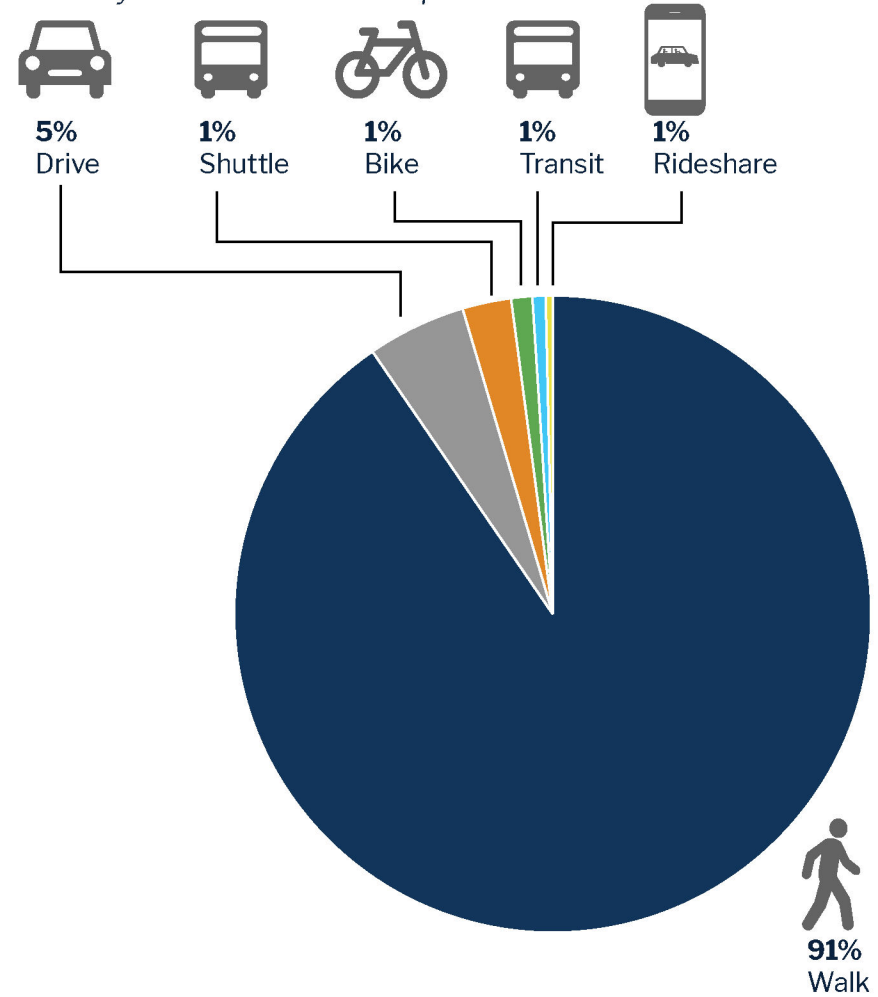


2.3 Stakeholder Engagement

Figure 2.6 How do you get to campus?

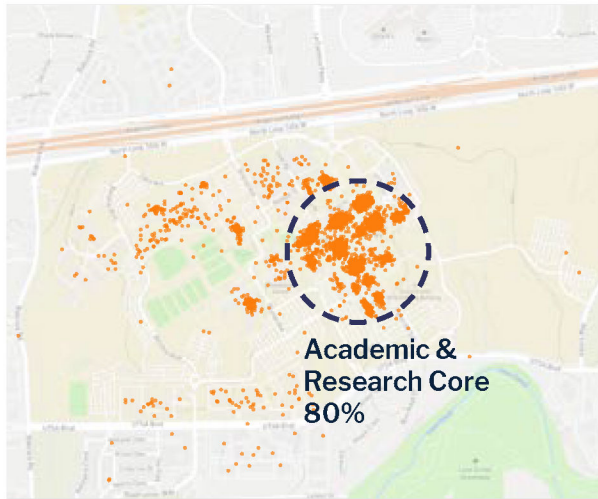


How do you travel within the campus?



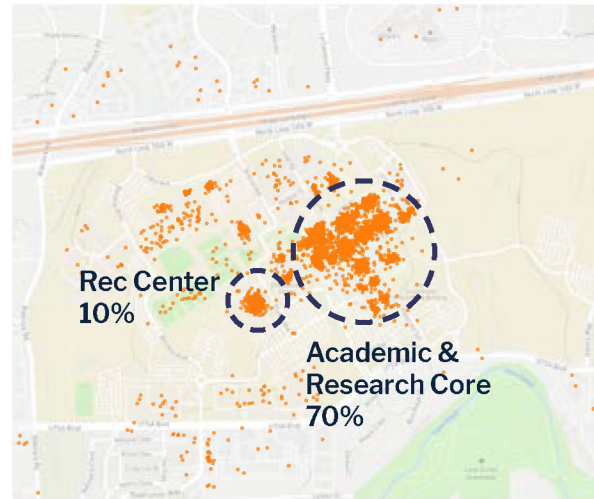
2.3 Stakeholder Engagement

Figure 2.7 Where do you study?



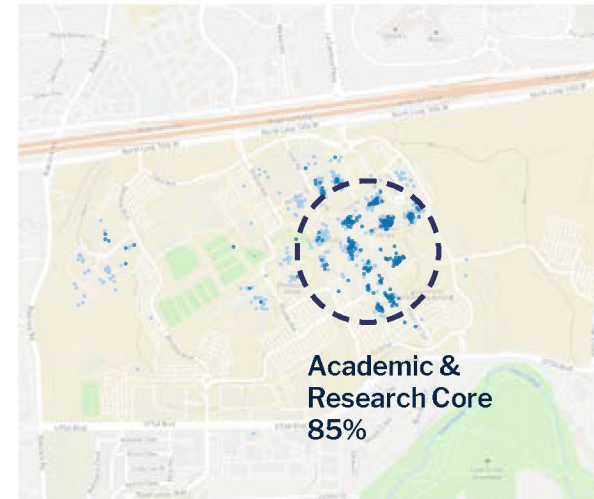
‘JPL Quiet Computing, or anywhere in that building I can have a peaceful moment’

Where do you socialize?

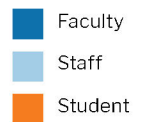


‘I socialize all over campus, but mainly the University Center and the JPL food court’

Where do you collaborate?

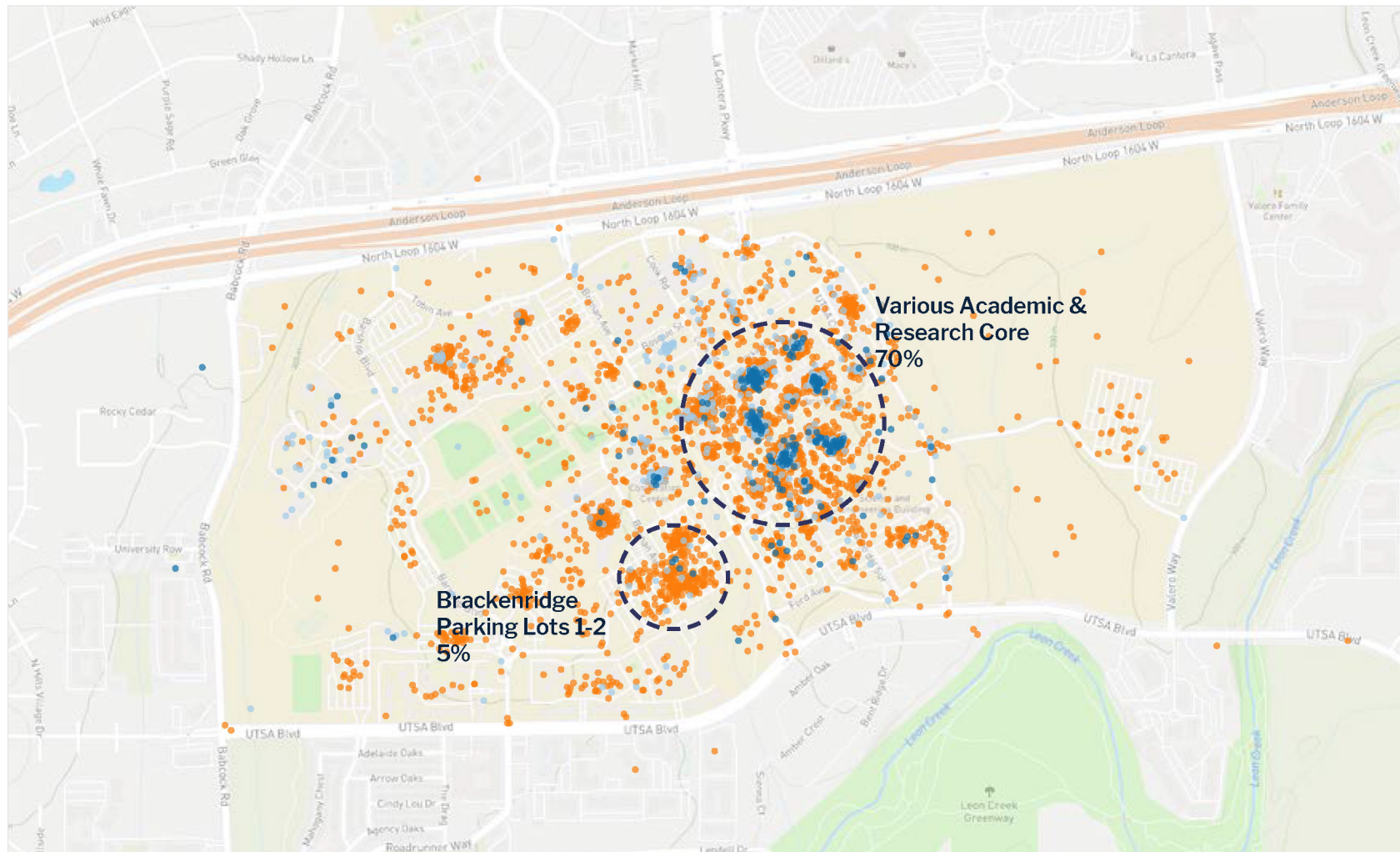


*‘Faculty Center is great!’
‘UC food court area’ ‘JPL at Starbucks’*



2.3 Stakeholder Engagement

Figure 2.8 Identify spaces that need the most improvement?



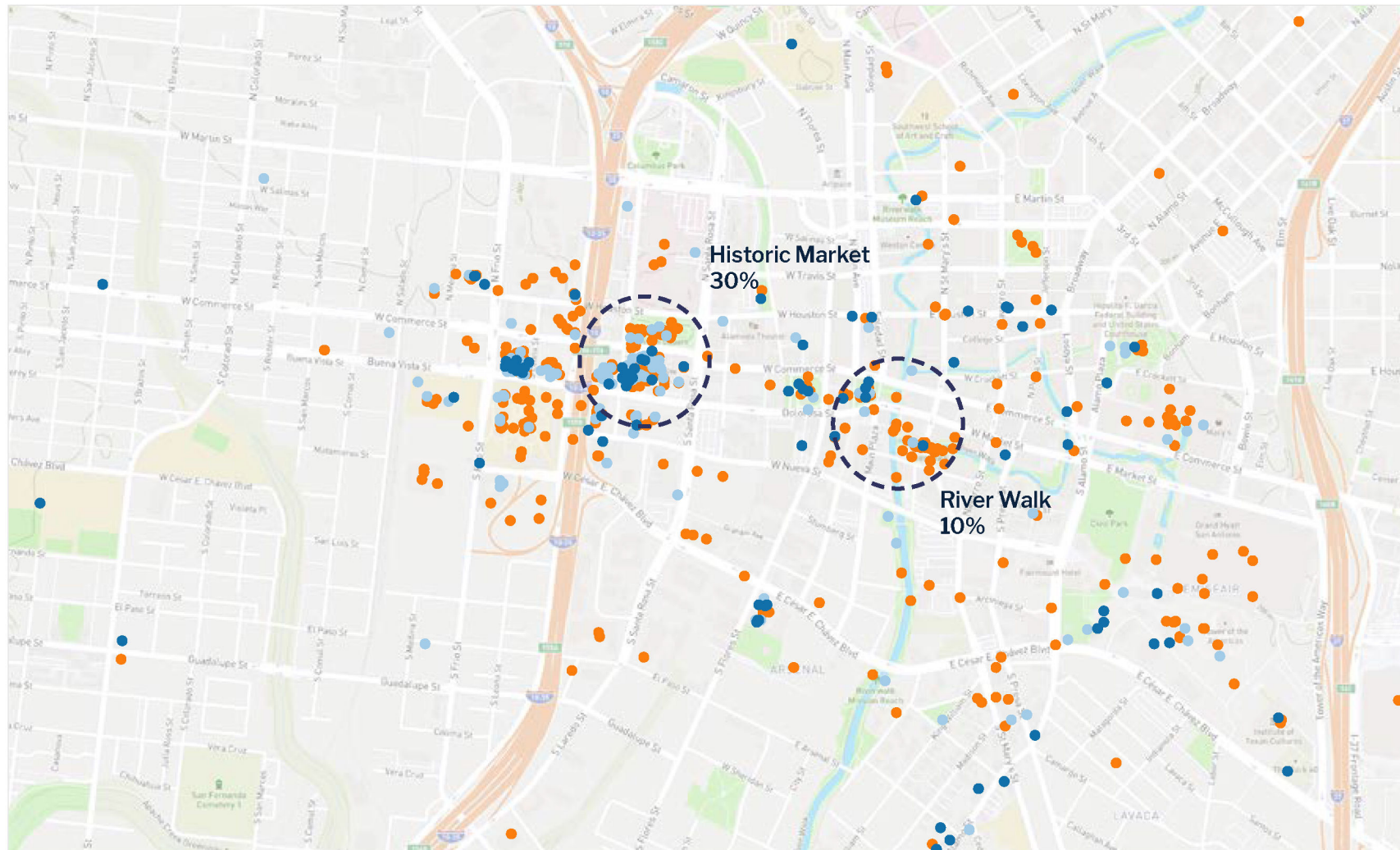
‘All the natural areas, which are being demolished’

‘There aren’t very many enjoyable outdoor spaces on campus’

‘Anywhere there is shade and available spaces to sit’

2.3 Stakeholder Engagement

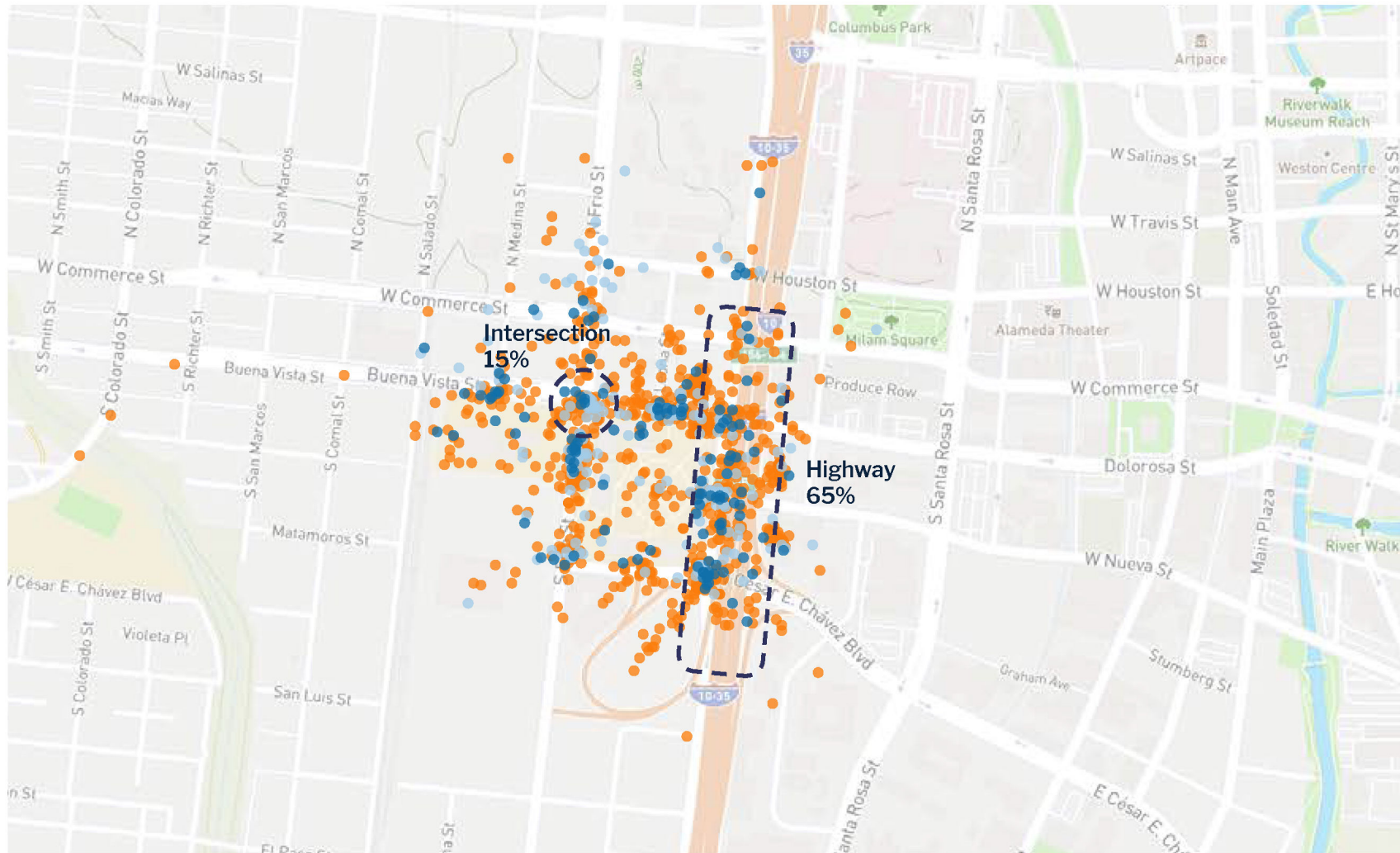
Figure 2.9 Which off-campus destinations do you visit?



‘I bicycle the River Walk at lunch, sometimes visit Market Square, and go to various downtown restaurants’

2.3 Stakeholder Engagement

Figure 2.10 Where do you feel unsafe?



‘Parking lots have poor lighting and limited patrols by campus police. At night, weekends and during’

‘Crosswalks are unsafe. One of my students was hit’

‘Crossing Frio Street is dangerous.’

2.3 Stakeholder Engagement

External Community Engagement

Early in the planning process, UTSA representatives participated in a workshop led by the San Antonio Urban Land Institute chapter on the future of UTSA's Downtown Campus and surrounding areas. Leadership from sixteen local institutions, government agencies, and organizations convened over two days in July of 2018 to discuss the downtown San Antonio and the West Side neighborhood context and opportunities.

The workshop culminated in a visioning exercise, which identified the following guiding principles:

-  **Distribute and integrate UTSA to be “of the city,” mixing with other uses horizontally and vertically to align UTSA’s strategy, to the best extent possible, with other institutions to realize synergies and new opportunities**
-  **Create “urban labs” for compelling learning and community impact opportunities by collaborating with area institutions and enterprises**
-  **Respect the West Side neighborhood culture while inspiring its future**
-  **Foster a vibrant economy through new startups and industry partnerships, in turn driving social opportunity and mobility for San Antonians**
-  **Practice open, practical, and timely community engagement**



Follow urban placemaking best practices, specifically:

- Create an identifiable district
- Embrace diversity
- Enhance connectivity: knit downtown and the Near West Side
- Create a multi-modal environment and vibrant streetscapes
- Develop economically diverse housing
- Deploy security strategies that are innovative and community building
- Model cultural, environmental, and economic sustainability



Establish an ecosystem that:

- Generates high-paying jobs in the data sciences, cybersecurity, business, and education sectors.
- Engages students with these sectors through experiential learning opportunities.
- Prepares students to be hired into positions within these sectors.
- Keeps UTSA's students in San Antonio post-graduation, creating a workforce pipeline for the city.

During the planning process, UTSA held four community forums—two downtown and two near the Main Campus. These sessions were public events open to the entire San Antonio community. These forums included short presentations followed by an open house, which allowed participants to visit stations divided by topic to ask questions and discuss specific elements of the plan in more detail.

The planning team also met with city council representatives from the districts near each campus twice at key points in the process. These meetings were used to discuss the city council's and their constituents' priorities and to identify opportunities for creative collaboration and mutually beneficial initiatives.

2.3 Stakeholder Engagement



Downtown Press Conference 9.19.2018



ULI Visioning Session 7.20.2018



Downtown Campus Outreach Session 1.31.2019



Main Campus Outreach Session 1.30.2019

Themes identified from external community stakeholders included the following:

-  Support for UTSA's draft planning principles
-  Concern for demand on downtown parking and desire for more safe and comfortable pedestrian connections downtown and to the West Side neighborhood
-  Desire for local businesses to have preference for contracts such as food service
-  Need for affordable housing options without displacement or disruption to current residents
-  Desire for on-campus open space and amenities accessible to the community
-  Need for more multi-modal transportation options, including a UTSA-managed transit service between campuses
-  Support for collaboration with local cultural institutions for mutually beneficial programming or facilities
-  Concern for quality of life impacts such as traffic, views, privacy, and noise to neighborhoods surrounding the Main Campus
-  Opposition to any continuation of UTSA Boulevard through the College Park neighborhood to Park West

2.4 Program Requirements and Methodology

A space needs assessment was completed to determine the types and amount of space needed to support a population of 45,000 students and the university’s strategic priorities.

Using information gathered throughout the stakeholder engagement process, existing baseline data, and population projections for students, faculty, and staff provided by UTSA and the Texas Higher Education Coordinating Board (THECB), a growth scenario for the each campus was derived. The team used the “Space Projection Model for Higher Educating Institutions in Texas,” developed by the THECB, to analyze and project the following “education & general” (E&G) space categories:

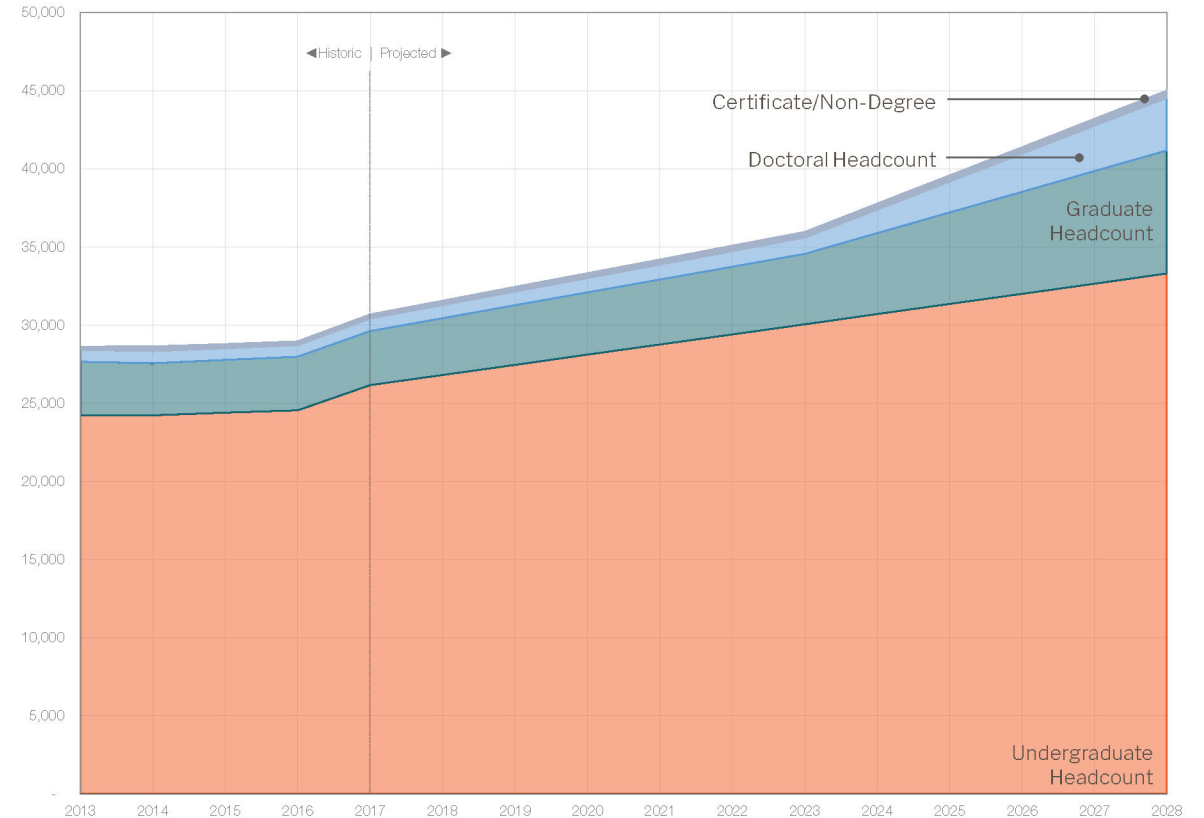
- Instruction
- Research
- Office
- Library
- Support

Auxiliary functions are not predicted by the THECB model and were projected using a different methodology. Auxiliary functions such as food service, child care, lounge, retail, recreation, student meeting, and clinic space were generated using the Council of Educational and Facility Planners International (CEFPI) guidelines. A concurrent study, included in Appendix A: Athletics Master Plan, includes projections for athletics facilities.

More information on the methods, process, and underlying assumptions can be found in Appendix B: Space Needs Assessment.

A summary of existing and projected space needs for each campus can be found in 3.0 Main Campus and 4.0 Downtown Campus, respectively.

Figure 2.11 Overall University Projected Enrollment



3

Main Campus and Park West Campus

- 3.1 Existing Conditions
- 3.2 Planning Principles
- 3.3 Program
- 3.4 Planning Framework
- 3.5 Campus Districts
- 3.6 Phasing Priorities

3.1 Existing Conditions

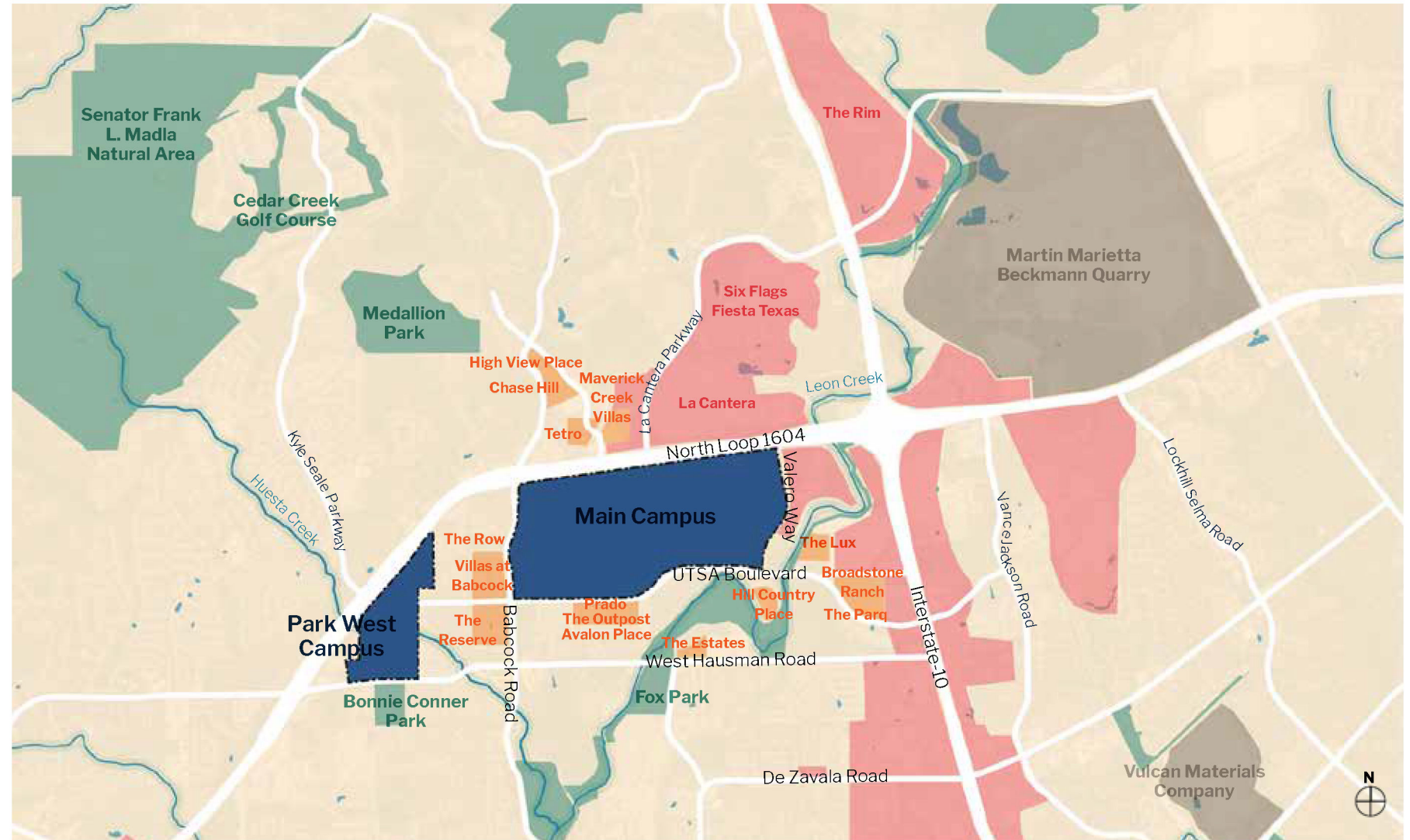
Location and Surrounding Context

The Main Campus is located on 595 acres near the intersection of North Loop 1604 and I-10, the center of one of the city's fastest-growing areas.

In fact, the university has been a catalyst for that growth, particularly over the past ten years. The university's rapid transition from a commuter campus to a more residential campus has been supported by both on-campus housing growth as well as considerable residential development marketed to students.

In addition to UTSA-related development, the area is home to La Cantera, one of the city's premier shopping and mixed-use development areas; Six Flags Fiesta Texas; the headquarters for Valero Energy and Security Service Federal Credit Union; and other commercial and high-density residential development. Closer to campus, however, UTSA is bordered by a combination of apartments and single-family homes, with the Valero corporate campus to the east. North Loop 1604 forms a substantial boundary to the campus on the north side.

Figure 3.1 Existing Main Campus and Park West Campus Location and General Land Use Context



- Residential neighborhood
- Significant off-campus student housing
- Commercial/Mixed-use
- Industrial
- Park/Open space
- Creek/River
- Campus boundary

3.1 Existing Conditions

Districts

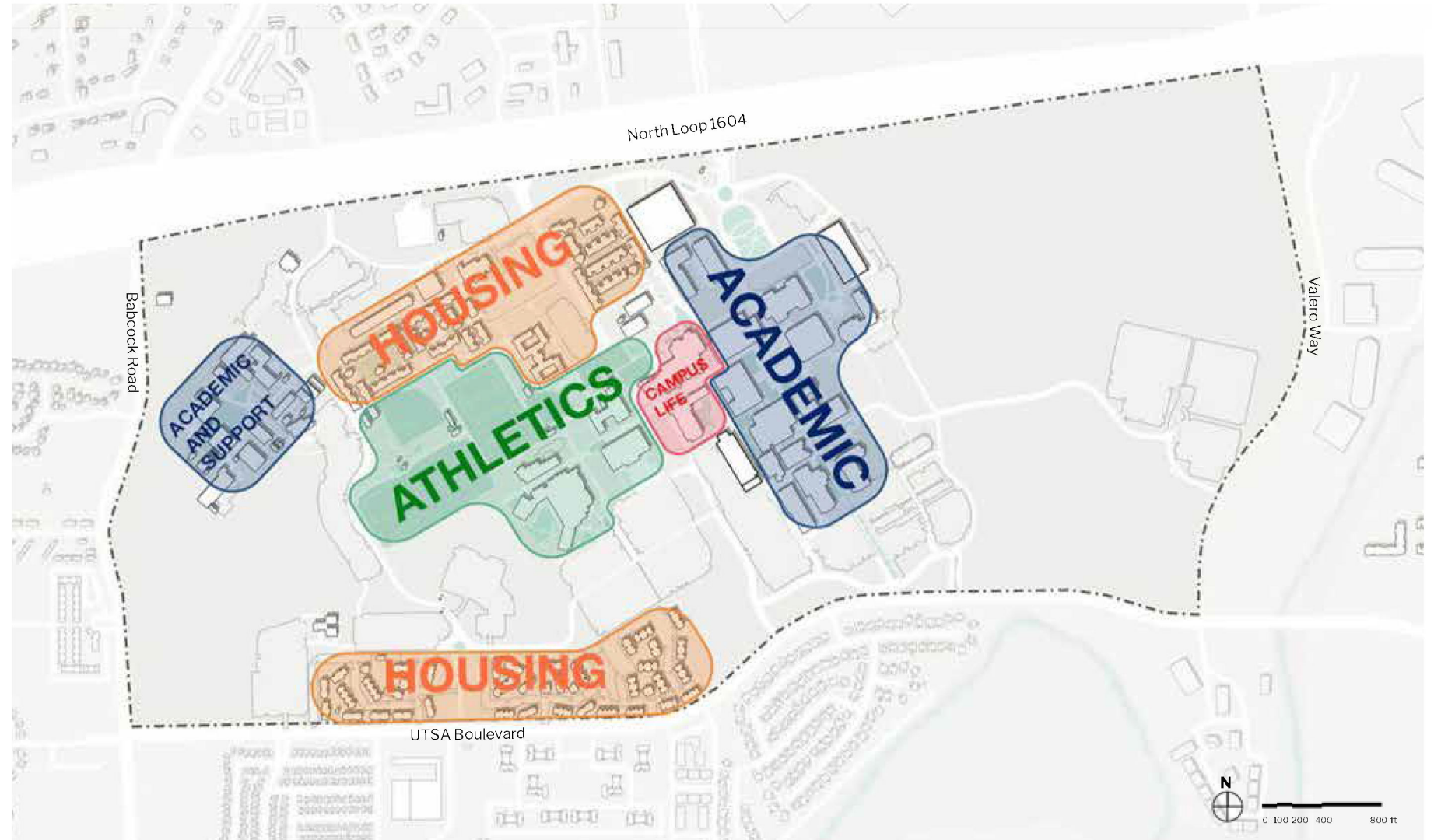
The heart of the campus is the Sombrilla, a large shaded plaza, surrounded by a ring of academic and administrative facilities. This campus core was designed by Ford, Powell & Carson and Bartlett Cocke on the campus high ground in a dense urban form. The campus is raised on a plinth with a service tunnel extending north-south through the center of campus. Paseos run in a grid pattern through the campus to provide pedestrian promenades and a framework for building development.



Sombrilla Plaza during Fiesta

----- Campus boundary

Figure 3.2 Existing Main Campus Districts



3.1 Existing Conditions

Environmental Considerations

In 2012, U.S. Fish and Wildlife designated 286 acres in the northeast corner of campus as critical habitat for endangered karst invertebrates, limiting potential development there without further study and mitigation. Geologic features related to the karst formations marking the Edwards Aquifer recharge zone are found throughout the area. Potential prehistoric cultural sites dating from the Paleoindian and later periods are found in multiple areas of campus.

Figure 3.3 Existing Main Campus Environmental Considerations



3.1 Existing Conditions

Hydrology

A majority of the campus sits within the Edwards Aquifer recharge zone. Vegetative filter strips and water quality basins have been created in multiple areas of campus to assist with infiltration. Drainageways bound either side of the developed area of campus, both filtering into Leon Creek south of the site. Additionally, a central drainage feature works through the middle of campus to collect runoff from buildings and surface parking lots.

Figure 3.4 Existing Main Campus and Park West Campus Hydrology



3.1 Existing Conditions

The Paseo del Sur and Paseo del Norte have been developed as extensions of the academic and research core. The Paseo Principal transitions down from the plinth level at the Sombrilla to grade, reaching west toward a second student life hub with student services, athletics, and recreational facilities. Feedback from the campus community indicates this area around Student Union is not considered to be a second heart of campus, in part because of a lack of available outdoor space.

Student housing generally does not connect directly to the paseos. Two main neighborhoods of student housing—University Oaks to the south and several residence halls to the north—flank the campus. University Oaks is disconnected from the rest of campus by surface parking, while the areas to the north have variable amounts of connectivity but are linked to the campus core by a network of walkways.

The Main Campus also features two geographically-named outgrowths, reflecting their separation from the main body of campus. The developed area of the Western Reserve is comprised of a collection of physical plant uses and small, specialized facilities. East Campus, east

of Bauerle Road, is primarily undeveloped open space with remote surface parking located in the southeast quadrant of the campus. Both East Campus and the Western Reserve include ephemeral streams with associated floodplains, tributaries to Leon Creek.

Park West Campus, which is not connected directly to the Main Campus but close enough to serve as a 125-acre annex, houses soccer and track and field athletics facilities. Through an agreement with the City of San Antonio, the existing development may be augmented. The majority of the property is undeveloped land, including most of the North Loop 1604 frontage.

2018 Main Campus and Park West Campus Aerial



3.1 Existing Conditions

Primary Building Use

As with much else at the Main Campus, buildings in the campus core can be separated into three distinct phases: the original campus buildings around and near the Sombrilla, buildings constructed just outside this original inner ring, and a third band edging towards the campus limits on the north, south, and well into the western part of campus.



Sombrilla

- Academic
- Athletic/Recreational
- Student housing
- Student services/Admin
- Service facility
- Parking garage
- Campus boundary

Figure 3.5 Existing Main Campus Primary Building Use



3.1 Existing Conditions

Building conditions vary. Facilities of the first generation, except for those which have been recently renovated, are generally reaching the point where uses and needs have changed sufficiently to require substantial updates. Some, such as the Convocation Center, have life safety and conditions challenges which may mean that replacement is more cost effective than repair and expansion to meet current needs. More recent buildings are generally in good condition and serve their uses well.

Existing UTSA Main Campus Buildings



North Paseo Building



Student Union



H-E-B Student Union



Bauerle Road Garage



Main Building

3.1 Existing Conditions

Open Space

The original design of the campus was conceptualized as a series of hardscape plazas and paved paseos connecting buildings; this assembly was carved into a natural landscape of live oaks and South Texas plains scrub, with the Sombrilla at the high point.



Paseo Principal

- Surface parking
- Courtyard/Lawn area
- Tree canopy
- Plaza/Path
- Athletics/Recreation field
- Campus boundary

Figure 3.6 Existing Main Campus Landscape Types



3.1 Existing Conditions

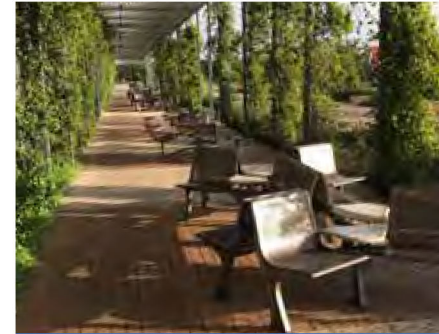
As the campus grew, landscape was replaced by parking lots, then buildings, as the edges of campus pushed further into its natural borders. As evidenced through feedback from students, staff, and faculty, the campus is now perceived as hard-edged, and the open spaces within the interior of campus largely reflect this. Some limited green areas still touch the edges of the campus core, most notably immediately south of the John Peace Library at Frost Plaza and around the Convocation Center, but they are not well integrated into the campus open space and paseo system and therefore do not encourage use.

To the east of Bauerle Road, the land is undeveloped. This area is disconnected from the activities of the campus, separated by the roadway and lack of access. Development constraints may limit its use for future buildings, but it offers a potential opportunity for recreational and educational access to this natural area immediately adjacent to the developed parts of campus. Similarly, the western edge of campus is lined by a floodplain which limits development but could serve active and passive recreation purposes.

Existing Main Campus Open Spaces



Paseo Del Sur



Trellis outside of the North Paseo Building



Frost Plaza



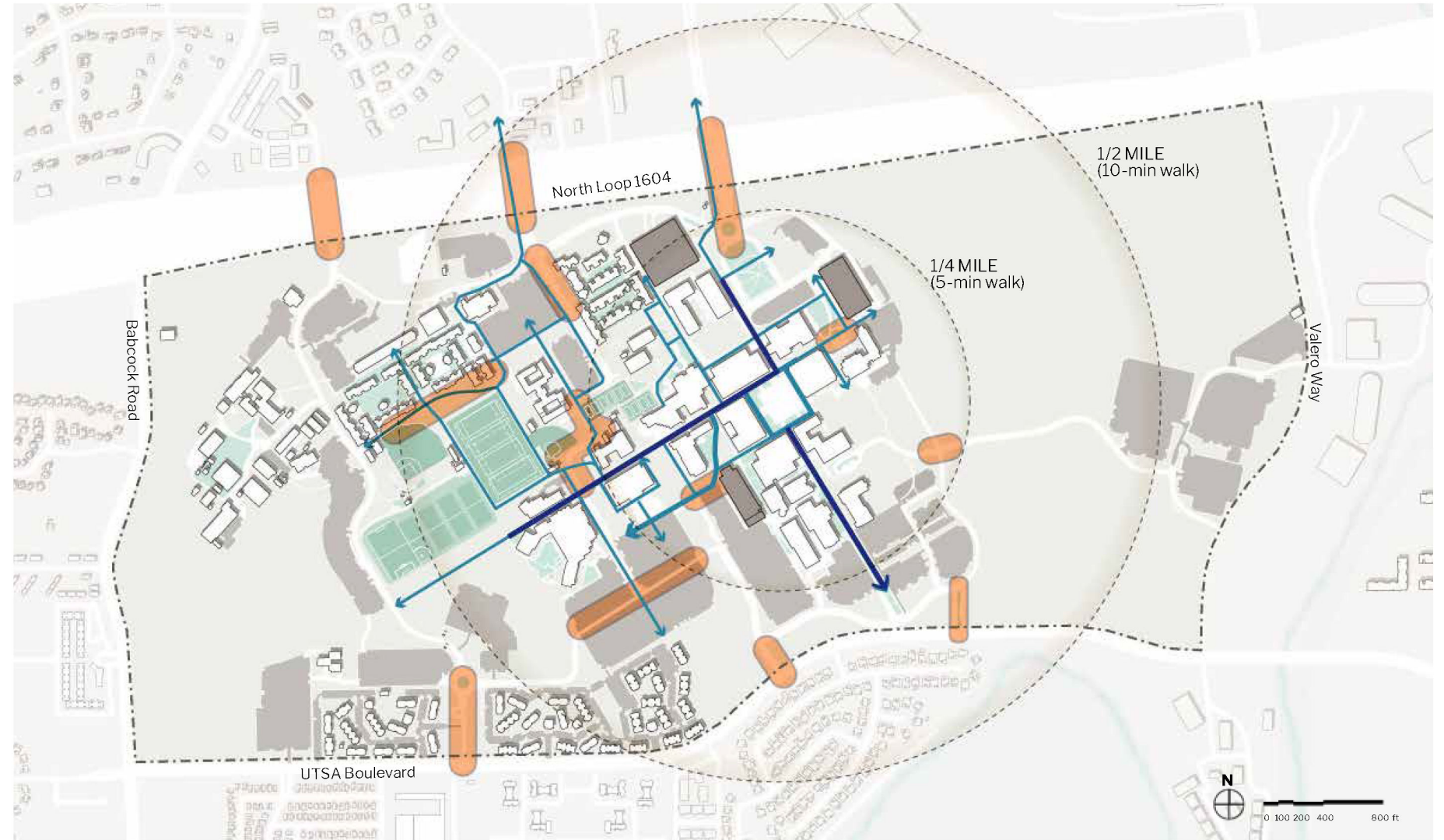
Paseo Principal near the Student Union

3.1 Existing Conditions

Pedestrian Network

The campus is ringed by an incomplete campus loop, some of which is embedded within busy parking lots. On-campus vehicular circulation has historically been a challenge; initial planning concepts established patterns of movement which were not augmented as the campus grew, creating a number of vehicular/pedestrian conflicts which have only been intensified by growing bicycle and scooter usage that must share space with other modes.

Figure 3.7 Existing Main Campus Pedestrian Network



3.1 Existing Conditions

Transit Network

Transit services and connections have grown in conjunction with near-campus housing developments. Shuttle and bus stops generally are located at the perimeter of campus, with the exception of an internal campus shuttle circulator. Several VIA Metropolitan Transit routes run adjacent to, or stop within, the campus such as routes 93 (south to University Park & Ride, Crossroads Park & Ride, and VIA Centro Plaza); 101 (Primo route to the Medical Center Transit Center); 603 (east on North Loop 1604, then south on I-10 to the Medical Center Transit Center); 605 (along Babcock Road, west to residential and commercial areas along North Loop 1604); and 660 (west on North Loop 1604 to Westover Hills and Northwest Vista College). VIA route 94 runs between the Main Campus and Downtown Campus, with additional stops at La Cantera, University Park & Ride, and Crossroads Park & Ride.

Beginning in the Fall 2019 semester, UTSA and VIA began providing free ridership to anyone with a valid UTSA ID (student, faculty, staff). This is intended to encourage multi-modal transit and reduce the future demand for on-site parking.

Figure 3.8 Existing Main Campus Transit Network



3.1 Existing Conditions

Vehicular Network

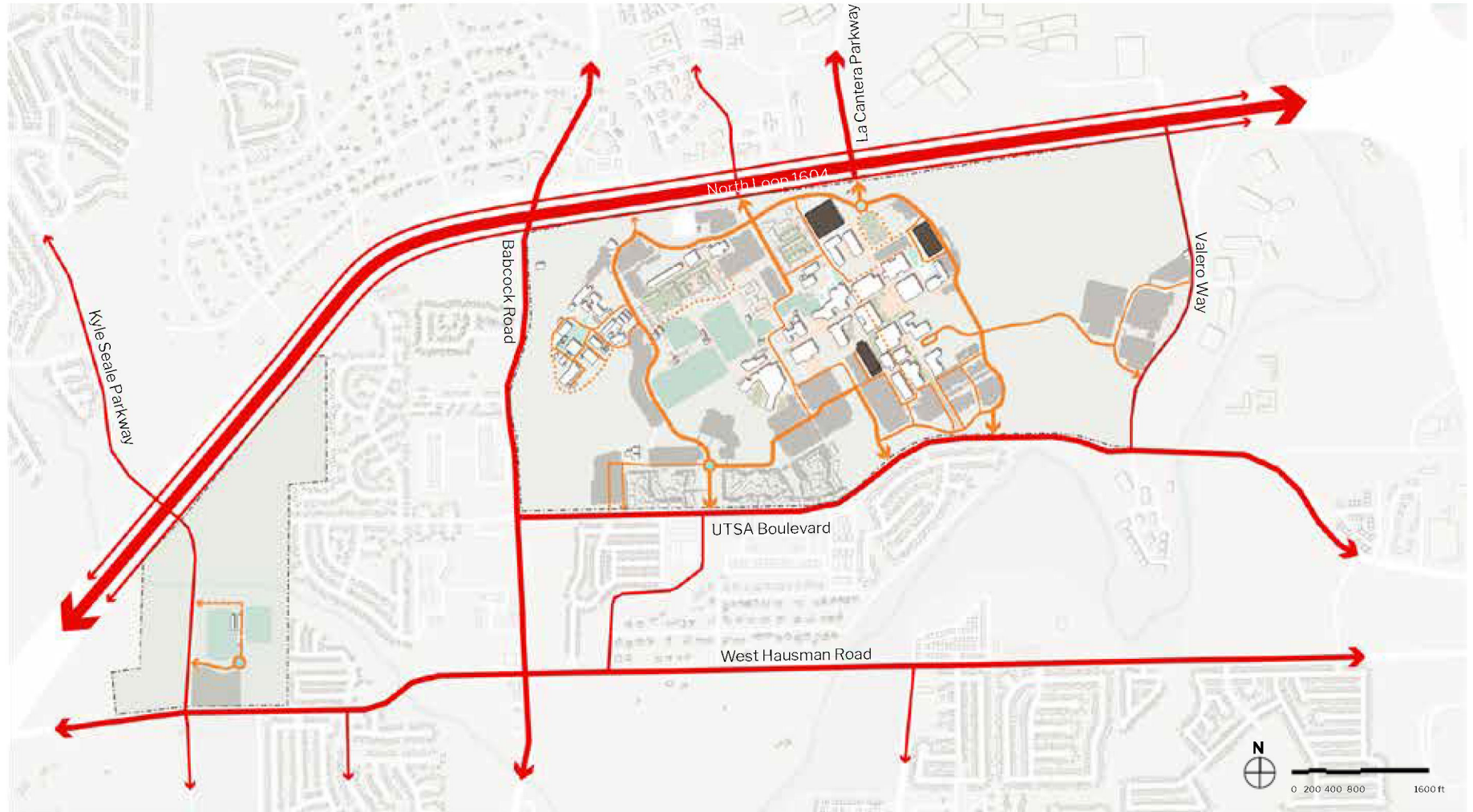
The Main Campus has multiple entrances on both the north (North Loop 1604) and south (UTSA Boulevard) sides, as well as one connection to Valero Way on the east. While the number of campus entrances is appropriate to the size of the campus, the internal roadway network does not support necessary movement well, meaning that delays and lines of waiting vehicles are common, particularly on the eastern side of campus, where most destinations are located.

The perceived main entrance to campus is at John Peace Boulevard, which connects directly to Peace Circle, with views across UTSA Oval into the campus. While the configuration of this entrance befits a major campus entrance visually, it is not ideal for non-vehicular modes of transportation and is not a welcoming pedestrian entrance. Campus entries, in general, do not currently provide strong visual or wayfinding impact.

To see further analysis of existing transportation conditions at the Main Campus, please see Appendix C: Transportation Analysis.

- Highway
- Arterial/Collector road
- Primary campus street
- Secondary campus street
- Campus service drive
- Parking structure
- Surface parking
- Campus boundary

Figure 3.9 Existing Main Campus Vehicular Network



3.1 Existing Conditions

Parking

Parking on the Main Campus is primarily composed of surface parking lots, many of which are in close proximity to the academic and research core. While this provides convenient locations, it also creates significant congestion and hazard in areas where the lots are co-mingled with loop road circulation and significant pedestrian movement.

In recent years, new surface parking lots have been built on the eastern edge of campus, near Valero Way. These lots provide a remote alternative to the more central lots, but require shuttle service or a long walk into the academic and research core.

The campus is serviced by three structured parking garages. The Tobin Avenue Garage and Bauerle Road Garage are situated on the north side of campus, near the main entrance from North Loop 1604. The Ximenes Avenue Garage is nestled on the south side of the academic and research core and requires drivers to circulate through adjacent surface lots to access the entrance.

Figure 3.10 Existing Main Campus Parking



3.2 Planning Principles

Five planning principles emerged through the comprehensive stakeholder outreach process. These principles, which reflect the values of the campus community and vision for the Main Campus within its larger context, were used to guide campus planning decisions and evaluate trade-offs.

Principle #1

Support a robust research enterprise through interdisciplinary collaboration and partnership opportunities

The Main Campus will need to accommodate significant additional square footage to meet research goals and population growth. Providing opportunities for industry or organization partners to develop facilities on campus can provide mutually beneficial resources and programs that are valuable to UTSA's research and academic mission. Co-locating complementary and synergistic uses such as academic programs, housing, student support, and partner facilities will allow for a more efficient use of shared space as well as increased interaction and collaboration. These shared gathering spaces can be both indoor and outdoor to create active nodes throughout campus.

Principle #2

Increase access to open space and celebrate the campus natural context

The Main Campus sits within a unique natural context that has not yet been embraced by the campus core. Stakeholder feedback suggests that the campus and larger communities overwhelmingly feel there is not adequate accessible open space throughout the campus. Establishing a system of networked landscapes, varying from natural to formal, will help to create a more accessible and comfortable campus experience. These open spaces should be linked together with a robust pedestrian network in the form of the paseos. Open spaces and buildings should be planned in concert to ensure that they complement each other's uses and level of activity.

Principle #3

Promote a pedestrian-oriented and compact campus core

UTSA already has a defined academic and research core, and future development should build onto this in a compact way to allow for effective pedestrian connectivity between academic and research uses. This will require buildings to be constructed a bit taller and, in some cases, closer together to prevent sprawl. Discouraging private vehicles within the core and expanding the paseo network will promote a safe, efficient, and pleasant pedestrian environment and improve navigability.

Principle #4

Encourage mixed-use and develop diverse housing options

Districts within the Main Campus are currently primarily single-use and well-defined. As the campus develops, new development areas may begin to blend the edges and distribute shared active spaces such as food service and other social gathering uses throughout the campus at key nodes. These nodes will form the hearts of distinct, yet cohesive districts and be located along key pedestrian corridors and at significant confluences of active uses.

Principle #5

Pursue revenue development opportunities

The projected enrollment and program growth at the Main Campus will require new methods of delivering quality projects to accommodate the associated campus demand. To support the other four planning principles and to accommodate the institutional needs for academic, research, student life, and support functions, the university will pursue revenue development opportunities by engaging strategic partners that align with the mission and vision of the institution to promote institutional vitality and fulfill the vision of the campus master plan.

3.3 Program

Space Needs

The Main Campus is projected to require 3.3 million square feet of space to support student growth in addition to UTSA’s larger academic and research aspirations.

Per the space analysis, described in Appendix B: Space Needs Assessment, Main Campus is currently experiencing a deficit in every category, especially instructional space. As a public institution, UTSA is not alone in having a space deficit in this resource-constrained economic climate. However, UTSA is experiencing a higher deficit than many other Texas institutions per THECB projections. This aligns with what students, faculty, and staff shared during the stakeholder outreach. Maximizing utilization through space optimization and scheduling would increase the efficiency of current space to better serve the existing population without requiring a significant amount of additional building.

To serve enrollment growth and a much more robust research enterprise in the future, significant development will need to occur on the Main Campus. The projected net new space need shows a range of projected need. On the low end, this projection does not account for the university making up the existing space shortfall but only accommodating future growth. On the high end, this projection assumes that the campus makes up the existing shortfall as well as future growth.

Table 3.12 Main Campus Existing Facilities Space and Current Estimated Shortfall

Space Type	Current (ASF)	Estimated Current Shortfall (ASF)*
Instruction	439,183	627,300
Research	230,992	4,900
Office	530,776	207,900
Library	131,348	148,700
Support	60,838	156,400
Auxiliary**	431,150	131,000
Total***	1,824,287	1,276,200

- * Less currently underway Large-Scale Testing Laboratory and Science and Engineering Building
- ** Includes food service, child care, lounge, retail, recreation, student meeting space, clinic, and additional support space
- *** Does not include athletics facilities or housing. Please see Appendix A: Athletics Master Plan for more information on the athletics space needs assessment.

Table 3.13 Main Campus Projected Future Net New Space Need

Space Type	Projected Future Net New Space Need (ASF)	Projected Future Net New Space Need (GSF)*
Instruction	649,100	998,600
Research	698,500	1,074,600
Office	246,700	379,600
Library	160,800	247,400
Support	225,300	346,600
Auxiliary**	160,000	246,300
Total***	2,140,400	3,293,000

- * Less currently underway Large-Scale Testing Laboratory and Science and Engineering Building.
- ** Includes food service, child care, lounge, retail, recreation, student meeting space, clinic, and additional support space.
- *** Does not include athletics facilities or housing. Please see Appendix A: Athletics Master Plan for more information on the athletics space needs assessment.

3.3 Program

Housing

The Main Campus will soon have nearly 4,500 on-campus beds, including the 372 beds provided in Guadalupe Hall, which is currently under construction.

Table 3.14 Current On-Campus Housing Bed Count

On-Campus Housing	Approximate Number of Beds
Guadalupe Hall (underway)	372
Alvarez Hall	618
Laurel Village	678
Chaparral Village	1,002
Chisholm Hall*	500
University Oaks*	1,312
Total	4,482

*Operated by a private entity

In addition to the on-campus housing, there are hundreds of privately-owned and operated apartment beds within a short distance of the Main Campus. These apartment complexes are primarily developed to serve UTSA students, supplementing the on-campus options.

The future housing program for the Main Campus will be dependent on market demand, but the master plan has identified space for over 10,000 total beds on campus. This amount of housing would nearly double the existing housing stock and create the potential for more diverse housing options that could serve a wider variety of students.

3.4 Planning Framework

Figure 3.15 Main Campus and Park West Campus Illustrative Plan



The UTSA Main Campus master plan provides a framework for growth, building on the original design vision set forth by Ford, Powell & Carson and Bartlett Cocke. The plan supports the university’s aspiration to be a robust research and teaching enterprise with the facilities to support an active, innovative, and collaborative community. Pillars of the plan include sustainable development principles, increased access to open space, and a more multi-modal mobility network.

- 1. Sombrilla Plaza
- 2. Paseo Principal
- 3. Tricentennial Innovation Park
- 4. Paseo Verde
- 5. Future Arena
- 6. Potential Partnership Sites
- 7. Roadrunner Village
- 8. Performing Arts Center

3.4 Planning Framework

Framework Design Vision

The path and open space system will form the primary development framework for the Main Campus.

Extending the existing paseo network throughout the campus allows for improved pedestrian connectivity and organizes future development sites. Augmenting the central open space provided by the beloved Sombrilla plaza, the paseo network extension allows for generously-sized active open spaces as the campus expands. The primary new open space element will be the Paseo Verde, a 24-acre open space that will provide circulation, water management, and a variety of landscape types within the heart of campus.

The east and west sides of the campus will remain mostly undeveloped in reserve due to their hydrological, ecological, and research value. Along the southern edge of campus, significant mixed-use housing opportunities will be possible to house more students on campus. At the southeast corner of the Main Campus, the Tricentennial Innovation Park will allow strategic partner organizations and industries into the campus, where the university and its partners can share facilities and benefit from one another's work.

Figure 3.16 Main Campus Conceptual Framework



- Primary paseo
- Secondary paseo
- Plaza/open space
- Reserve area

3.4 Planning Framework

Proposed Accommodation

Academic, Research, and Administrative Space

New academic, research, and administrative space will be clustered near the current campus center. Existing academic buildings are already within a reasonable walking distance from each other, so new facilities should be densely developed to retain this connectivity. New building heights will vary from three to five stories to maintain a compact academic and research core with growth. Some infill opportunities exist, but most new academic, research, and administrative development opportunities require westward expansion to sites that are currently surface parking or athletics uses which will be replaced elsewhere on campus.

Figure 3.17 Proposed Main Campus Primary Building Use



- Existing- Athletics/ Recreation
- Existing- Academic/ Research/ Admin
- Existing- Student housing
- Existing- Support
- Existing- Parking garage
- New- Academic/ Research/ Admin
- New- Student housing/ Mixed-use
- New- Tricentennial Innovation Park partners
- New- Athletics/ Recreation
- New- Support
- New- Parking garage

3.4 Planning Framework

Shared Community Space

Shared uses such as food service, small-scale convenience retail, recreation, and student community spaces will be distributed throughout the campus as it grows. These types of uses will typically be integrated into the ground floors of academic, research, and housing buildings along key pedestrian corridors and active hubs.

Housing

The master plan framework accommodates up to 10,000 total beds on campus. Most new housing capacity is located along UTSA Boulevard within Roadrunner Village, a future mixed-use development south of the existing academic and research core, and on land currently occupied by University Oaks housing. University Oaks is presently owned and operated by a private entity, but the university will regain control of the site in the future. If UTSA chooses to redevelop the site, densities can be increased to accommodate roughly twice as many beds within the same land area. Housing sites have also been identified within the Tricentennial Innovation Park and near future athletics facilities.

Table 3.18 Master Plan New Housing Accommodation

	Total Bed Capacity
Roadrunner Village	3,000
University Oaks Replacement*	2,400
Tricentennial Innovation Park	1,000
Athletics District Housing	900

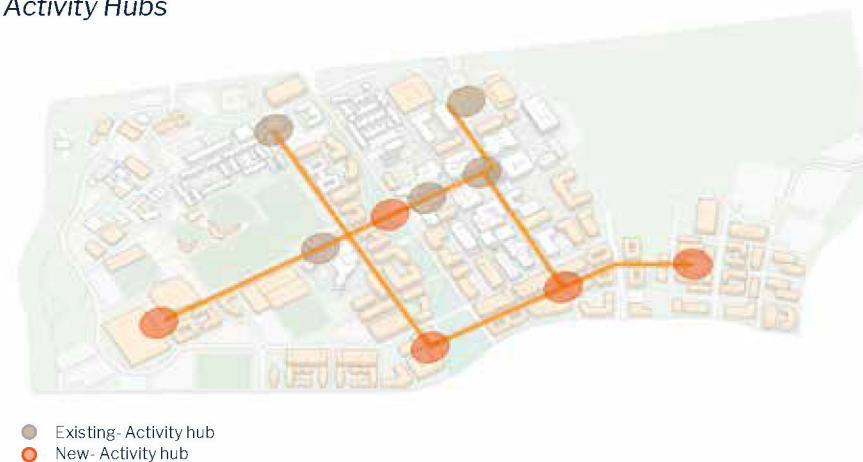
*University Oaks currently accommodates 1,312 beds, so this replacement results in approximately 1,100 net new on-campus beds which results in approximately 1,300 net new on-campus beds on this site.

Athletics

Athletics uses will be consolidated west of the existing recreation fields and organized through extensions of the paseo network. Co-locating athletics facilities in this area allows for expansion and increased space efficiency through shared uses. The Roadrunner Athletics Center of Excellence will be the first new athletics facility. It will be located along the extended Paseo Principal next to the Recreation Wellness Center. Phase 1 is currently in design and a future phase 2 will complete this facility to provide a shared resource hub for multiple athletics programs. Baseball facilities will be renovated in place adjacent to new softball facilities and a shared softball and baseball team building. Tennis facilities will be

relocated and include additional indoor and outdoor courts. A new arena near the terminus of the extended Paseo Principal will replace the existing Convocation Center and will hold basketball and volleyball games as well as other events. A zone has also been identified for future athletics facilities at the far southwestern corner to accommodate needs beyond the timeframe of this master plan. See Appendix A: Athletics Master Plan for further detail on athletics facilities.

Figure 3.19 Main Campus Proposed Activity Hubs



3.4 Planning Framework

Specialty Facilities

Several specific facility needs have been identified and sited through the master planning process:

- **Tricentennial Innovation Park:**
Locating strategic industry and organization partners on campus offers mutual benefits such as the potential for collaboration, shared facilities, and strengthened programmatic links. The Tricentennial Innovation Park will accommodate these uses with close proximity to the university's academic and research activities, while being physically integrated with the future Roadrunner Village mixed-used development. Students, faculty, and partners will benefit from this co-location within a blended district.
- **Performing Arts Center:**
Through the stakeholder engagement and programming process, the need for a performing arts center was identified. This facility could serve both academic needs for the arts as well as be a high-quality performance venue open to the community. The Performing Arts Center will be located near the UTSA Oval, visible from the North 1604 Loop and main northern entrance. In addition to ease of access, this location allows the Performing Arts Center to frame a key campus gateway with impactful and welcoming architecture.
- **New Child Development Center:**
The existing Child Development Center has been described through the stakeholder engagement and programming process as too small for the current UTSA population. With growth, a new child care facility will be needed, especially as the athletics area grows and displaces the current building. The new Child Development Center will be located in the northwest corner of the campus, which will be removed enough from the congestion and activity of the campus core while still being easily accessible for families for pick-up and drop-off.
- **Living Laboratory and Pavilion:**
UTSA faculty have been actively involved in promoting habitat and environmental education opportunities associated with the creek ecosystem in the Western Reserve. To support and further this work, permanent facilities should be constructed for university research and as a community resource. These include a pavilion along the floodplain and a living laboratory. These facilities will be sited in the northwestern corner of campus, accessible from the future loop road extension.