



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

THIS IS A PROPOSED DRAFT SUBJECT TO COMMUNITY INPUT, LEGAL AND ADMINISTRATIVE REVIEW AND WILL BE REPLACED BY THE FINAL PLAN ADOPTED BY THE CITY COUNCIL.

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1 Introduction

Process and Timeline

The process of developing the Brooks Area Regional Center Plan was approximately 24~~25~~-months, from project chartering to City Council adoption. Staff from the Planning Department worked with a wide range of community members that included neighborhood associations, business and property owners, employers, educational and cultural institutions, partner organizations, and City departments to create a realistic and implementable plan for this important southside Regional Center, for San Antonio, and for the larger metropolitan area.

[See **Figure 1: Plan Location Map** (page ~~80~~82) and **Figure 2: Study Area Map** (page ~~81~~83)]

Phase 1: Project Chartering

April - June 2017:

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

Phase 2: Analysis and Visioning

June - September 2017:

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

Phase 3: Plan Framework

September 2017 - ~~January~~October 2018:

The third phase of the project focused on working with the community and stakeholders to establish the Plan Framework. The Framework includes land use and urban form, identification and planning for catalytic sites, infrastructure and utilities planning, mobility and connectivity for all modes, public realm and placemaking, and place types.

Phase 4: Recommendation and Implementation Strategies

~~January—October 2018~~November 2018 - February 2019:

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

Phase 5: Documentation and Adoption

November 2018 - May 2019:

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

Stakeholders

The Brooks Area Regional Center planning process incorporated over 100 engagement activities such as interviews, intercepts and focus groups with stakeholders from the following groups:

- Alamo Area Council of Governments (AACOG)
- Alamo Area Metropolitan Planning Organization (AAMPO)
- American Association of Retired Persons (AARP)
- Bexar County
- Brooks City Base Tax Increment Reinvestment Zone (TIRZ) Board of Directors
- Brooks Development Authority
- Calumet Specialty Products
- Chick-Fil-A
- City Council District 3
- City of San Antonio Aviation Department
- City of San Antonio Center City Development and Operations
- City of San Antonio Department of Arts and Culture
- City of San Antonio Development Services Department
- City of San Antonio Economic Development Department
- City of San Antonio Fire Department, Station #3529
- City of San Antonio Neighborhood and Housing Services Department
- City of San Antonio Transportation and Capital Improvements Department
- City of San Antonio Metropolitan Health District
- City of San Antonio Office of Historic Preservation
- City of San Antonio Office of Innovation
- City of San Antonio Office of Sustainability
- City of San Antonio Parks and Recreation
- City of San Antonio Police Department
- City of San Antonio World Heritage Office
- DisabilitySA
- Discount Tire
- East Central Independent School District
- EcoDistricts
- HEB
- Heritage Oaks
- Highland Forest Neighborhood Association
- Highland Hills Neighborhood Association
- Holy Name Catholic School

- Hot Wells Conservancy
- Hot Wells Mission Reach Neighborhood Association
- Joint Commission on Elderly Affairs
- Kennedy Apartments
- Lifschutz Companies
- Los Vecinos de Las Misiones
- Met Health Environmental Health & Safety
- Mission Kayak
- Mission Solar
- National Park Service
- NRP Group
- Pape-Dawson
- Parents as Partners
- Pecan Valley Neighborhood Association
- Pre-K for SA
- San Antonio Independent School District
- Successfully Again and Living in San Antonio (SALSA) – San Antonio Area Foundation
- San Antonio Food Bank
- San Antonio Public Library
- San Antonio State Hospital
- San Antonio River Authority (SARA)
- San Antonio Water System (SAWS)
- South Central Alliance of Neighborhoods (SCAN)
- Southeast Community Outreach for Older People
- South Central Good Neighborhood Crime Watch Group
- Southside First Economic Development Council
- South Side Lions Senior Center
- University of Incarnate Word (UIW)
- U.S. Department of Veterans Affairs
- VIA Metropolitan Transit
- Southside Chamber of Commerce
- Woodbridge at Monte Viejo

The Planning Team

- Andrew Aguiano
 - South San Antonio Chamber of Commerce
- Kathy Jo Almendez
 - Mission Trail Baptist Hospital
- Joanie Barborak
 - Bond Initiative
- Linda Cavazos
 - East Central Independent School District
- Belinda Gonzalez
 - Pre-K 4 SA
- Officer Sgt. Curtis Walker/ Officer Carlos Guillen

- San Antonio Police Department - South
- Yvette Hernandez
 - SATX Social Ride / Monte Viejo
- Dr. Mary Hogan
 - University of Incarnate Word School of Osteopathic Medicine
- Nicole Hoyt
 - Southeast Community Outreach for Older People
- Captain Wes Jendrusch
 - San Antonio Fire Department
- Kyle Knickerbocker
 - San Antonio River Authority
- Michelle Krupa
 - Monte Viejo Neighborhood
- Ken Kuwamura
 - Hot Wells Conservancy
- James Lifschutz
 - Lifschutz Companies
- Marques Mitchell
 - Brooks Development Authority
- Pamela Morganroth
 - Highland Forest Neighborhood Association
- Katie Otten
 - Hot Wells Resident
- Jesse Pacheco
 - South Central Alliance of Neighborhoods
- Patti Rangel
 - San Antonio State Hospital
- Dolores Rios
 - Parents as Partners
- Angela Saenz
 - Heritage Oaks at Brooks
- Frank Salinas, Jr.
 - Calumet Specialty Products Partners, LLP
- Alfred Segura, Jr.
 - New Frontiers Public Schools
- Jennifer Tiller
 - Holy Name Catholic School
- Liz Trainor
 - Highland Hills Neighborhood Association
- ~~Christina Vina~~ [Christine Viña, AIA](#)
 - VIA Metropolitan Transit
- Anthony Willis
 - Mission Solar
- Jay Renkens
 - Principal-in-Charge, MIG
- Ellie Fiore

- Project Manager, MIG
- Jana Punelli
 - Project Manager – City of San Antonio
- Kimberly Collins
 - Former Project Manager – City of San Antonio

The Selection Process

Each of the SA Tomorrow sub-area plans was developed with regular input and participation from local residents, business owners, property owners, institutional representatives, and other key partners and stakeholders. In addition, a formal Planning Team was created for each sub-area that provided more frequent, in-depth, and consistent advice and guidance throughout the planning process. The composition of the Planning Team for each area is drawn from the representatives and stakeholders described above, and varies depending on the existing uses, assets, challenges and opportunities associated with each area.

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2 Existing Conditions

A History of the Brooks Area

The Brooks [Area](#) is a trail-blazing, pioneering community; the area lays claim to a pedigree of such projects throughout history which have influenced its creation from the Paleolithic era, to the Spanish colonial missions to early flight schools to aerospace medicine.

Just like a true pioneer, the Brooks ~~area~~-[Area](#) is resilient, adaptive, and has persevered through adversity; turning times of crisis into times of opportunity such as redeveloping the closed Brooks Air Force Base into the vibrant Brooks community for which the planning area is named.

Family, history, and the environment are all deeply respected in the innovative spirit of the area; rejecting the status quo and motivated by those that came before them, the Brooks ~~area~~-[Area](#) honors their history by discovering new ways to enhance and improve the community holistically.

In this way the Brooks ~~area~~-[Area](#) continues to be cutting edge and forward-thinking; placing emphasis on collaborative strategies which benefit the environment, health and wellbeing, education and overall quality of life for the future.

[See **Exhibit 1: Existing Conditions Atlas** (following page 105)]

Assets

Many of the assets in the Brooks Area tend to fall in to one of two categories: brand-new, tangible developments and amenities provided a combination of tangible and intangible or , legacy assets such as well-established natural, recreational, cultural, and historical resources, many of which are co-dependent or mutually influential to one another. Educational and environmental resources are heavily prioritized and respected in the area.

Challenges

The Southside, including the Brooks Area Regional Center, has experienced less recent investment than other parts of the ~~City~~[city](#). There have ~~s~~-been historically constrained land use opportunities in this area due to past military activities and some projects that could have had better outcomes for the community. There are a disproportionately high number of negative socio-economic determinants of health in this planning area. For example, there is a lack of safe, walkable neighborhoods and poor access to parks and other natural amenities. Flooding and drainage are also major issues on many fronts. There is also a desire to support housing that is affordable for those who work in the Brooks Area without further concentrating subsidized housing projects in the area.

Opportunities

While the Brooks Area has historically seen less development than other parts of the city, this has left room for new growth on undeveloped land and around some historic resources. A balance will need to be found between protecting these resources while allowing for the area to revitalize.

Additionally, of note, the area has a strong collective identity not present in all other parts of the city; the community should build upon this Southside identity to form a community network of resources which in turn builds the entire community's capacity. The Brooks [Area](#) ~~planning area~~ contains a large variety of public and private, state and local organizations resulting in prime opportunities for

partnerships. Collective strategic collaboration on shared issues (such as sustainability/resilience/ health and wellness/education) could create a larger, and otherwise, unrealized beneficial impact.

Sub-Area Plans and Existing Neighborhood and Community Plans

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

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3 Vision and Goals

What is a Vision Statement?

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

The Brooks Area Regional Center Vision and Goals were developed with input from residents and community stakeholders through an iterative process of developing and refining these concepts. During preliminary community engagement efforts, community members articulated important values and identified the Brooks Area's assets, challenges, and opportunities. This community input became the basis for the Brooks Area Vision and Goals which were refined with feedback from the Planning Team and participants at the second Community Meeting.

Establishing the Vision and Goals

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

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

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

Results from the exercises and surveys are available in the website Documents Library and as an appendix to the Plan. In some cases, results have been summarized. Throughout the process, complete raw results from exercises have been posted on the plan webpage.

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

Exercise 1: Draft Assets, Challenges, and Opportunities

An initial Planning Team kick-off meeting was held ~~on June 28th, 2017~~ at San Antonio College, Nursing & Allied Health Complex. At the kick off meeting, the Planning Team discussed assets, challenges, and opportunities in the Brooks Area as well as strategies for outreach efforts. Results of Exercise 1 were posted to the website's Documents Library. This information helped inform draft plan vision elements, priorities & goals.

Exercise 2: Draft Vision Elements

The second Planning Team meeting was held ~~on July 31st, 2017~~ at the Embassy Suites Hotel in the Brooks Area. Planning Team members started to develop a vision and goals for the Brooks Area Regional Center through an exercise in which the group was presented with a large wall map of the Brooks Area and asked to identify and discuss areas experiencing change, areas with opportunity for positive change, and areas to protect. These preliminary areas of opportunity led into a discussion on how to ensure that growth aligns with SA Tomorrow's vision and guiding principles and how those Comprehensive Plan themes can be applied to the Brooks Area.

The Planning Team also broke into small groups to work on a visioning exercise for the Brooks Area. Planning Team members were asked to brainstorm their vision for the future of the area and to complete the sentence "Brooks is...". Following these group discussions, the large group reconvened for reports from each group. Highlights of these visions were recorded on the large wallgraphic.

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

Exercise 3: Develop Area Vision and Goals

The first Brooks Area Community Meeting was held ~~August 24th, 2017~~ at the Kennedy Apartments. Spanish interpreters were available. One of the objectives of this meeting was to develop a draft vision and goals for the Brooks Area Regional Center. Community members participated in several facilitated small group exercises. The vision and goals exercise asked community members to write a statement describing how they envision the future of the Brooks Area. Facilitators encouraged community members to think about elements such as housing, connectivity, mobility, parks and open space, shops, restaurants, employment and other amenities. Small group members identified common themes and words amongst the group's individual vision statements. From these common themes, each group completed a summary of their ideas which was then read aloud by one spokesperson from each group to the entire audience. All group summary images can be seen [here](#). Results of Exercise 3 were posted to the plan website. These results directly informed the draft vision and goals statement.

Exercise 4: Review Draft Vision and Goals

During Planning Team Meeting #3, Planning Team members were presented with a summary of the community feedback received to date which formed the basis of the draft vision statement. The initial draft vision statement and goals were presented for discussion and comments. Each Planning Team member was asked to take home printed paper versions) in order to make specific edits and additional comments. Results of Exercise 4 were discussed at the Planning Team Meeting #4 and incorporated into the revised draft vision and goals statement. Results were included in the meeting summary posted to the plan website. These results further refined the Brooks Area's vision and goals statements for the draft plan.

Exercise 5: Review and Confirm Draft Vision and Goals

During Planning Team meeting #4 ~~on October 26th, 2017~~, there was a recap on the changes made to the vision and goals to date and the revised vision and goals were reviewed for approval by the Planning Team. Planning Team members were made aware that this revised draft version of the vision and goals would be presented to the public for input during this phase. The revised draft vision and goals were presented, and feedback was gathered from various area stakeholders' meetings including registered neighborhood association meetings, business group functions and non-profit fundraisers. Planning Team

members reviewed resulting vision statement changes based on public feedback from these events. Two alternative draft vision statements were created and put to a vote to both the Planning Team members and the public. Results of Exercise 5 were posted to the plan website here. These results further informed refinement of the Brooks Area vision and goals statements for the draft plan.

Exercise 6: Finalize Draft Vision and Goals

A public community meeting was held ~~and on Saturday, November 18th, 2017. Participants~~ [participants](#) were asked to comment and vote for their preferred draft Brooks Area vision and goals statement. The exercise asked participants to use colored markers to highlight (or add comments) words or statements of interest to them: Green= Like, Blue = Add, Red = Dislike. Results of Exercise 6 were posted to the plan website via the Community Meeting #2 Summary. These results finalized refinement of the Brooks Area vision and goals statements for the draft plan unless further public input is received requesting additional changes.

Vision

In 2040, the Brooks Area Regional Center is a friendly, prosperous, healthy, engaged, and educated family. The Brooks Area is strong and supportive; pulling together not only in times of crisis but celebrating wins — big and small.

Its evolution will be a leading example of how innovation, equity, quality growth, and environmentally-responsible practices paired with the inherent traits of the South-eastside, no longer born of necessity but a continued community identity—pride, hard work, perseverance, tolerance, gratitude and a desire to be of service to one another, will have phenomenal positive impacts.

The Brooks Area Regional Center cultivates positive and authentic human experiences and seeks to improve both day-to-day living in conjunction with the long-term quality-of-life for the community.

Goals

Goal 1: Belonging, Bonding & Balance

- Cultivate the tangible and intangible culture and history of the Brooks Area, enabling traditions and culture to be resilient over time.
- Provide an inclusive, welcoming, friendly, and safe atmosphere.
- Ensure a balance of owner-occupied housing options as well as quality rental options for all members of the community.
- Support a healthy and desirable community, social and dining options which provide opportunity for meaningful interactions, and strengthen the cohesive Brooks Area identity; welcoming, pioneering, innovative and resilient.

Goal 2: Attachment, Access, Authenticity & Accountability

- Build in impactful and equitable ways to encourage authentic attachment between people and places.
- Support innovative ~~multi-modal~~ [multimodal](#) transit options that provide access for all ages and abilities.
- Support a high-quality digital/technology network providing equitable opportunities for attachment, connectivity, and access.

- Support creative solutions that lead to real change and improved outcomes; begin to “bend the curve,” “move the needle” or “shift the indexes” towards positive socio-economic change.
- Support an innovative atmosphere where failure is a stepping stone towards eventual success.
- Provide access to places for communal ‘attaching and belonging’ and ‘learning and doing’ at unique, community social gathering places with universal design elements.

Goal 3: Reinvestment, Retention & Responsibility

- Incentivize high-paying, socially, environmentally, and fiscally responsible employers who reinvest in the Brooks Area community and its spirit of innovation.
- Incentivize equitable education, housing, and economic opportunities that re-invest in and build the community’s prosperity while being socially and environmentally responsible.
- Honor the history of innovation and technology by supporting incubators, start-ups, and local business.
- Retain and invest in innovation and creativity to dissuade migration of talent, youth, and economic resources to other geographies.
- Support programs which benefit maternal and early childhood investments, investments in teachers and schools, and build family financial stability to address age, race, and education disparities.

Goal 4: Competence, Collaboration & Collective Resilience

- Advance equitable health outcomes by increasing access to affordable healthcare and local fresh foods, remediating environmental concerns, and strengthening public safety.
- Ensure people, animals, trees, water, soil, and air co-exist in a healthy, safe, and productive system using the most innovative tools and best practices available.
- Support, protect, integrate, and ensure access to natural systems and environmental processes.

Goal 5: Prioritize Parks, Public Health & Preservation of Green

- Preserve and encourage green spaces and reduce impervious surfaces.
- Create more and safe, multi-generational public parks and organized programming in recreational spaces.
- Ensure convenient, equitable access to and distribution of parks and open spaces.
- Improve physical and mental wellbeing by providing places for play, respite, and relaxation and for healing and rehabilitation.
- Enhance and create trails and greenways that act as connections while also providing direct community health, social, and environmental benefits.

4 Plan Framework

Establishing the Plan Framework and Recommendations

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

The Brooks Area Regional Center Plan Framework was developed through a combination of technical analysis and community input. The Framework illustrates and outlines the overall long-term vision for the Brooks Area Regional Center, including areas where new development will be focused, key mobility improvements, opportunities for more parks and open space, and other “big moves” that will shape the future of the area.

At the beginning of the planning process, the project team developed an in-depth study and analysis of the Brooks Area Regional Center to understand the history and development of the area as well as existing conditions. The Planning Team shared their input regarding area assets, opportunities, and challenges to develop a more nuanced understanding of the Regional Center and the community’s values and priorities. City staff also conducted additional stakeholder and public outreach to capture input from a broad range of Brooks Area residents. Through a series of facilitated work sessions and interactive exercises, the Planning Team provided input and direction that is reflected in the Plan Framework.

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

Plan Framework

The Planning Team met for their third meeting on September 13th to develop key plan concepts such as focus areas, ~~mixed~~-mixed-use corridors, parks, open space, and recreation, trails, priority transit routes, priority bicycle routes, and priority streetscape improvements. Meeting attendees split into groups to create their own framework diagrams which were then synthesized by City ~~Staff~~ staff to create the base for the plan framework diagram.

At the first community meeting, community members participated in small group exercise to map strengths, weaknesses, opportunities, and threats which were described verbally and then symbolized on a map. This feedback was also incorporated into the framework diagrams.

At Planning Team Meeting #6, the Planning Team discussed several catalytic sites which also became part of the plan framework diagram. The catalytic sites were chosen from the Focus Areas identified at previous meetings.

Focus Areas

At Planning Team Meeting #3 held on September 13th, 2017, the Planning Team completed an exercise to identify areas within the Brooks Area that they would like to see improvements, additional parks, plazas, corridors, and streetscape improvements among other items. These elements were drawn on

trace paper over transportation and amenity maps. The Planning Team members worked in small groups to complete and present these maps.

The Planning Team identified multiple areas and streets in need of improvements. These were then mapped on the plan framework diagram.

At Planning Team #4 on October 26th, 2017, the Planning Team further refined the focus areas. For the selected focus areas, the Planning Team identified purpose, future character, appropriate building heights and areas of transition. This exercise was also completed at Community Meeting #2 on November 18th, 2017.

Mobility

Mobility was discussed at Planning Team #3 as part of drafting the plan framework. A variety of transportation options were considered when planning for the Brooks Area. Trails, transit routes, bicycle routes, streetscape improvements, pedestrian safety, and traffic congestion were discussed in order to create a layered multimodal transportation network.

At Community Meeting #2, participants were asked to complete two activities to help City Staff staff prioritize different routes for different types of transit, and to see what type of street features are desired by the community.

Major corridors were identified on the mobility framework diagram. Participants then voted using stickers with bus, car, and bicycle icons to symbolize what mode of travel they thought needed to be prioritized on each street. The other activity featured two major thoroughfares in the area. Participants then chose elements such as bike lanes, turn lanes, and medians to design streets for their preferred modes of transportation.

Amenities and Infrastructure

The Planning Team discussed amenities and infrastructure on February 21st, 2018 at Planning Team Meeting #7. Meeting participants were first briefed by city City staff on what elements make up a complete neighborhood such as active recreation opportunities, natural features, social spaces, and stormwater management, among other things.

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

Land Use

The Planning Team met for Meeting #6 on February 5th, 2018 to discuss future land use. The meeting began with an overview of the proposed land use classifications to be used throughout San Antonio, the methodology behind the draft maps, and then a presentation of the draft land use map created by city City staff. The topic of future land use was discussed again at Planning Team Meeting # 7 on February 21st.

On March 23rd, the Planning Team met to review the most recent land use map and discuss proposed changes from City Staff staff. By the end of the meeting, attendees had come to a consensus on changes to the future land use map.

At Community Meeting #3, the draft land use map was displayed to the public for comment. Participants were invited to fill out comment cards about the proposed recommendations, strategies, and any additional comments they had about the land use map.

Housing

On January 4th, 2018, the Planning Team met for Meeting #5 to discuss preliminary housing concepts and strategies. During a robust discussion, Planning Team members explored key issues and potential strategies such as affordability, opportunity, safety, sustainability, and quality of life. Notes from the discussion were recorded on flip charts.

At Meeting #8 on April 12th, 2018, the Planning Team revisited housing with a stronger focus on strategies. Planning Team members were asked to review the proposed recommendations and then provide suggestions on how to strengthen the recommendations and identify strategies and partnerships to help implement the recommendations.

Economic Development

On January 4th, 2018, the Planning Team met for Meeting #5 to discuss preliminary economic development policies and implementation. Planning Team members explored key issues and potential strategies such as key industries, tourism, small businesses, and education. The notes from this discussion were recorded on flip charts for future reference.

Plan Framework Overview

[See **Figure 3: Plan Framework Map** (page [8284](#))]

The Plan Framework map identifies and shows the interrelatedness of key physical concepts and strategies in the plan. These include priority focus areas for (re)development; recommended pedestrian, bicycle, and street improvements; parks and open space recommendations; and priority areas to encourage mixed-use corridors. These recommended physical improvements and investments are complemented by other supportive plan strategies related to housing; economic development; infrastructure; and neighborhood priorities.

The Brooks Area Regional Center focuses growth and new development in appropriate areas, while ensuring protection of established single-family neighborhoods, sensitive lands, and natural features. Gateway treatments along South Presa Street and at the intersection of Goliad Road and SE Military Drive will announce and celebrate the entry to the creeks, greenways and mixed-use centers throughout the area. The largely rural character of the southernmost parts of the plan area will be preserved.

Mobility improvements focus on enhancing east-west connectivity, including improved access to the San Antonio River and Salado Creek. Improved pedestrian and bicycle infrastructure are key priorities for existing and new neighborhoods, especially around community destinations such as schools, parks, libraries, and community and senior centers. Key corridors will be improved to create pedestrian-friendly environments for residents and businesses as well as increase safety and comfort for all. Greenways that follow and extend from existing creeks will connect open spaces, parks, and community destinations and create opportunities for environmental protection and environmentally-sensitive development.

Land Use

Future Land Use

[See **Figure 4: Future Land Use Map** (page [8385](#))]

The Brooks Area Regional Center land use plan supports the SA Tomorrow Comprehensive Plan, Multimodal Transportation Plan and Sustainability Plan, draws on recommendations from the SA Corridors Strategic Framework Plan and implements the Vision, Goals, and Plan Framework for the Brooks Area. The land use plan supports stability in existing neighborhoods, enhancement of mixed-use corridors and destinations within the Regional Center, preservation of both agricultural/floodplain and employment uses, and development patterns sensitive to natural and open space assets such as the San Antonio River and Salado Creek. Generally speaking, as directed by the goals and policies of the adopted SA Tomorrow plans, the land use plan encourages growth and increased density at various scales in mixed-use centers and focus areas and along key transit and community corridors.

The following sections describe the general land use patterns of the Brooks Area Regional Center. Recommendations for implementing the land use plan follow, and the full catalogue of land use categories (including descriptions and allowable zoning districts) adopted in the Unified Development Code (UDC) [are also included](#). ~~are found at the bottom of the page.~~

Neighborhood Areas

Neighborhood Areas in the Brooks Area Regional Center consists of older established neighborhoods like Highland Hills, Highland Park, and the Hot Wells area, as well as the more recent development of Woodbridge at Monte Viejo. These areas are generally stable, quiet areas limited to residential uses except where bordered by a major cross street or corridor. The land use plan designates these areas as either Low Density Residential or Urban Low Density Residential and intends that these areas generally retain their current character in the future, with any added density coming primarily in the form of Accessory Dwelling Units (ADUs) or “missing middle” housing such as duplexes, triplexes, quadplexes, and bungalow courts as appropriate and as allowed by zoning. In Low Density Residential areas commercial uses are not allowed except along adjacent corridors as noted above. The Urban Low Density [Residential](#) designation in Woodbridge at Monte Viejo and in the area around Hot Wells reflects the current pattern of smaller lot sizes and, where appropriate would allow small, neighborhood serving businesses embedded in the residential areas. Small pockets of Medium Density Residential are generally designated where apartments currently exist.

Mixed-Use Centers and Corridors

In contrast to preserving the character of lower density residential neighborhoods, the land use plan encourages more dense and intense land uses in appropriate areas including mixed-use centers, designated focus areas and primary corridors. Each mixed-use area should have different qualities, design, and intensity based on surrounding uses, the type of the roadways in the area, and the amount of available land. The land use plan accounts for this by utilizing three different mixed-use categories, each of which encourages a different mix of allowable uses, density, and intensity, promoting developments that best serve the needs of, and complement, the surrounding areas. Mixed-use areas can also support appropriate transitions to adjacent neighborhoods while spurring local economic vitality. Mixed-use areas in the Brooks Area Regional Center include those at a neighborhood, an urban, and a regional scale. All mixed-use areas prioritize pedestrian and bicycle access, and the creation of

great public spaces. Mixed-use areas are also intended to support various levels of transit service based on density and expected level of activity.

Neighborhood Mixed-Use

Neighborhood Mixed-Use is designated primarily along sections of [E-East Southcross Boulevard](#), between the McCreless Market area and Pecan Valley Drive. These mixed-use areas are anticipated to have smaller buildings and a lower level of activity, amenities, and transit service that serves the immediately adjacent neighborhoods.

Urban Mixed-Use

Urban ~~Center~~ Mixed-Use is designated on several key corridors and intersections, including Goliad Road, [S-South](#) New Braunfels Avenue, and sections adjacent to I-37 and [SE-Southeast](#) Military Drive near the intersection of those two roadways. Mixed-use is encouraged along these corridors (in contrast to purely commercial uses) to support VIA’s transit investments and to create more vibrant areas with a variety of active uses throughout the day. This intermediate mixed-use category is also designated for focus areas and potential redevelopment sites like the Fair Avenue/ McCreless Commercial Center, and areas around the perimeter of the State Hospital that offer significant opportunities for development and provision of new housing types and amenities for the area.

Regional Mixed-Use

Finally, portions of the Brooks campus and portions of the area between Goliad Road and I-37 are designated as Regional Mixed-Use. These focus areas are intended to be centers with the highest intensity of uses and activity, serving not just nearby neighborhoods, but the entire region. The University of Incarnate Word - School of Osteopathic Medicine, Mission Trail Baptist Hospital, DPT, Mission Solar energy, and others attest to the employment potential of the Brooks campus. Recent and planned residential developments are beginning to increase the number of residents in the area as well, creating a more cohesive community, and supporting a greater variety of shopping, recreational, and transit amenities and services. Collectively, this growth is transforming [the Brooks campus](#) into an “18-hour” place with near constant activity throughout the day.

Commercial Areas

There is a considerable amount of variability among the commercial areas of the Brooks Area Regional Center, ranging from big-box shopping centers along [SE-Southeast](#) Military Drive to older commercial corridors, such as Goliad Road, with smaller, family-owned businesses that have been in operation for generations. Many of these commercial areas are intended to evolve into mixed-use areas as described above, in order to create more vibrant corridors and small-scale centers connection the neighborhoods of the Brooks Area. However, a few areas are designated for purely commercial uses, including existing and potential big-box shopping areas adjacent to Brooks campus across [SE-Southeast](#) Military Drive and Goliad Road, as well as a small area of commercial surrounding the Hot Wells [Boulevard](#) interchange of I-37.

Employment Areas

While designated mixed-use and commercial areas will support a variety of businesses and employment opportunities, several areas have been identified in the Brooks Area Regional Center as especially important for employment-generating uses. The southeastern section of the Brooks campus is designated with both Heavy Industrial and Business/Innovation Mixed-Use categories to reflect existing manufacturing businesses as well as to preserve land uses that can support future large scale employers

interested in locating in the area. A Business/Innovation Mixed-Use employment area is also envisioned for a large area south of Loop 410 and east of I-37. Continued job capture remains part of the Brooks campus mission and is vital to achieving the employment goals for the Brooks Area Regional Center.

Incremental plan amendments and ~~rezonings~~[rezoning](#) that allow residential encroachment into these areas are discouraged.

The area between ~~S~~[South](#) Presa Street and Old Corpus Christi Road south of ~~SE~~[Southeast](#) Military [Drive](#) is designated as Employment/Flex Mixed-Use, recognizing the potential of the area for small- to mid-scale businesses including light service industrial uses, creative work spaces, cottage industrial and fabrication uses, and others. Adaptive reuse of vacant or underutilized structures and [Live/live](#)/work opportunities are encouraged in Employment/Flex Mixed-Use areas.

Agricultural and Open Space Areas

Agricultural uses in the Brooks Area Regional Center are designated primarily in the southeast part of the area, on the north and south sides of Loop 410. These areas also overlap with FEMA 100-year Floodplain designations for Salado Creek and Rosillo Creek. Because of proximity to these two important creeks, future land use in these areas plays an especially important role for stormwater management, flood control, and protecting the health of the creeks and their associated ecosystems. Any proposed changes to land use in these areas must avoid filling [in](#) or other modifications to the floodplain.

Land Use Recommendations

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

Land Use Recommendation #1: Prioritize City-initiated ~~rezonings~~[rezoning](#) for single-family residential areas that are currently over zoned.

The primary function of designating future land use is to guide and inform zoning practices. The future land use plan intends that zoning decisions made by the City align with the community's vision, as expressed in the SA Tomorrow Comprehensive Plan and this Brooks Area Regional Center Plan. Once the future land use plan is adopted, the City should rezone properties where current zoning districts do not align with those allowed under the new land use category designations.

Due, in many cases to past zoning code conversions, there exist pockets of parcels for which zoning was never updated to reflect the actual build out of the community. This misalignment of zoning and land use is of particular concern in stable, built out residential neighborhood areas when parcels are still zoned to more intense multi-family (MF) or even industrial districts. Where the Brooks Area Regional Center land use plan designates Low Density Residential and Urban Low Density Residential uses, the Planning Department will conduct an analysis to identify parcels currently zoned to districts that are not allowed in those categories. Planning Department staff will then work with property owners and the community to rezone these parcels in a manner consistent with the lower density residential uses indicated by the plan.

Land Use Recommendation #2: Use City-initiated large area ~~rezonings~~rezoning in mixed-use focus areas and corridors to support implementation of designated new land uses, support catalytic development, and encourage transit-supportive development near future VIA stations.

Mixed-use centers and corridors have not been envisioned as priorities in most of the previous adopted land use plans that overlap with the Brooks Area Regional Center. Consequently, the zoning of many parcels in the designated mixed-use areas of this plan will not align with these desired land uses. Successfully implementing the Brooks Area Regional Center Plan requires that the Planning Department lead City-initiated ~~rezonings~~rezoning of targeted parcels in these areas to encourage development that is consistent with the principles of SA Tomorrow and the community’s vision for change in the Brooks Area. Rezoning parcels in mixed-use centers and corridors will not only ensure such successful development, but will also contribute to creating appropriate transitions between more intense development areas and existing stable neighborhoods.

Finally, as development at this scale can take many years to come to fruition, the Planning Department should continue working with the Development Services Department to monitor requested land use plan amendments in designated mixed-use areas, and work with applicants to mitigate negative impacts on the desired urban form expressed in the Brooks Area Regional Center Plan.

Land Use Recommendation #3: Evaluate, and update as needed, zoning and development regulations that impede implementation of Brooks Area Regional Center Plan land uses and desired urban form.

Implementing the Brooks Area Regional Center land use plan will require a coordinated approach to updating multiple sections of the Unified Development Code (UDC) including zoning districts tailored to new mixed-use land uses, potential adjustments to tree preservation, stormwater, green infrastructure, and parking ordinances, and recalibration of and prioritization for development incentives.

New mixed-use and transit-oriented zoning districts should be developed and adopted into the Unified Development Code as additional tools to support the City-initiated mixed-use center and corridor ~~rezonings~~rezoning proposed in Land Use Recommendation #2. The new transit-oriented and mixed-use zoning districts should encourage vertical mixed-use development, with public-facing commercial activity on ground floors, and offices and/or residences above. Automobile-oriented uses and site designs should be discouraged or prohibited in these zoning categories.

In addition to updated zoning and land use regulations, a variety of other UDC regulations contribute to or detract from efforts to build developments, design streets, and create public spaces as envisioned in the SA Tomorrow plans and the Brooks Area Regional Center Plan. Tree preservation requirements, stormwater management regulations, and green infrastructure guidelines all impact site and street design decisions. The Planning Department should work with other relevant City departments and community and private stakeholders to evaluate positive and negative impacts on desired development patterns and recommend updates that preserve the intent of these regulations while mitigating unintended consequences of lower density, automobile-centric development. Such updates may be targeted to the ~~City’s~~city’s regional centers, focus areas and catalytic sites identified in SA Tomorrow Sub-Area plans, or identified priority transit corridors and station areas.

The continued prevalence of large surface parking lots in many parts of the city, including the Brooks Area, detracts from efforts to create more ~~of~~the compact, walkable places called for by the SA Tomorrow plans and specifically identified as focus areas and key corridors in the Brooks Area Regional Center Plan. These lots can create unfriendly and uncomfortable environments for pedestrians, contribute to storm water runoff and water quality concerns, and aggravate heat island impacts. Off-

street parking regulations and ratios, and possible shared parking incentives should be evaluated and updated to facilitate development and street design that reflects urban design and climate adaptation goals of the City. Reduced parking ratios, shared parking programs, and the ability to “unbundle” parking from housing and commercial rents can also decrease costs for developers and contribute to more affordable housing options. Adjusted parking regulations, ratios, and incentives should be targeted to, or calibrated for greatest impact in the [City’s-city’s](#) Regional Centers, along key corridors, and in transit station areas where non-automobile travel options may be more readily available.

Development incentives such as the [City of San Antonio Fee Waiver Program](#) and CCHIP help to encourage desired development types in parts of the City where it might not otherwise occur. Both programs were revised in late 2018 [to address housing needs in regional centers](#). As these programs are updated every two years by State mandate, target area recalibration should consider SA Tomorrow Sub-Area focus areas, corridor revitalization areas, and VIA Primo and Rapid Transit station areas to encourage desired density, mix of uses, and urban design.

Land Use Recommendation #4: The Planning Department should continue to work with the Brooks Development Authority and developers of the State Hospital Focus Area to provide land use and zoning designations that facilitate the growth, vitality, and economic prosperity.

The Brooks campus and the parcels of land that the State Hospital has already, or might in the future, dispose of, are the largest (re)development opportunities in the Brooks Area Regional Center, and represent significant opportunities to capture the population and employment growth anticipated for the area. As these larger development sites evolve, the Planning Department will continue to work with these entities to facilitate land use and zoning requests that support the overall vision of the Regional Center Plan and the community’s vision for these important focus areas. As the Brooks Development ~~authority~~ [Authority](#) continues to evolve its land use plan to implement its mission to both attract employment anchors as well as build a thriving community, adjustments may be needed to allow a more fine grained approach to land use and zoning across the campus. The Planning Department will facilitate future changes to land use and zoning for these two focus areas.

Future Land Use Categories

As described above, the Brooks 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 Brooks Area Regional Center community. Listed below is the full list of land use categories adopted by City Council into the Unified Development Code (UDC), Chapter 35, on October 11, 2018. Each category listed includes a description, general guidance on where the land use designation is most appropriate, and a list of allowable zoning districts.

Residential Estate

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

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

Low Density Residential

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

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

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

Urban Low Density Residential

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

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

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

Medium Density Residential

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

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

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

High Density Residential

High Density Residential includes low-rise to mid-rise buildings with four (4) or more dwelling units in each. High density residential provides for compact development including apartments, condominiums, and assisted living facilities. This form of development is typically located along or near major arterials or collectors. High density multi-family uses should be located in close proximity to transit facilities. Certain nonresidential uses, including, but not limited to schools, places of worship, and parks are

appropriate within these areas and should be centrally located to provide easy accessibility. This classification may be used as a transitional buffer between lower density residential uses and nonresidential uses. High density residential uses should be located in a manner that does not route traffic through lower-density residential uses. Permitted zoning districts: RM-4, MF-25, MF-33, MF-40, MF-50, MF-65, MH, MHC, and MHP.

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

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

Neighborhood Commercial

Neighborhood Commercial includes smaller intensity commercial uses such as small-scale retail or offices, professional services, and convenience retail and services that are intended to support the adjacent residential uses. Neighborhood commercial uses should be located within walking distance of neighborhood residential areas. Special consideration should be given to pedestrian and bicycle facilities that connect neighborhoods to commercial nodes. Permitted zoning districts: O-1, NC, and C-1.

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

Community Commercial

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

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

Regional Commercial

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

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

Neighborhood Mixed-Use

Neighborhood Mixed-Use contains a mix of residential, commercial, and institutional uses at a neighborhood scale. Within mixed-use buildings, residential units located above first floor are encouraged. Typical first floor uses include, but are not limited to, small office spaces, professional services, and small scale retail establishments and restaurants. The mix of uses may be vertically or horizontally distributed, and there is no requirement that a single building contain more than one use. Live/work housing options are permissible in Neighborhood Mixed-Use area to ensure access to housing options and services within close proximity for the local workforce. Where practical, buildings are situated close to the public right-of-way, and parking is located behind buildings. Parking requirements may be minimized using a variety of creative methods, such as shared or cooperative parking agreements, to maximize land available for housing and community services. Pedestrian spaces are encouraged to include lighting and signage, and streetscaping should be scaled for pedestrians, cyclists, and vehicles. Properties classified as Neighborhood Mixed-Use should be located in close proximity to transit facilities. Permitted zoning districts: RM-4, RM-5, RM-6, MF-18, O-1, NC, C-1, MH, MHC, MHP, FBZD, AE-1, and AE-2.

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

Urban Mixed-Use

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

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

Regional Mixed-Use

Regional ~~Mixed-Mixed~~ Use contains residential, commercial, and institutional uses at high densities. Regional Mixed-Use developments are typically located within regional centers and in close proximity to transit facilities, where mid-rise to high-rise buildings would be appropriate. Typical lower floor uses

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

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

Employment/Flex Mixed-Use

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

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

Business/Innovation Mixed-Use

Business/Innovation Mixed-Use accommodates industrial uses with office, commercial, and residential uses, all within a cohesive setting, on a larger scale and within larger footprints than the Employment/Flex Mixed-Use category. Industrial arts workshops, high tech fabrication, processing and assembly, and other industrial uses are permitted, in addition to commercial uses. Vocational training, technological learning centers, medical campuses, and research/development institutions are also appropriate for these spaces. Additional environmental performance standards should be employed for properties designated as Business/Innovation Mixed-Use, such as hours of activity, loading, noise levels and lighting, to ensure that the intensity of the industrially oriented uses is comparable to that of the other non-residential uses. The mix of uses may be either vertically or horizontally distributed.

Live/work housing options are permissible in Business/Innovation ~~Mixed-Mixed-Use~~ areas to ensure access to housing options and services within close proximity of business innovation areas for the local workforce. Business/Innovation ~~mixed-use~~ Mixed-Use should incorporate transit and bicycle facilities to serve the training and employment base. Permitted zoning districts: RM-4, MF-18, MF-25, O-1.5, O-2, C-2, C-3, L, I-1, MI-1, BP, AE-1, AE-2, AE-3, and AE-4.

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

Light Industrial

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

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

Heavy Industrial

Heavy Industrial includes heavy manufacturing, processing and fabricating businesses. Heavy industrial uses shall be concentrated at arterials, expressways, and railroad lines. This category is not compatible with neighborhood-scaled categories or those that permit residential zoning. Heavy Industrial should be separated from non-industrial uses by an allowable land use or a significant buffer. Examples of heavy industrial uses include auto manufacturing, battery manufacturing, and petro chemical bulk storage. Permitted zoning districts: I-1, I-2, MI-1, MI-2, QD, and SGD.

Agricultural

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

Parks/Open Space

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

City/State/Federal Government

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

Focus Areas

[See **Figure 5: Focus Areas Framework Map** (page [8486](#))]

The focus areas were identified by the community and project team as those most suited for growth and change in the Brooks Area Regional Center. While each is unique, they all present opportunities to take advantage of their strategic location within the [City-city](#) and within the Regional Center and to accommodate growth while furthering the SA Tomorrow goals of creating compact walkable places where San Antonio residents can live, work and play.

The planning process for the Brooks Area Regional Center carefully considered the entire plan area to identify those areas that should be preserved and protected (such as long-established single-family residential neighborhoods) as well as areas that had constraints, such as steep slopes and flood risks, that were less suitable for new development. This analysis allowed the community and project team to identify the focus areas as those best suited to evolve and to accommodate the projected growth in the Brooks Area.

The Brooks Area Regional Center includes many large sites that are undeveloped or have the capacity to be redeveloped over time in a manner that uses land, infrastructure and resources more efficiently. Most notably, the San Antonio State Hospital and Brooks [campus](#) are very large sites that are already experiencing change and welcoming new land uses to the Brooks Area.

Each focus area, regardless of its size, is strategically located near major transportation routes and existing community amenities and has the potential for new development, including infill and redevelopment opportunities.

Focus Area #1: Fair Avenue/McCreless Commercial Center

The Fair Avenue/McCreless Commercial Center is located at the northernmost border of the Brooks Area Regional Center. It is an established destination for many residents of the Brooks Area for meeting day-to-day needs such as grocery shopping and banking, as well as entertainment including cinema and dining. It includes some office and other community uses including a library. The area is currently characterized by low-density, auto-oriented development with abundant surface parking.

Vision

The vision for the Fair Avenue/McCreless Commercial Center is to build on the success of this commercial destination to bring additional dining, entertainment and retail options to local residents alongside community amenities and services. Residential units should be incorporated in mixed-use development, particularly where the focus area borders existing single-family neighborhoods.

The Fair Avenue/McCreless [Commercial Center](#) focus area will be intensified through development and redevelopment that “infills” parking lots and other under-utilized spaces. Buildings will range from two to four stories and will be oriented towards adjacent streets with parking on the interior of the site and/or behind buildings whenever possible. Streetscape and mobility improvements will allow residents to more easily and safely access this area without a vehicle. Additional landscaping and greenways will “soften” the feeling of this focus area and fewer parking lots will create opportunities for improved stormwater treatment.

Focus Area #2: Goliad Corridor

Goliad Road parallels I-37 and provides local neighborhoods access to commercial services. It traverses the Highland Hills neighborhood, with some single-family residential abutting the commercial corridor. Near [E-East](#) Southcross, it becomes primarily commercial in nature and is characterized by low-density, auto-oriented commercial uses and abundant parking. Institutions such as schools and churches are common along Goliad Road.

The condition of sidewalks and other pedestrian amenities is generally inconsistent and poor. Street trees and lighting are very limited and bus stops are very minimal, often lacking seating and shelter.

Vision

The vision for Goliad Road north of [SE-Southeast](#) Military [Drive](#) is for a mixed-use corridor that is human-scaled, pedestrian-friendly, comfortable, safe, and visually pleasing. Land uses along the road will include single-family residential in the Highland Hills neighborhood with a mix of single- and multi-family residential and a diverse range of commercial uses south of Southcross.

Buildings will range from one to four stories, with height greatest at key nodes and major intersections. Height will step down to provide transitions to lower-density areas including [single-family residential uses](#). Buildings will be oriented to the street, generally with parking behind them. The corridor will have a vibrant streetscape that allows safe and comfortable pedestrian mobility and access to businesses, offices, and other destinations. It will include traffic-calming measures as well as street trees, lighting, crosswalks, and other infrastructure to create a pleasant pedestrian-scaled environment. Small parks and plazas will create gathering places for residents and visitors and soften the urban environment.

Focus Area #3: San Antonio State Hospital

The San Antonio State Hospital (SASH) site has uses scattered across a large, open campus. Currently, it is home to an active mental health residential treatment facility, the Texas Center for Infectious Diseases, and the Supportive Living Center. The site includes a creek, cemetery, and pond.

Many parcels along South Presa Street and South New Braunfels Avenue have been sold by the state for development, including a senior housing development. Most of the site remains undeveloped open space.

Vision

The vision for the SASH site is for a mix of protected open space and parks alongside institutional, commercial and residential uses. The hospital itself is slated for redevelopment and will continue to operate indefinitely, but with a smaller footprint. New uses will preserve an adequate buffer around the hospital itself to ensure privacy and safety for patients and other residents.

The site will include both passive and active recreation sites, including protected areas adjacent to State Hospital (Asylum) Creek and the pond. A park may be created that can serve as a bird and butterfly sanctuary or other low-impact recreation use that protects natural resources and habitat. Heritage pecan trees will be preserved and protected.

The area parallel to the creek will be re-envisioned as a trail or greenway that enhances bicycle and pedestrian mobility through the site as well as connections to the Mission Reach of the San Antonio River Trail. Trail-oriented development will showcase the creek as a unique natural feature while protecting it with development setbacks. Mixed-use sites will provide a mix of housing types, including mid-density products such as attached townhomes and clustered cottages that provide opportunities

for moderate-income households, including first-time homebuyers. Commercial and civic uses will front Asylum Creek as well as South Presa Street and South New Braunfels Avenue. Opportunities for improved internal circulation and east-west mobility will be maximized.

Focus Area #4: Brooks (City Base)

Brooks is a dynamic, mixed-use campus that is evolving into a residential and employment destination on the Southside. Recent development and job growth at Brooks, overseen by the Brooks Development Authority, is transforming the area through new development alongside the renovation and re-use of existing structures.

Its 1,300 acres include a broad range of land uses and activities. It is home to the University of the Incarnate Word (UIW) Medical School, multiple charter schools and Mission Trail Baptist Hospital. Residential opportunities include higher-density, 3 to 4-story apartment complexes as well as single-family homes and duplexes. It is home to several businesses that continue the area’s legacy of innovation and invention, such as Mission Solar.

Vision

The vision for Brooks is a dynamic, mixed-use community that provides multiple opportunities for living, working, learning, and playing within its borders. The area’s history will be celebrated through preservation, interpretation through multiple lenses, and by a growing cluster of dynamic, innovative businesses and institutions. A town center will serve as “downtown Brooks,” providing urban gathering places, entertainment destinations, and residences.

A diversity of housing types will offer both rental and ownership opportunities in multi- and single-family developments that are accessible to a range of income levels. New sidewalks, bikeways and trails, including the new 43-acre Greenline linear park, will improve options for non-motorized transportation and support a healthy outdoor lifestyle. The area will be well-served through the Brooks Transit Center which takes advantage of its proximity to downtown San Antonio and other urban centers. Residents will be able to easily access the San Antonio River.

Brooks will be an economic development powerhouse, with hundreds of high-paying jobs supporting Southside residents and families. The area’s history of innovation will be continued through medical, technological and educational endeavors within its borders.

Focus Area #5: I-37 and Goliad Road

This area is currently home to a manufactured home park and regional commercial uses, including big-box retail and a hotel. A large portion of the area is currently vacant and underutilized.

This focus area is adjacent and accessible to I-37, [Loop 410](#), and Goliad Road. It borders [the Brooks \(City Base\) campus](#) and Brooks Park.

Vision

The vision for the I-37 & Goliad [Road](#) Focus Area is a mixed-use center that includes a more intense concentration of regional-serving commercial uses near the intersection of I-37 that are easily accessible by automobile. Mid-density, 2 to 3-story buildings will include a mix of commercial businesses to the north, transitioning to primarily residential to the south.

The edge of the focus area along Goliad Road will provide a greenway that facilitates recreation and mobility. Improved east-west mobility options will allow residents to easily access nearby amenities, including Salado Creek and the adjacent green spaces and [the Brooks campus](#).

Focus Areas Recommendations

Focus Areas Recommendation #1: Create mixed-use community destinations that increase residential, employment, and recreational opportunities throughout the Brooks Area Regional Center.

- The Brooks [Area](#) community is highly supportive of creating destinations in their community that bring people together, offer additional dining and entertainment options, and increase recreational opportunities.
- Creating additional mixed-use communities in the focus areas will help bring jobs to the Brooks ~~area~~-[Area](#) and allow some workers to live closer to their places of employment.

Focus Areas Recommendation #2: Ensure focus areas can be easily and safely accessed by a range of travel modes, including pedestrian, bicycle, and transit options.

- Current development and mobility patterns in [the Brooks Area](#) favor the automobile, although many residents rely on walking, biking, and transit for their day-to-day needs.
- ~~Multi-modal~~[Multimodal](#) transportation improvements will allow more Brooks ~~area~~-[Area](#) residents to safely and easily access new amenities and services without relying on a vehicle.

Focus Areas Recommendation #3: Ensure adequate buffers and transitions between new, higher-intensity development in focus areas and single-family neighborhoods.

- Protect established, low-density single-family residential neighborhoods from potential unwanted impacts of new, more intense development.

Focus Areas Recommendation #4: Balance development and investment in focus areas with protection and enhancements of open spaces, including parks, natural resources, and other sensitive areas.

- A key goal of the Brooks Area Regional Center planning process was to protect and enhance undeveloped green spaces and natural areas even as growth and development occur.
- Open spaces should be created, preserved, or strengthened within and between focus areas.

Mobility

Background and Vision

[See **Figure 6: Mobility Framework Map** (page [8587](#))]

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

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

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

The combined costs of housing and transportation (commonly referred to as H+T) are often a large portion of a household’s budget, with experts recommending the combined total not be more than 45% of household income. In the Greater San Antonio Region that total on average is 53%.¹ Walkable communities that provide great transit options can reduce the household transportation costs for the average person, because if people have an alternative to driving alone, transportation costs can be stable even when gas prices rise. By providing transportation options, as some people choose to go to their destination on foot, bicycle or transit, the number of cars on the road will be minimized, reducing traffic delay for those people that choose to drive.

Redevelopment at the Brooks campus is bringing new residents to this sub-area. Additional bicycle and pedestrian resources, as well as rapid transit investments from VIA, are recommended to better serve existing residents in the surrounding neighborhoods to the north and east, accommodate new residents, and effectively connect the Brooks Area to the greater San Antonio region.

Safety is central to the mobility vision for [the Brooks Area](#). Previous development that focused on prioritizing automobiles left many parts of the area with incomplete sidewalks, few bike facilities, and poor access to parks and other amenities. With a focus on improving safety for people walking and bicycling, [the Brooks Area](#) can make strides to becoming a healthier and more connected community, where local residents can access destinations near their homes without the need to drive. New recreational resources, such as the Greenline linear park and the extension of the Howard W. Peak Greenway Trails, will also provide trails linking the Brooks Area to downtown, the San Antonio River, Pearl, and Brackenridge Park, providing paths for pedestrians and cyclists.

VIA Metropolitan Transit’s Primo and Rapid Transit Corridors are expected to provide frequent, reliable service to [the Brooks Area](#), including new east-west and north-south connections. These routes are a part of the larger transit vision, providing service to neighborhoods and key destinations, such as the

¹ Data generated by Center for Neighborhood Technologies using multiple data sources, including American Community Survey (ACS) 2013 data – for more information see: <http://htaindex.cnt.org>

Central Business District and the South Texas Medical Center. Improved sidewalks and intersections, along with streetscaping that prioritizes pedestrian safety and comfort will support people using transit to and from this area. Attention to design priorities like wider, protected sidewalks, street trees, and seating and shade amenities will improve last mile connections between transit stations and destinations.

Brooks Area Regional Center’s Mobility Needs

The Brooks Area’s emergence as a developing Regional Center for growth allows San Antonio the opportunity to emphasize mobility and transportation solutions that align with and support various aspects of the Brooks Area Regional Center Plan, including land use, amenities, focus areas and catalytic sites, and economic development. The key mobility recommendations will be further refined in a coordinated manner with the City’s Department of Transportation and Capital Improvements (TCI). These include the following:

- Multimodal improvements – transformation and integration of the mobility network to serve people choosing to walk, bike, take transit, rideshare, or travel in their own vehicle;
- Consideration of current and future freight transportation needs for commercial and industrial employers in the area;
- Safety enhancements on the mobility network, for all modes, especially pedestrian and bicyclist safety;
- East-west connectivity across the Brooks Area;
- Connect gaps in the mobility network, particularly sidewalks and bikeways;
- Ensure that the mobility network supports, responds to, and directly implements the future land use plan; and
- Congestion reduction in key hotspots.

To address the mobility needs in the Brooks Area study area, a set of high level recommendations has been developed with input from the Brooks Area Regional Center Planning Team and community stakeholders, and a set of strategies have been identified to implement the recommendations through projects, policies and partnerships.

Mobility Recommendations

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

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

The Brooks Area has a wealth of opportunities for improving mobility and safety, especially for pedestrians. In particular, the 2018 San Antonio Severe Pedestrian Injury Areas Report (pages 29-30) identifies three Severe Pedestrian Injury Areas (SPIAs) within or adjacent to the Brooks Area Regional Center that should be priorities for study and investment:

- Gevers Street from Fair Avenue to Minnetonka Street;
- Pecan Valley Drive from Goliad Road to Dollarhide Avenue; and
- SE Military Drive from City Base Landing to Goliad Road.

Additional analysis of pedestrian, bicycle, and vehicle crash data, along with community input, also identified as priorities the following:

- The intersection of Hot Wells Boulevard and S. New Braunfels Avenue;
- Goliad Road: from SE Military Drive to Pecan Valley Drive
- City Base Landing: from SE Military Drive to Research Plaza
- SE Military Drive: from S. Presa Street to Kennedy Hill Drive.

Investments that focus on safety, such as the Vision Zero tools listed above, can have a significant positive impact throughout the Brooks Area, and especially in these identified conflict areas.

Access Management

For all people to travel safely while walking, bicycling, or driving in the study area, points of conflict between people and vehicles must be minimized. Currently, there are many points of conflict, for example, many driveways (aka ‘curb cuts’) along roadways including SE Military Drive and Goliad Road. These spaces are used by all people traveling and can be difficult to navigate for bicyclists, pedestrians, and people with disabilities. Employing strategies to reduce these points of conflict can increase safety in the study area.

Mobility Recommendation #2: Complete the [multi-modal/multimodal](#) layered network and trail system and work with partners to establish new connections.

Complete Streets

A network of complete streets is envisioned for the Brooks Area, providing enhanced road designs for vehicles, pedestrians and cyclists alike. Presa Street, Hot Wells Boulevard, Kashmuir Place, Goliad Road, and SE Military Drive are recommended for the Transportation and Capital Improvements Department to study for complete streets improvements, coordinating with TxDOT, VIA, and ongoing Bond projects as needed. These streets will help connect residents to recreational trails, such as the new Greenline and Mission Reach Trails, allowing Brooks Area residents to enjoy longer trips and recreation beyond the sub-area.

Priority Streetscape Improvements

The Brooks Area community envisions Presa Street as a pedestrian greenway – a park-like corridor, complete with landscaping, green infrastructure and other placemaking features. This could entail a number of unique elements such as public art, picnic tables, or exercise stations. Work is ongoing with TCI to design and implement this 2017 Bond project.

Streetscape improvements are also recommended for study on other corridors. These include roads that primarily serve local residents, such as Goliad Road and Hot Wells Boulevard, as well as major roads for through traffic, such as SE Military Drive. The vision for SE Military is one where people feel welcome, safe, and comfortable, whether walking, biking, taking transit, or driving. It is highly recommended that

TCI work with TxDOT and other partners to reimagine SE Military as a place where people want to go, rather than just pass through.

Priority Trails

In 2016, construction began on the Greenline, a new 43-acre linear park at Brooks, and was completed in 2018. This park includes a hike and bike trail which will ultimately connect to regional recreational resources like the Mission Reach Trail on the San Antonio River.

Additionally, partnerships with local utility providers are exploring opportunities to secure additional right-of-way along designated utility easements. These areas could expand the space dedicated to a planned trail network in the Brooks ~~area~~ [Area](#). The plan also envisions an expanded on-street network that will also connect the Brooks Area to recreational bicycle/pedestrian trails to the west (along the San Antonio River) and the east (along Salado Creek).

Preferred Bicycle Routes

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

Based on input from the Brooks Area Regional Center Planning Team and other community stakeholders, the plan identifies Pecan Valley Drive, Asylum Creek, Corpus Christi Highway, streets throughout the Brooks campus and Presa Street as priority bicycling routes for [the Brooks Area](#). [SE Southeast](#) Military Drive, Hot Wells Boulevard, and Goliad Road should also incorporate cycling infrastructure as a component of designs for complete streets based on future studies by TCI to determine feasibility and the types of facility needed.

Mobility Recommendation #3: Alleviate congestion with multimodal solutions.

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

While congestion can be viewed as a sign of economic health, delays caused by congestion waste valuable time and create transportation emissions that reduce air quality. The transportation industry has learned 'we cannot build our way out of congestion', however a series of operational and ~~multi-~~ [modal/multimodal](#) improvements can provide more travel options and reduce the demand on our roadways. Several hotspots have been identified through the planning process that should receive further attention and study by TCI to mitigate congestion.

With I-37 and Loop 410 within the study area, residual interstate congestion blends with local congestion. Area analysis identified corridors such as South New Braunfels Avenue and South Gevers Street and intersections such as Goliad Road and SE Military Drive, Goliad Road & Pecan Valley Drive, and Goliad Road & South Gevers Street as key congested areas with need for study and improvement.

VIA's Rapid Transit Corridors will create additional transportation choices in this area with new investments in very frequent transit service that quickly moves people to their destinations. This

additional transit service on the Southeast side will provide more direct connections between the Brooks Area, Near West-side neighborhoods, and Pearl.

Mobility Recommendation #4: Consider freight movements and needs in land use and transportation planning activities.

Freight trucks deliver many of the items needed for day-to-day life but are often overlooked in planning for our communities. Freight delivery has been changing rapidly as more people buy products online that are delivered to homes by small freight trucks. As redevelopment of roads and parcels takes place, the needs for freight to be able to serve our communities will need to be considered and space should be dedicated for light and heavy freight trucks to travel, turn, and park.

Mobility Recommendation #5: When VIA Rapid Transit Corridor service is implemented in the Brooks Area, prioritize improvements that provide safe connections to the transit line for people walking, bicycling, or getting dropped off in a vehicle.

Every person that rides transit is also a pedestrian. As of spring 2018, VIA is actively enhancing its Primo service along SE Military, and another key rapid transit route under consideration includes service along New Braunfels Avenue throughout the study area. As VIA expands these and other transit options in the Brooks ~~area~~Area, these services should be easily accessed by people walking and bicycling to transit stations and stops. Critical components of VIA's approach to making a place transit-supportive are streets designed for pedestrians, improving the safety of all users, and supporting compact, mixed-use development providing access to a variety of services reachable on foot. Investing in complete streets along transit corridors as well as streets that lead to these corridors will improve the overall transit experience, increase safety, and encourage walking, bicycling, and taking transit as mobility options in the Brooks Area. Many of the concepts and strategies in Mobility Recommendation #2 can also contribute to safe transit connections.

In addition to these planned transit investments, Presa Street is envisioned as a pedestrian greenway – a street that offers the shade of trees and a park-like atmosphere, providing safe access to VIA local bus service and nearby rapid transit service expected on New Braunfels Avenue.

Street configuration directly impacts an area's last-mile connectivity to and from transit stations. Places with dense streets and shorter blocks, such as downtowns, provide more direct routes to destinations and more storefront access. The map shown below provides a visual evaluation of ~~street~~block density in the Brooks Area. Places that are most accommodating to transit, bicycles, and pedestrians, have a tight grid network (indicated by darker shades of blue), meaning people can experience fairly direct access to their destination. Areas with low block density (such as is evident in the lighter shades shown in the southern half of the study area) are often caused by large campuses or industrial sites. Brooks Development Authority has a vision of working with partners to create new east-west connections that will help increase block density and a more complete grid street network throughout the campus.

[\[See Figure 31: Block Density Map \(page 108\)\]](#)

Mobility Concepts

The recommendations in this plan will help create a user-friendly ~~multi-modal~~multimodal network that provides access to amenities, links Brooks Area residents and employees to the greater San Antonio Area and supports planned activity centers and land uses. The general concepts below serve as guiding

principles for the more detailed Mobility Recommendations listed above, and several are illustrated for the Brooks Area on the Mobility [Concepts Framework](#) Map.

Complete Streets

In September 2011, San Antonio adopted a Complete Streets Policy (Ordinance 2011-09-29-0795) which encourages street designs that take into account all users and accommodate all ages and abilities including children, older adults, and persons with disabilities. This approach to street design “supports pedestrian and bicycle-oriented neighborhoods; promotes healthy living, fitness, and activity; enhances the economic vitality of commercial corridors and districts; and maximizes the benefits of investment in public infrastructure.”² Not all “complete” streets have to be the same; the function of the road, level of traffic by mode, and adjacent land use and intensity will all be used to help determine road type and design features.

Priority Bicycle Routes and Streetscape Improvements

Creating a Regional Center that encourages walking and biking as convenient, safe, and comfortable options will require an integrated network of pedestrian and bicycle routes along with well-designed streets in key activity areas. Today, there are gaps in the [multi-modal/multimodal](#) system serving the Brooks Area, especially for people wishing to walk or bike. This plan focuses on completing sidewalk and bicycle networks and recommends new connections that will help people travel east-west in the study area, and more directly access creeks, trails, and other amenities.

Improved Pedestrian Crossings

Safety is central to planning for the Brooks Area’s development as a walkable center. Analysis of previous pedestrian crashes has identified intersections and roads most in-need of study for additional pedestrian crossings or other safety improvements. Improved access to VIA service is also a key factor guiding pedestrian safety studies and investments.

Frequent, Reliable, and Accessible Transit

VIA’s ongoing planning efforts are working to identify new Primo and Rapid Transit corridors. Detailed studies are looking at exact routing and phasing of construction for these improved transit routes that will provide more options for people to get around both within the Brooks Area as well as to other employment, education, and activity centers across the city. Complete streets and place making investments near planned stations are important to improve people’s ability to access transit using safe and pleasant community connections.

Linked Mobility and Land Use

As communities evolve and grow, so do the demands on the mobility system. The location and type of growth in an area or along a corridor help determine the demand on the transportation network and viability of various transportation options. Likewise, transportation helps shapes the desirability and type of development in an area. Aligning this relationship shapes future development and growth patterns and directly supports the community’s goals and objectives of improving walkability, increasing access to transit, and enhancing access to economic areas and other key destinations. Such alignment of

² *Traffic Calming Handbook*, City of San Antonio Transportation and Capital Improvements, August 2017. https://www.sanantonio.gov/Portals/0/Files/TCI/TCHandbook2017_081117.pdf?ver=2017-08-11-172302-300

land use and mobility also helps implement VIA’s 2040 Strategic Plan for Station Areas, supporting transit-supportive land use surrounding transit stations.

As the Brooks Area Regional Center adds residents and employees based on the community’s updated land use plan and proposed focus areas, impacts on the mobility needs of these new people and those of the current residents need to be considered. For example, if several multi-story residential and office buildings are added along Goliad ~~Re~~Road, additional pedestrian, bicycle, and vehicle traffic can be expected on the streets and new mobility patterns will emerge. Studies will need to determine common paths and volumes of pedestrian, bicycle, automobile, transit, and freight travel to ensure the area has sufficient infrastructure and careful prioritization of modes to help people safely reach their destinations.

Mixed-use and higher density developments in identified focus areas and along key corridors will require integrated mobility planning to ensure people can access, use, and pass through these areas safely and comfortably by all modes of travel. In particular, changing land uses and mobility needs are anticipated along ~~S~~South New Braunfels Avenue, in the blocks from Koehler ~~Ct~~Court to Stratford ~~Ct~~Court, along the length of Goliad Road from Southcross Boulevard to ~~I~~Loop 410, along the length of ~~SE~~Southeast Military Drive in the study area, and in the Brooks campus. With additional density in land use, the major roadways can anticipate additional pedestrians, bicyclists, transit riders, single automobile vehicles and freight delivery trucks of various sizes. In the future, more density in the area will mean more demand for pedestrian and bicycle facilities and VIA transit service.

Gateway Opportunities

To build on the strong community identity of San Antonio’s Southside and the Brooks Area, several places within this sub-area provide opportunities for unique neighborhood gateways. Gateways display pride in a local area and welcome residents and visitors with art and architectural elements which reflect neighborhood history and culture.

There are numerous places for gateways on Presa Street, notably at Hot Wells Boulevard and ~~SE~~Southeast Military Drive. These gateways along South Presa Street would help create a cohesive, connected, and walkable corridor. On the eastern side of the sub-area, the intersection of Goliad Road and ~~SE~~Southeast Military Drive could also serve as a notable gateway to the Brooks Area.

Amenities and Infrastructure

Introduction

[See **Figure 7: Amenities and Infrastructure Framework Map** (page [8688](#))]

While the Brooks Area Regional Center already has many assets, the community has expressed strong desires for improved access to existing amenities and a variety of improvements to make the neighborhoods within the Brooks Area more complete and livable. From improved tree canopy to gateway features and public art, and from recreational opportunities to healthy food options, participants in the planning process clearly articulated the need for improving established neighborhoods while planning to ensure new neighborhoods include the essential components of a healthy and vibrant community.

The community vision for the Brooks Area is that Interstate 37 (I-37) will no longer be a barrier and all residents will have safe and pleasant access to the San Antonio River, the multitude of Mission Reach amenities, and a variety of other active and passive recreational amenities. The Brooks Area will include great on-street and off-street pedestrian and bicycle connections via tree-lined streets and well-connected trails and pathways throughout the entire [regional Regional centerCenter](#). The pedestrian and bicycle connections will link existing and new development to a greater range of opportunities to live, work and play within the regional center.

The community also desires an improved experience in moving throughout the Brooks [areaArea](#). Through good design and placemaking, the Brooks Area Regional Center will include enhanced shade and tree canopy, public art, and integrated stormwater features. All public and private projects will include elements that enhance the sense of place and contribute to the quality of life in the Brooks Area.

Amenities and Infrastructure Recommendations

Amenities and Infrastructure Recommendation #1: Enhance the experience for pedestrians and bicyclists moving along and across major thoroughfares through safety and streetscape improvements.

Many of the major thoroughfares in the Brooks Area Regional Center are unsafe or uncomfortable for pedestrians and most do not accommodate bicyclists. A walkable and bikeable regional center requires connected networks that support and encourage walking and biking as viable and attractive options. The design and maintenance of pedestrian and bicycle facilities must consider buffers from fast moving traffic, traffic calming, shade, furnishings and other amenities. Safe crossings at frequent intervals are also essential for walking and biking in the Brooks Area Regional Center.

Amenities and Infrastructure Recommendation #2: Increase active and passive recreational opportunities throughout the Brooks Area Regional Center, consistent with the SA Parks System Plan.

The existing community within the Brooks Area Regional Center has expressed a strong desire for additional recreational opportunities. The need will continue to increase as new development brings additional residents, workers and visitors to the area. Recreational amenities should include opportunities for active living with trails, courts, fields and play areas, as well as more passive recreational opportunities with natural areas, places to sit and gather, picnic areas, and viewing/observation features.

Amenities and Infrastructure Recommendation #3: Maintain and enhance the tree canopy and other shade elements in existing and new development.

Many areas of the Brooks Area Regional Center have a well-established tree canopy that provides shade and beautification while contributing to a stronger sense of place. With that said many areas within the Regional Center lack a significant number of trees. As improvements occur within the area in the coming years, efforts should be made to maintain existing trees and to add to the tree canopy in both the public and private realms. The tree canopy should be supplemented with other shade elements where possible.

Amenities and Infrastructure Recommendation #4: Improve opportunities to grow, purchase, and share healthy foods.

The Brooks Area Regional Center generally has poorer health outcomes than many other areas of San Antonio. In part, this can be attributed to the limited availability of healthy food options. The community has expressed strong desires for a variety of healthy food options. These could potentially include community gardens and orchards, farmers’ markets, road side food stands, food cooperatives, smaller grocers and mercados and more traditional full-service grocery stores. Another concept to pursue and promote is community-supported agriculture (CSAs), in which consumers receive fresh food directly from farms and ranches via a subscription.

Amenities and Infrastructure Recommendation #5: Create additional nodes of activity with flexible community gathering spaces.

The Brooks Area Regional Center currently lacks common gathering spaces to host community events and programs. As new development and redevelopment occurs, the Regional Center will need to include concentrations of activities in locations that are accessible to existing and new residents. These activity nodes should include parks, plazas and other flexible outdoor spaces that can host formal and informal community gatherings and events.

Amenities and Infrastructure Components

Parks, Trails and Open Space

While the Brooks Area Regional Center has many existing parks and is bounded by the Mission Reach along the San Antonio River, many of these amenities are difficult to access for residents and some larger parks are in the shadows of the interstate freeway. Both Pytel and Pickwell Park lack sidewalk connections, safe crosswalks or nearby transit stops.

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

- East of [Interstate I-37](#)
 - south of the intersection of I-37 and [Loop 410](#); and
 - near Salado Creek and Pecan Valley Drive; and
 - Rosillo Creek.
- West of [Interstate I-37](#)
 - a trail along State Hospital Creek

Arts and Cultural Amenities

The major opportunities identified for arts and cultural amenities within the Brooks Area are at major gateways to the Regional Center and along Presa Street and New Braunfels Avenue. The community

expressed a desire for more public art features ranging from sculptures and murals to gateway monuments and iconic architecture. The Brooks Area community would like to see its history reflected in public art, gateway and other public realm improvements.

Community Amenities

Regarding community amenities, the community expressed a strong interest in new healthy food options, outdoor gathering spaces, and community resource centers with access to technology and meeting spaces. Specific ideas include more amenities for older adults and seniors, a recreation center, library, police substation, and a dog park. The majority of these opportunities were identified in the northern half of the Regional Center to serve existing residents, but it will be important that new development in the western and southern portions of the Regional Center include similar community amenities to keep pace with growth.

DRAFT

Catalytic Projects

[See **Figure 8: Catalytic Projects Map** (page [8789](#))]

San Antonio State Hospital at S. Presa

The San Antonio State Hospital has had a presence in the Southeast side for generations, but it is now ready to be reimagined. [55-Fifty-five](#) acres are ready for development that accentuates natural features such as heritage trees and the flowing creek, views of Downtown, and takes advantage of its proximity to the San Antonio River Mission Reach and the Brooks campus.

Goliad Road

Goliad Road, between Fair Avenue and [SE-Southeast](#) Military Drive, is a 2.75-mile long commercial corridor lined with community-serving businesses. It is oriented to vehicular travel with deep, street-fronting parking lots, narrow sidewalks, and minimal streetscaping.

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 five to ten years. The Planning Team identified and discussed areas where investment is needed and feasible and where there is a greater likelihood of return on public investment.

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 businesses were underperforming. In addition, the Brooks Area Regional Center Planning Team chose to focus on areas not already in the process of revitalizing such as the Brooks campus, and areas adjacent to the Brooks campus.

The two selected sites are very different in both their current use and future vision. The 55 acres on the San Antonio State Hospital site have potential to be developed in many different ways given that this property is a greenfield (i.e., has not previously been developed). Conceptual development programs should be carefully evaluated to ensure the site is developed to provide desired community amenities and housing and employment opportunities in anticipation of the growth projected for Bexar County and the Brooks Area Regional Center.

Goliad Road is an established, commercial corridor with strong potential for implementation of complete streets and redevelopment at key intersections. The streetscape environment should be reoriented towards pedestrians, development should integrate new buildings with existing structures, and businesses shall become a greater asset to the surrounding neighborhoods.

Catalytic Projects Recommendations

Catalytic Projects Recommendation #1: Support the development of a residential mixed-use neighborhood on surplus State Hospital land.

To meet a growing demand for housing, the 55 acres should be thoughtfully developed to provide a mixture of housing types, retail uses, and community amenities, creating an asset for both future and current Brooks Area residents. Natural features should be preserved, abundant open spaces should be provided, and development should be sensitive to the nearby San Antonio River Mission Reach, historical context, and surrounding neighborhoods.

Catalytic Projects Recommendation #2: Develop a corridor revitalization plan for Goliad Road between Fair Avenue and ~~SE~~South Southeast Military Drive.

Goliad Road should undergo a comprehensive corridor revitalization study which could include a traffic study, market study, design guidelines, and a revitalization plan similar to San Antonio’s Northeast Corridor. Key considerations should include improving the pedestrian environment along Goliad Road, creating better connections to the surrounding neighborhoods, and development that supports a wider range of community serving businesses and services accessible to nearby residents.

Catalytic Project #1 - San Antonio State Hospital at ~~S~~South Presa Street

Description

The 55 acres available for redevelopment does not have any existing structures. It is covered in thick vegetation which is bisected by State Hospital (Asylum) Creek which then flows into the San Antonio River. The property currently used by the San Antonio State Hospital is located to the north and east of the property. South Presa Street runs parallel to the western property line. The Mission Reach portion of the San Antonio River lies further west of the property across Presa Street and the Union Pacific rail tracks.

Vision

The vision for development of the State Hospital site combines elements of a green neighborhood and trail-oriented development. The creek should be emphasized as a natural amenity and organizing focal point and serve as a multimodal connection across the property. A variety of residences, including single-family houses, townhomes and apartments contribute to housing choice in the Brooks Area. Current and future residents will enjoy local retail, access to the San Antonio River, and social spaces such as a community garden or an amphitheater. [See existing conditions and conceptual illustrations: **Figures 9 and 10** (pages 88-90 and 89-91); **Figures 11 and 12** (pages 90-92 and 91-93)]

Catalytic Project #2 – Goliad Road

Description

The intersection of Hot Wells Boulevard and Goliad Road is the midpoint of the Goliad Corridor. Hot Wells Boulevard does not extend east past this intersection. The current intersection is served by only one pedestrian crossing and is surrounded by a mixture of industrial and commercial uses as well as several vacant buildings and pieces of land. Pedestrians could feel safer and more comfortable if the sidewalk was wider. The area is lacking in shade and active ground floor uses.

Vision

The intersection of Hot Wells Boulevard and Goliad Road is reimagined as a mixed-use node where people can live, work, and play. Instead of gray, crumbling concrete and wires, the streets will be lined with shade trees and public art. Buildings will rise up to four stories and include space for both owner- and renter-occupied housing, medical offices, cafes, and other retail uses. Social gathering spaces like a farmer’s market and art galleries will invite people to spend time in the area instead of just passing through. [See paired existing conditions photographs and conceptual illustrations: **Figures 13 and 14** (pages 92-94 and 93-95); **Figures 15 and 16** (pages 94-96 and 95-97); **Figures 17 and 18** (pages 96-98 and 97-99)]

Housing

Housing Snapshot

[See **Figure 19** and **Figure 20** (page [98100](#))]

The Brooks Area Regional Center has generally similar household characteristics to the [City-city overall of San Antonio](#). There are just over 14,000 households in the Brooks Area Regional Center. The area has grown by just over 800 households since 2010, a growth rate of 1.0%. This is on par with the [City's-city's](#) household growth rate. The average household size in this area is 2.83, slightly higher to the [City-city](#) average of 2.73, and the proportion of one-person and non-family households are also close to the citywide average. The [regional center's Regional Center's](#) median household income of \$36,100 is lower than the [City-city](#) average of \$45,500.

Occupied housing units are 55% owner-occupied and 45% renter-occupied, which is also in line with the [City-city](#) split of 53% owners and 47% renters. The housing stock in the Brooks Area Regional Center is largely low density, split between [single-single](#)-family homes and garden-style apartments. There were two major periods of housing construction within the [Regional Center regional center](#). The first was primarily single-family homes from 1950 to 1969, when nearly 40 percent of the units in the [Regional Center regional center](#) were built. The second major period is from 2000 to the present, with the majority of new units being multifamily apartments.

Housing affordability and accessibility were major issues identified in the SA Tomorrow Comprehensive Plan. Each regional center's access and affordability were assessed to identify challenges and opportunities. Housing affordability is often measured in terms of "cost burden," or the share of income paid towards housing costs. In general, if a household spends over 30% of income on housing it is considered to be "cost burdened." Overall, 23% of homeowners in the [Brooks area-Area](#) are cost burdened, a figure on par with the Bexar County average and there are not major affordability issues in terms of homeownership in the Brooks Area. The percent of renter households' cost-burdened in the Brooks Area Regional Center increased from 36 ~~percent %~~ to 51 ~~%-percent~~ from 2000 to 2015. Despite the general affordability of apartments in [the Brooks Area](#), [being cost burdened](#) is an issue for low-income renters.

[See **Figure 21** (page [98100](#))]

Housing issues and strategies were primary topics of discussion at Community Meeting #2 and Planning Team Meetings #5 and #8, and 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 Brooks Area Regional Center Plan webpage.

Housing Challenges in the Brooks Area Regional Center

While the incomes in the Brooks [area-Area](#) are currently lower than the [City-city](#) averages, the housing and demographic conditions are largely on par with city-wide averages, with a significant amount of lower-density single-family homes in varying ranges of quality and condition. The Brooks Area Regional Center has not advanced as quickly as other parts of the city in terms of investment and new housing options over the past few decades. However, the redevelopment of the former base has attracted new employment, catalyzed some new apartment development, and generated momentum for further progress.

As demand continues to grow, there is a need to maintain and create affordable housing options along with the market-rate development in order to address impacts of raising property values and rental rates, particularly for lower-income renters. There are three main challenges in the Brooks Area Regional Center related to housing:

1. **Reinvesting in Existing Neighborhoods:** Existing ~~single-single~~ family neighborhoods provide a strong foundation for the Brooks ~~area~~Area. However, as the area grows in desirability, some existing homeowners face challenges maintaining, reinvesting in, and remaining in their homes.
2. **Diversifying Housing Options:** Housing in the Brooks Area Regional Center predominately consists of older, lower-density single-family homes and new garden-style apartments. A greater variety of housing options will be necessary to meet demand from existing and future residents, and to help achieve a healthy balance of renter- and owner-occupied homes.
3. **Maintaining Opportunity for All Household Types and Incomes:** The cost of new development and demand for housing in the area combine to make rents and prices for new (and even existing) homes harder for lower-income residents to afford. Twenty-three percent of homeowners in the area are cost-burdened (a household that spends 30% or more of its income on housing) and 51% of renter households are cost burdened (up from 36% in 2000).

Housing Recommendations

Housing recommendations were developed based on the Brooks Area’s vision and goals and to address the 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: Support neighborhood stability and a balance of homeownership and rental opportunities.

Many residents of the Brooks Area have expressed a preference for increased levels of owner-occupied housing. However, the area currently has a homeownership rate of 55-~~percent~~%, on par with the citywide average. While the City has some tools to ensure that future housing is owner-occupied, several other approaches exist that can help to achieve the overall goal of maintaining and creating stable neighborhoods with a healthy balance of owners and renters, including preservation and support of homeownership, providing desirable rental housing options, and increasing the diversity of housing choice throughout the area (see Recommendation #2).

Maintaining a balance of owner-occupied housing options to complement the rental housing market will rely on supporting vulnerable homeowners and neighborhoods through strengthened homeowner assistance programs and citywide policies to address escalating property values and taxes. In addition, we can also encourage economic stabilization in established neighborhoods by increasing Accessory Dwelling Units (ADUs). ADUs also help create “quiet density” that provides smaller and affordable units without altering the character of existing neighborhoods. Such units can help provide safe and healthy housing options for many San Antonians, and help mitigate our ~~City’s-city’s~~ growing housing shortage (as identified in the 2018 Mayor’s Housing Policy Task Force Housing Policy Framework).

While the Brooks Area Regional Center has been able to attract development of entry-level, single-family housing, recent development of new apartments has needed to utilize affordable housing financing tools or favorable land leases provided by the Brooks Development Authority in order to successfully develop. While this was necessary for early development, new apartment units in the area are beginning to achieve rents that could support additional market rate rental projects. As this market

barrier is overcome, more market-rate apartment development, along with more of the entry-level single-family development already taking place, is likely.

The Brooks campus should also work with developers to provide market rate, for-sale housing units including medium- and high-density for-sale units such as townhomes and condominiums that are in demand in other ~~Regional Centers~~ [regional centers](#) close to Downtown. The demand for multifamily, for-sale housing options has not yet been proven in the area. However, [the Brooks campus](#)' proximity to Downtown, improving transit service, natural amenities, and emerging critical mass of activities, housing, and employment options make it the most likely successful market in the area for this type of product, and can help prove market demand for other parts of the Regional Center.

Housing Recommendation #2: Increase the diversity of housing options within the Brooks Area Regional Center in order to support and attract residents at all stages of life and income levels.

The populations of the city and of the Brooks Area Regional Center are projected to increase significantly in the next 20 years. The Brooks [Area](#) community welcomes this growth on the south side and the increased shopping, hospitality, and transit amenities it can attract and support. However, area residents have also expressed a desire to respect and maintain the character of traditionally single-family, residential-focused neighborhoods. While all neighborhoods will change over time, this evolution can be managed by directing much of the anticipated growth to the Regional Center's designated focus areas, mixed-use corridors, and VIA transit stations.

New development and infill projects in neighborhoods should be more incremental, and at a scale that does not conflict sharply with the existing character. Accessory Dwelling Units (see Recommendation #1), duplexes, and triplexes are examples of housing types that can add additional ownership or rental housing supply to neighborhoods at a scale that creates little or no disruption to neighborhood character, parking, or traffic.

Attracting and supporting new growth on the south side and in the Brooks Area also necessitates a greater variety of housing types attractive to people at all stages of life and all income levels. Addressing this challenge requires a forward-thinking land use plan and proper policies and incentives to facilitate the development of a variety of housing types (for example, townhomes, condos, more urban apartments, and compact single-family homes). Many of these will be concentrated in designated focus areas, along ~~mixed~~ [mixed](#)-use corridors, and near VIA Primo and Rapid Transit stations.

Housing Recommendation #3: Strive to have at least 25% ~~percent~~ of housing units affordable to households earning less than 80% ~~percent~~ of Area Median Income (AMI).

Housing affordability has been recognized as an existing and increasing challenge for San Antonio for a number of years. Most recently, both the SA Tomorrow Comprehensive Plan and the Mayor's Housing Policy Task Force Housing Policy Framework laid out goals and recommendations for addressing this challenge. Although traditionally regarded as one of the more affordable parts of the city, the Brooks Area is not immune to these challenges. With a median household income over 20% lower than the citywide average, increasing costs of new development and demand for housing in the Brooks Area are making rents and prices for new (and even existing) homes harder for lower-income residents to afford.

Increasing the availability of housing units affordable to households earning less than 80% ~~percent~~ of Area Median Income (AMI) will rely on strategies including the use of innovative housing finance tools and a community land trust, targeted incentives [such as the City of San Antonio Fee Waiver Program and CCHIP](#), preservation of existing affordable housing units, and partnerships to incorporate mixed income units in focus areas and key corridors.

Many programs, incentives, and funding sources for creating and maintaining housing affordability should be established based on a citywide perspective. San Antonio’s Housing Policy Framework has identified actions, policy priorities, and implementation strategies to do this. As these recommendations are refined and adopted as policy, every [Regional Center](#) [regional center](#) and [Community Area](#) [community area](#) in San Antonio will have a role to play in achieving a diverse and affordable housing future for the [City of San Antonio](#) [city](#).

Economic Development

Introduction

The Brooks Area Regional Center had 13,400 jobs in 2016, anchored by health care, retail, and education. Nearly [2-636%](#) of employment in the Brooks [area](#) [Area](#) is in healthcare and social assistance, a much larger share than the 15% in the [County](#) [county](#) overall. The next largest employment sector is retail trade, with close to 20% of area employment, followed by educational services with 14%, and 14% in accommodation and food services.

[See [Figure 22](#) and [Figure 23](#) (page [99101](#))]

The Brooks Development Authority has been very successful at attracting large, net-new single-user greenfield development based on new employers to Brooks. This has helped to increase the diversity of employment opportunities and job types by providing more good paying jobs. New companies attracted to the area include Mission Solar, a solar panel manufacturing company, and Nissei, a plastics manufacturing company.

There has been minimal speculative industrial development in the Brooks [area](#) [Area](#) in the recent past. However, efforts by Brooks Development Authority to attract larger manufacturers have been successful as Mission Solar, a solar panel manufacturer, opened in 2014, DPT Labs opened a research and development lab and pharmaceutical manufacturing plant in 2006, and Nissei Plastics, a plastics manufacturer, recently began operations on the Brooks campus. Development of Brooks Business Park is currently under way, with 350,000 square feet of industrial space planned in its first phase.

Commercial development in the Brooks Area Regional Center in the past decade has been primarily driven by retail expansion. The area is a major retail destination for the Southside, predominantly national chain stores located in large retail centers near the intersection of I-37 and [SE](#) [Southeast](#) Military Drive. However, the Brooks [campus](#) development is now starting to attract more locally-oriented and smaller retailers as well. Recently, [the](#) Brooks [campus](#) has also started to attract new office development, driven initially by demand for medical office space.

Economic Challenges to Address

Despite a number of strengths, the area does have some challenges that hamper its ability to attract business and develop economically. The area has a relatively small workforce shed (fewer people living in close proximity to the area) with more modest educational attainment compared to other employment centers in the [City](#) [city](#) given its location on the southeastern edge of the [City](#) [city](#). The large employers in the area are an asset, but the area lacks a diversity of job opportunities and employers outside of major institutions (hospitals, schools) and retailers. Rental rates being achieved in the Brooks Area for office development are not high enough to support new development without incentives and

financing tools, which makes attracting more office-oriented employers difficult and puts more pressure on attracting larger companies seeking build-to-suit space. Generally, industrial development is already supported by the market.

[See **Figure 24** (page [99101](#))]

The area, however, has just begun its renaissance and growth into a major employment center in the [Citycity](#). As a new growth area, existing infrastructure and amenities needed to attract new businesses may not be present when certain opportunities arise. There are three main challenges in the Brooks Area Regional Center related to economic development:

- **Diversifying the employment base:** The majority of workers work for the large, major employers in the area. Fostering more small business creation can help diversify the employment base, providing more opportunity for residents and creating a more stable Regional Center. This includes good paying jobs and low barrier to entry platform jobs to ensure residents of all education levels have access to proximate employment in the Regional Center.
- **Increase the appeal to live and work in [the Brooks Area](#) through housing, education, and amenities:** ~~Increasing~~ [Increase](#) the desirability of living in the Brooks Area for employees and businesses of the area, compared to other major employment nodes. Continuing to attract diverse housing options can increase the size of the area workforce and bring in new residents. As well, improving education opportunities and options in the area for residents of all ages can help align the workforce with the jobs in the Brooks Area and also attract new residents.
- **Addressing gaps to development feasibility:** The Brooks Development Authority has had to use multiple tools and incentives to attract employment to the area. Achieving rental rates that can support new office development is difficult. Continued use of strategic incentives and other tools is needed to generate sufficient market demand to support speculative development for targeted uses and employers.

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 Brooks Area](#). The target industries and economic opportunities are meant to help organize the ~~City's~~ [city's](#) economic geography and provide guidance on the role the Brooks Area wants to 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 Brooks Area Regional Center are:

- **Medical, Science, and Education Cluster** - The redevelopment of [the Brooks campus](#) ~~redevelopment~~ has successfully attracted a hospital and education uses. The area should continue to focus on attracting additional medical service providers and educational institutions and use these assets and the area's ~~the~~ legacy of innovation and research to spur economic activity.
- **Center for Advanced Manufacturing** - Advanced manufacturing, in particular high-end light manufacturing and green technology is a target industry for the City of San Antonio. The Brooks campus is an attractive location for attracting additional light manufacturers. The recent success attracting Mission Solar and Nissei can help drive demand for additional manufacturers and the development of additional industrial space. The Brooks ~~area's~~ [Area's](#) location near the oil and gas extraction activities in the Eagle Ford Shale region and Mission Solar within [the Brooks campus](#) makes it an appealing location for additional energy-related businesses.

- Live, Work, Learn, Play, Stay Center** - San Antonio currently lacks dense, walkable employment nodes that provide a live, work, play urban environment. The Brooks Area has the opportunity to become a model for other areas in the region by developing into a mixed-use center located outside the traditional downtown core. The proximity to the San Antonio River and San Antonio Missions National Historical Park and UNESCO World Heritage site provide an unmatched amenity that other areas do not have. The cultural heritage and natural resources of the Brooks ~~area~~-[Area](#) need to be preserved, but can also be utilized to generate recreation opportunities and serve as amenities to attract new businesses and residents to the area.

Innovation

Innovation is a major theme of the guiding policy documents for the City of San Antonio including SA Tomorrow and Forefront SA. A goal for economic competitiveness in SA Tomorrow is to “create an economic environment that fosters business creation and innovation.” The Brooks Area Regional Center is a key location for business creation and innovation. The innovation economy is the connection of knowledge, technology, entrepreneurship, and innovation as a means to spur economic growth. To drive higher productivity and innovation, investments and policy interventions are needed to create partnerships between the public and private sectors.

In order to understand the economic strengths and weaknesses of the Brooks Area Regional Center as an environment that supports innovation, an innovation audit was completed to inventory and measure the attributes, which contribute to this culture. The Brooks Area innovation audit recommends focusing on attracting a greater diversity of residents, educational attainment, and jobs. The area currently has a lower-than-average proportion of residents and workers that have a bachelor’s degree compared to the [Citycity overall](#). Increasing the number of residents in the area, especially those with more education, will increase the attractiveness to employers.

~~Brooks’~~ [The Brooks Area Regional Center](#) strategy will be to continuously spur partnerships with current and new tenants by acting as the real estate option of choice for university and private sector partnerships seeking to commercialize research-based intellectual property.

Small Business and Amenities

In order to support service and amenity development that attracts both residents and small businesses to the area, an increased effort to organize and promote entrepreneurship activities in the area will be required. More formal events (e.g., monthly chamber/business community events) and informal programmed social activities or amenities (e.g., trails, plazas, and restaurants) brings together entrepreneurs, business owners, workers and residents more often and increases the opportunity for collaboration.

Economic Development Recommendations

Economic Development Recommendation #1: Continue to invest in infrastructure and amenities that build on the Live, Work, Learn, Play, Stay environment in the Brooks Area.

Creating vibrant, mixed-use areas and greater diversity of housing options within the Brooks Area Regional Center will increase the opportunity for people to live and work in the area as well as the attractiveness to prospective employers/businesses. Increased mobility options and amenities that help increase activity and interaction between workers and residents will add to the vibrancy of the area, as will an increased diversity of retail and entertainment options.

Economic Development Recommendation #2: Diversify employers and job opportunities in the Brooks Area Regional Center.

The majority of employees in the Brooks Area Regional Center work for a few large, established businesses. Diversifying the type of employers and job opportunities in the area will involve attracting target industry companies of various sizes. Investing in a range of office space types and price ranges will also be critical to supporting the area’s job base and attracting a greater diversity of employers.

A more robust and successful network of small businesses and services in the area should also be fostered. There are opportunities for small businesses and neighborhood-serving commercial centers on Goliad Road, at McCreless Market, and along Southcross Boulevard.

Economic Development Recommendation #3: Create an environment that fosters innovation and small business development by leveraging the health, science, and education networks present in the Brooks Area.

The Brooks Area Regional Center has attracted strong health, education, and science related anchors. Leveraging these assets through with educational partnerships, networking opportunities, and targeted job training initiatives will help generate new businesses and ideas and grow economic activity and opportunity in the Regional Center.

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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** **Some** neighborhoods throughout the **City-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-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.

The Neighborhood Profile and Priorities section of the Sub-Area Plans provides special attention to prior neighborhood planning efforts and recognizes the community groups and individuals who were instrumental in their creation. They summarize specific opportunities, challenges, recommendations, and priorities from each participating neighborhood, in an effort to more efficiently direct public and private investment within the **City-city** to help these neighborhoods achieve their short-term goals and long-term visions.

Highland Forest Neighborhood Association Profile and Priorities

Acknowledgements

Thank you to the following Planning Team members for their engagement and effort throughout this planning process:

- Andrew Aguiano, South San Antonio Chamber of Commerce
- Kathy Jo Almendez, Mission Trail Baptist Hospital
- Joanie Barborak, Bond Initiative
- Linda Cavazos, East Central Independent School District
- Belinda Gonzalez, Pre-K 4 SA
- Officer Sgt. Curtis Walker/ Officer Carlos Guillen, San Antonio Police Department - South
- Yvette Hernandez, SATX Social Ride / Monte Viejo
- Dr. Mary Hogan, University of Incarnate Word School of Osteopathic Medicine
- Nicole Hoyt, Southeast Community Outreach for Older People
- Captain Wes Jendrusch, San Antonio Fire Department
- Kyle Knickerbocker, San Antonio River Authority
- Michelle Krupa, Monte Viejo Neighborhood
- Ken Kuwamura, Hot Wells Conservancy

- James Lifschutz, Lifschutz Companies
- Marques Mitchell, Brooks Development Authority
- Pamela Morganroth, Highland Forest Neighborhood Association
- Katie Otten, Hot Wells Resident
- Jesse Pacheco, South Central Alliance of Neighborhoods
- Patti Rangel, San Antonio State Hospital
- Dolores Rios, Parents as Partners
- Angela Saenz, Heritage Oaks at Brooks
- Frank Salinas, Jr., Calumet Specialty Products Partners, LLP
- Alfred Segura, Jr., New Frontiers Public Schools
- Jennifer Tiller, Holy Name Catholic School
- Liz Trainor, Highland Hills Neighborhood Association
- Christine ~~Vina~~Vina, VIA Metropolitan Transit
- Anthony Willis, Mission Solar

Introduction

Location

The Highland Forest Neighborhood Association is located south of ~~SE~~[Southeast](#) Military Drive. It is bordered by ~~Interstate Highway I-~~[37](#) to the west, [the](#) Woodbridge at Monte Viejo [subdivision](#) to the east and the Ridge at Salado Creek [subdivision](#) to the south. Included in its boundary is the Mission Trails RV Park.

[See **Figure 25: Highland Forest Neighborhood Location Map** (page ~~100~~[102](#))]

What is the neighborhood profile and priorities?

San Antonio is a city of neighborhoods, each with its own unique history, qualities and character. Many neighborhoods throughout the [City-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-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.

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investment within the [Citycity](#) to help these neighborhoods achieve their short-term goals and long-term visions.

How was it developed?

Following extensive public outreach and work with the Brooks Area Regional Center Planning Team, Planning Department staff met with members of the Highland Forest Neighborhood Association (listed on the Acknowledgments page) to discuss neighborhood strengths, challenges, opportunities, and priorities, and to identify key elements to incorporate into the Brooks Area Regional Center Plan, providing lasting direction for the Highland Forest neighborhood.

Neighborhood Snapshot

Highland Forest was originally part of a large ranch prior to the 1940s. The neighborhood was officially named in the 1940s, but did not become heavily developed until the 1960s. The houses located in the neighborhood are of various styles and time periods with some dating back to the 1920s, with the majority of the homes were built after the 1980s.

Neighborhood Strengths and Character

Strengths

1. Homes in the area are newer and generally have a higher value than other nearby neighborhoods.
2. Proximity to Salado Creek and other open space that has not yet been formally utilized.
3. Proximity to [Southeast](#) Military Drive, a major corridor, and [Interstate I-37](#).

Neighborhood Opportunities and Challenges

Opportunities

1. Increase walkability by locating more services and amenities on the [Southeast](#) Military Drive corridor.
2. New connections to nearby natural open space.
3. East-west connectivity ~~to~~ [between the](#) Brooks [campus](#) and amenities on the other side of ~~Interstate Highway I-37~~.

Challenges

1. Highland Forest does not currently have nearby amenities, like parks and healthy food choices [with](#)in walking distance. While some amenities like Highland Forest Elementary are close, [the](#) area would benefit from sufficient sidewalks to reach these destinations.
2. Street, sidewalk, and storm drainage infrastructure needs to be improved to alleviate neighborhood impacts and create comparable public realm quality to the rest of the [Citycity](#).
3. Highland Forest has not been fully developed, and lack of investment has led to many empty lots or parcels that are not being used to their highest value.

Previous Neighborhood Plans

[The Highland Forest Neighborhood is not covered by a previous planning effort.](#)

Neighborhood Priorities

[Extensive community feedback was incorporated and summarized into neighborhood priorities. Each recommendation aligns with either the previous neighborhood plan, a sub-area plan recommendation, or with another neighborhood plan in the Brooks Area.](#)

| Highland Forest Neighborhood Priority | Priority from Previous Neighborhood Plan | Aligns with Sub-Area Plan Recommendation | Shared with other Brooks Area Neighborhoods |
|---|---|--|---|
| <p>Home Rehabilitation</p> <p>Rehabilitate the appearance of structural damage to deteriorated houses and other buildings. Expand and leverage programs through various sources including non-profits and city programs to assist homeowners and business owners.</p> | | | X |
| <p>Sidewalk and Curb Reconstruction</p> <p>Sidewalk and curb construction are needed to help alleviate flooding concerns and create a safer and more comfortable walking environment for all users. Areas near schools, parks, libraries, community facilities, and churches should be prioritized.</p> | | X | X |
| <p>Low Impact Development</p> <p>Improve drainage, water quality, and street appeal by installing low impact development (LID) improvements on neighborhood streets.</p> | | | X |
| <p>Tree Canopy</p> <p>Neighborhood groups should work with City and nonprofit partners to develop a tree plan for the area that conducts a tree inventory, and identifies achievable strategies to improve the health of existing trees, expand the tree canopy, and improve the urban forest. Focus on planting trees in areas where inventory findings suggest they are most needed.</p> | | X | X |
| <p>Infill Development</p> | | | X |

| | | | |
|--|--|--|--|
| <p>Utilize vacant parcels as opportunities for infill development for more housing stock or for amenities. Highland Forest does not have convenient access to parks and open space or other community amenities.</p> | | | |
|--|--|--|--|

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Highland Hills Neighborhood Association Profile and Priorities

Acknowledgements

Thank You to the following Planning Team members for their engagement and effort throughout this planning process:

- Andrew Aguiano, South San Antonio Chamber of Commerce
- Kathy Jo Almendez, Mission Trail Baptist Hospital
- Joanie Barborak, Bond Initiative
- Linda Cavazos, East Central Independent School District
- Belinda Gonzalez, Pre-K 4 SA
- Officer Sgt. Curtis Walker/ Officer Carlos Guillen, San Antonio Police Department - South
- Yvette Hernandez, SATX Social Ride / Monte Viejo
- Dr. Mary Hogan, University of Incarnate Word School of Osteopathic Medicine
- Nicole Hoyt, Southeast Community Outreach for Older People
- Captain Wes Jendrusch, San Antonio Fire Department
- Kyle Knickerbocker, San Antonio River Authority
- Michelle Krupa, Monte Viejo Neighborhood
- Ken Kuwamura, Hot Wells Conservancy
- James Lifschutz, Lifschutz Companies
- Marques Mitchell, Brooks Development Authority
- Pamela Morganroth, Highland Forest Neighborhood Association
- Katie Otten, Hot Wells Resident
- Jesse Pacheco, South Central Alliance of Neighborhoods
- Patti Rangel, San Antonio State Hospital
- Dolores Rios, Parents as Partners
- Angela Saenz, Heritage Oaks at Brooks
- Frank Salinas, Jr., Onofre Garza, Calumet Specialty Products Partners, LLP
- Alfred Segura, Jr., New Frontiers Public Schools
- Jennifer Tiller, Holy Name Catholic School
- Liz Trainor, Highland Hills Neighborhood Association
- Christine [VinaViña](#), VIA Metropolitan Transit
- Anthony Willis, Mission Solar

~~Special Thanks to the~~[The](#) following area residents ~~who~~ aided in the development of the Highland Hills Community Plan [\(2002\), which informed this Neighborhood Profile and Priorities:](#)

- Tommy Adkisson
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- Alice Dudek
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- Diane Harvey
- Janie Hernandez
- Ruben Hernandez
- Loyd LeBlanc
- Domingo Luna
- Reba Malone
- Reynaldo and Patricia Martinez
- Narciso Mendaoza
- Patric Meza
- Maria Lucia Molen
- Ethel Nelson
- Greg & Noralyn Ripps
- Betty Seibold
- Gaynell Smith
- Larry Temple
- King and Liz Trainor
- Agnes Valdivia
- Christel Villareal
- Chuck and Betty Wheeler
- Bill White
- Alex Zapata

Introduction

Location

The Highland Hills Neighborhood Association shares borders with the Hot Wells Mission Reach, Pecan Valley, and Highland Forest Neighborhood Associations. Starting at the intersection of Salado Creek and [SE-Southeast](#) Military Drive, the Highland Hills [Neighborhood Association](#) border extends westward along [SE-Southeast](#) Military Drive to [South](#) New Braunfels Avenue which it then follows until it meets [Interstate I-37](#). The border continues northward along [Interstate I-37](#) until it intersects Fair Avenue which it then follows eastward to Clark Avenue, then north to Hiawatha, and then eastward again to Southside Lions Park, southward towards Meadowlark Avenue, and the southern extent of Southside

Lions Park until it reaches Salado Creek. The border follows Salado creek until it reaches ~~SE~~ [Southeast Military Drive](#).

[See **Figure 26: Highland Hills Neighborhood Location Map** (page ~~101~~ [103](#))]

What is the neighborhood profile and priorities?

San Antonio is a city of neighborhoods, each with its own unique history, qualities and character. Many neighborhoods throughout the [City-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-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.

The Neighborhood Profile and Priorities section of the Sub-Area Plans provides special attention to prior neighborhood planning efforts and recognizes the community groups and individuals who were instrumental in their creation. They summarize specific opportunities, challenges, recommendations and priorities from each participating neighborhood, in an effort to more efficiently direct public and private investment within the [City-city](#) to help these neighborhoods achieve their short-term goals and long-term visions.

How was it developed?

At the outset of the planning process, City of San Antonio ~~planning~~ [Planning Department](#) staff identified the existing Neighborhood Plans that had a shared geography with each Sub-Area. Each relevant plan was reviewed and summarized so that staff would have a sound understanding of issues and priorities from existing planning efforts.

Following extensive public outreach and work with the Brooks Area Regional Center Planning Team, Planning Department staff met with members of the Highlands Community Plan Planning Team (listed on the Acknowledgments page) to evaluate that plan, and to identify key elements to incorporate into the Brooks Area Regional Center Plan and this Neighborhood Profile and Priorities, providing lasting direction for the Highland Hills neighborhood.

Neighborhood Snapshot

Highland Hills was developed beginning in the late 1940s to provide new housing for returning World War II soldiers and their families. Growth continued through the 1950s, with what is now McCreless Mall, opening in 1952. Housing development in the neighborhood peaked in 1959. Housing development generally occurred from north to south, and the age of housing stock is older closer to McCreless and is newer closer to [Southeast Military Drive](#). After growing considerably, development stalled in the early 1960s when San Antonio’s development pattern shifted northward. The

neighborhood has since provided affordable housing stock in close proximity to Downtown and [the Brooks Area](#).

Neighborhood Strengths and Character

Strengths

1. Since the 1950s, McCreless Market has been a community hub that provides neighborhood services including access to healthy foods, restaurants, a library, and medical services.
2. Proximity and access to potential large natural, recreational, and historic amenities near the area such as Salado Creek, San Antonio River, Hot Wells Conservancy site, Southside Lion’s Park, Missions, and Pecan Valley Golf Course.
3. Existing housing stock that provides affordable, traditional neighborhood stability.

Neighborhood Opportunities and Challenges

Opportunities

1. Improved pedestrian safety and comfort within neighborhoods and connections to neighborhood service and amenities.
2. Leveraging bond money, recent reinvestment and other funding to create complete streets and a complete neighborhood.
3. Target revitalization, development, and public realm investments to create active uses on key corridors and public spaces.

Challenges

1. Vacant and underutilized property that does not add to the neighborhood value.
2. Topography and aging infrastructure lead to drainage issues.
3. Existing tree canopy does not provide enough shade for pedestrian comfort.
4. Lack of methods to improve property maintenance.

Previous Neighborhood Plans

Key recommendations from previous planning efforts

The Highlands Community Plan was the result of a joint effort between the Highland Park Neighborhood, the Highland Hills Neighborhood, and the Southeast Highland Hills Good Neighbor Crime Watch. The plan was officially adopted in 2002 and has served as the guiding policy document and blueprint for action for the community. The plan focused on four plan elements: Heart of the Neighborhood, Getting Around Town, Places to Gather, Play and Learn, and Taking Action. Each of these plan elements contained sub-elements within them.

[See **Figure 27: Highlands Community Plan cover** (page ~~102~~[104](#))]

The Heart of the Neighborhood section focused on recommendations related to diversifying economic development, improving community appearance and neighborhood character, encouraging community involvement and communication, and improving housing appearance and character.

Getting Around Town promoted a ~~multi-modal~~ [multimodal](#) transportation system and an assessment of current infrastructure such as streets, alleys, [drainage rights of way](#), and utilities.

The Places to Gather, Play, and Learn element focused on addressing the unmet needs for community programs and facilities, enhancing parks and open space, improving community health and wellness, and improving library programs and usage.

The final plan element, Taking Action, identified how the plan would be implemented through goals, objectives, and action steps. The appendices included the history, demographics, documentation of the planning process, a resource directory, and a list of capital improvement projects that have since been completed.

Major accomplishments for the neighborhood plan

- McCreless Mall redevelopment
- Southside Lions Senior Center
- Numerous streets, sidewalk, and curb reconstruction
- Home rehabilitation programs such as Under One Roof and Rehabarama
- Numerous drainage projects
- VIA Park and Ride Facility at McCreless

2012 Bond Program

- Pytel Park: General park rehabilitation and improvements included lighting enhancements at the baseball field area, new parking, and new sidewalks.
- Belford Area Drainage: This project resulted from a drainage study, funded by the 2007 Bond Savings, which provided the reconstruction of Belford Drive from Utopia [Lane](#) to Galway [Street & and](#) Utopia Lane from Belford [Drive](#) to 665 feet west of Belford [Drive](#), an underground drainage system and an open, earthen channel from the Belford [Drive](#)-Utopia [Lane](#) intersection to ~~HI~~-37.
- Pickwell Park: General park rehabilitation and improvements included renovation of the existing restroom building, a new concrete trail, new walkways connecting existing amenities, a new picnic pad outfitted with table and grill, and a new pavilion.

2017 Bond Program

- Goliad ~~Rd~~ [Road](#) (Fair ~~Ave~~ [Avenue](#) - ~~E~~ [East](#) Southcross ~~Bldg~~ [Boulevard](#)): Reconstruct Goliad [Road](#) from Fair [Avenue](#) to [East](#) Southcross [Boulevard](#) with curbs, sidewalks, driveway approaches, drainage and other improvements as appropriate and within available funding.
- McCreless Branch Library Renovations: Improvements and space reconfiguration to the McCreless Branch Library.

Neighborhood Priorities

Through the Sub-Area planning process, extensive community feedback was incorporated and summarized into neighborhood priorities. Each recommendation aligns with the previous neighborhood plan, a sub-area plan recommendation, or with other neighborhood actions plan in the Brooks Area.

| Highland Hills Neighborhood Priority | Priority from | Aligns with Sub- | Shared with |
|--|---------------|------------------|-------------|
|--|---------------|------------------|-------------|

| | Previous Neighborhood Plan | Area Plan Recommendation | other Brooks Area Neighborhoods |
|--|---|-------------------------------------|--|
| <p>Trails and Connectivity</p> <p>Connect Highland Hills to other destinations such as the Brooks campus, the Missions, and Salado Creek through a trail network that utilizes conservation easements, natural creek and greenways, and a more complete sidewalk network.</p> | X | X | |
| <p>Neighborhood Safety</p> <p>Increase safety throughout the area through increased lighting and exploring establishment of a police substation to meet the needs of the growing population.</p> | X | | |
| <p>Community Reinvestment</p> <p>Reinvest in underutilized and vacant parcels such as homes in disrepair or empty commercial lots to bring investment into the community and improve the appearance.</p> | X | X | |
| <p>Home Rehabilitation</p> <p>Rehabilitate deteriorated houses and other buildings. Expand and leverage programs through various sources including non-profits and city programs to assist homeowners and business owners. Continue consistent code enforcement.</p> | X | X | X |
| <p>Sidewalk and Curb Reconstruction</p> <p>Sidewalk and curb construction are needed to help alleviate flooding concerns and create a safer and more comfortable walking environment for all users. Areas near schools, parks, libraries, community facilities, and churches should be prioritized.</p> | X | X | X |
| <p>Low Impact Development</p> <p>Improve street drainage, water quality, and street appeal by installing low impact development (LID) improvements on neighborhood streets (no curbs).</p> | | X | X |
| <p>Tree Canopy</p> | | X | X |

| | | | |
|---|--|--|--|
| <p>Neighborhood groups should work with City and nonprofit partners to develop a tree plan for the area that conducts a tree inventory, and identifies achievable strategies to improve the health of existing trees, expand the tree canopy, and improve the urban forest. Focus on planting trees in areas where inventory findings suggest they are most needed.</p> | | | |
| <p>Infill Housing</p> <p>When homes cannot or are desired to not be rehabilitated, infill housing development should occur with neighborhood character and quality in mind. Zoning and other tools should be considered to aid in creating housing that fits in with the context of the neighborhood.</p> | | | |

Hot Wells Neighborhood Profile and Priorities

Acknowledgements

[Special Thanks to the following area residents who aided in the development of the South Central San Antonio Community Plan](#) [Thank You to the following Planning Team members for their engagement and effort throughout this planning process:](#)

- Andrew Aguiano, Mark Gonzalez, South San Antonio Chamber of Commerce
- Kathy Jo Almendez, Mission Trail Baptist Hospital
- Joanie Barborak, Bond Initiative
- Linda Cavazos, East Central Independent School District
- Belinda Gonzalez, Pre-K 4 SA
- Officer Sgt. Curtis Walker/ Officer Carlos Guillen, San Antonio Police Department - South
- Yvette Hernandez, SATX Social Ride / Monte Viejo
- Dr. Mary Hogan, University of Incarnate Word School of Osteopathic Medicine
- Nicole Hoyt, Southeast Community Outreach for Older People
- Captain Wes Jendrusch, San Antonio Fire Department
- Kyle Knickerbocker, San Antonio River Authority
- Michelle Krupa, Monte Viejo Neighborhood
- Ken Kuwamura, Hot Wells Conservancy
- James Lifschutz, Lifschutz Companies
- Marques Mitchell, Brooks Development Authority

- Pamela Morganroth, Highland Forest Neighborhood Association
- Katie Otten, Hot Wells Resident
- Jesse Pacheco, South Central Alliance of Neighborhoods
- Patti Rangel, San Antonio State Hospital
- Dolores Rios, Parents as Partners
- Angela Saenz, Heritage Oaks at Brooks
- Frank Salinas, Jr., Calumet Specialty Products Partners, LLP
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- Jennifer Tiller, Holy Name Catholic School
- Liz Trainor, Highland Hills Neighborhood Association
- Christine ~~Vina~~[Viña](#), VIA Metropolitan Transit
- Anthony Willis, Mission Solar

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- Roberto Anguiano
- Armando Cortez
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- Lorraine Lisenby
- Barbara Mariani
- Sybil Mariani
- Maria Elena Martinez
- John McLaughlin
- Esmeralda & Fernando Meza
- Mary Ozuna
- Evanleen Schmuckle
- Christel Villarreal

Introduction

Location

The Hot Wells Neighborhood is generally bounded by [South](#) New Braunfels ~~Ave~~[Avenue](#), [SE](#) ~~Southeast~~ Military Drive, ~~S~~ [South](#) Presa Street, and [East](#) Southcross Boulevard.

[See **Figure 28: Hot Wells Neighborhood Location Map** (page ~~103~~[105](#))]

What is the neighborhood profile and priorities?

San Antonio is a city of neighborhoods, each with its own unique history, qualities and character. Many neighborhoods throughout the ~~City~~ [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-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.

The Neighborhood Profile and Priorities section of the Sub-Area Plans provides special attention to prior neighborhood planning efforts and recognizes the community groups and individuals who were instrumental in their creation. They summarize specific opportunities, challenges, recommendations and priorities from each participating neighborhood, in an effort to more efficiently direct public and private investment within the [City-city](#) to help these neighborhoods achieve their short-term goals and long-term visions.

How was it developed?

At the outset of the planning process, City of San Antonio [planning-Planning Department](#) staff identified the existing Neighborhood Plans that had a shared geography with each Sub-Area. Each relevant plan was reviewed and summarized so that staff would have a sound understanding of issues and priorities from existing planning efforts.

Following extensive public outreach and work with the Brooks Area Regional Center Planning Team, Planning Department staff met with members of the South Central San Antonio Community Plan Planning Team (listed on the Acknowledgments page) to evaluate that plan, and to identify key elements to incorporate into the Brooks Area Regional Center Plan and this Neighborhood Profile and Priorities, providing lasting direction for the Hot Wells neighborhood.

Neighborhood Snapshot

Neighborhood Strengths and Character

The Hot Wells [neighborhood-Neighborhood](#) was established after [the City of](#) San Antonio began to rapidly grow in the mid-19th century. From 1890 to 1933, a streetcar ran from Downtown to the Hot Wells Hotel and Spa; a major destination. Brooks Air Force Base also spurred development on the Southside until building trends directed growth to the north; thus, redirecting new housing investment out of the area. While initial disinvestment occurred in the community due to the closure of Brooks Air Force Base, subsequent redevelopment has spurred resurgence in the local economy and community pride.

Strengths

1. Hot Wells developed as a traditional [single-single](#)-family neighborhood with bungalow and ranch style homes. The size and location are appealing to many household types.

2. Hot Wells has a rich history ranging from the founding of the Mission San Jose, the Hot Wells Hotel and Spa, and the Brooks Air Force Base. South Presa Street served as a natural connection to downtown.
3. Committed long-time residents that care about their neighborhoods and the Southeast side of San Antonio.

Neighborhood Opportunities and Challenges

Opportunities

1. The San Antonio State Hospital property would be a catalyst that brings prosperity into and along the [S-South Presa Corridor](#).
2. Extending trails that connect the San Antonio River across the Hot Wells Neighborhood to Salado Creek and along [S-South Presa Street](#) to Downtown.
3. Neighborhood revitalization while maintaining the historic character and affordability.
4. Long-time residents who care deeply about their neighborhood could work together to support community programming.

Challenges

1. Infrastructure (flooding/sidewalks/street maintenance), parking, safety, and general neighborhood upkeep are paramount concerns.
2. Street, sidewalk, and storm drainage infrastructure need to be improved to alleviate neighborhood impacts and create comparable public realm quality to the rest of the [Citycity](#).
3. Hot Wells has seen disinvestment in the past which has led to many empty lots or parcels that are not being used to support the community fabric.
4. The demographics of the neighborhoods are changing. Many children and grandchildren of original residents have moved away, and a number of newer residents are renters. Additionally, there are many vulnerable households less resilient to changes in the housing market and/or less able to maintain and repair their home due to income, physical/mental health, and social issues.

Previous Neighborhood Plans

Key recommendations from previous planning efforts

The South Central San Antonio Community Plan covers ~~a~~ several neighborhood areas ~~within the area~~ and ~~is~~ bounded by ~~Alamo Street~~-10, ~~HI~~-35, ~~SW~~-Military Drive, and ~~HI~~-37. The overarching purpose of the plan was to identify action steps and partnerships necessary to improve the quality of ~~the~~ life in South Central San Antonio. The major plan elements included: Neighborhood Development/Environment, Community facilities/Quality of Life, Transportation Networks, and Plan Implementation. The plan was officially adopted in 1999 and was updated in 2005.

[See **Figure 29: South Central San Antonio Community Plan cover** (page ~~104~~[106](#))]

The Neighborhood Development/Environment element focused maintaining and building on the old-fashioned neighborhood character of South Central San Antonio through developing the community’s commercial corridors, and the rehabilitation and construction of additional housing.

The Community Facilities/ Quality of Life element identified strategies, partnerships, action steps, and potential funding sources that would enhance the many features facilities and features that enhance the quality of life for residents. Specific recommendations included the development of the Hot Wells Hotel, a community center, and street improvements along [S-South](#) Presa Street.

The Transportation Networks element addressed the need for community facilities to be accessible by multiple modes of transportation, coordination of drainage improvements, and convenient transit for area residents.

The Plan Implementation element outlines strategies to ensure the implementation of the plan. The action steps called for the development of a community action group to work on achieving the goals outlined in the previous three plan elements. The appendixes include documentation, a resource directory, demographics, community history, and a list of planned improvements.

Major accomplishments for the neighborhood plan

- Drainage improvements to [S-South](#) Goliad Road.
- Developed a marketing initiative and program – Southside First.
- Developed a new movie theater at McCreless.
- Several design elements/art installations have been placed along the San Antonio River.
- [The Brooks Development Authority](#) has conducted environmental remediation and studies throughout the property.
- The southern portion of the San Antonio River has undergone major environmental clean-up and habitat restoration.
- Southcross Boulevard (I-37 to I-35) ~~has received Construct~~ corridor improvements ~~along Southcross from I-37 to I-35. Includes which included~~ pedestrian amenities and enhancements ~~as appropriate and within available funding.~~
- New Braunfels Avenue and South Presa Street have received funding under multiple bond projects to improve streetscaping.
 - [S-South](#) Presa [Street](#) (~~SE-Southeast~~ Military Drive ~~to~~-Southcross Blvd): Construct corridor improvements from Military to Southcross. Includes pedestrian amenities and enhancements as appropriate and within available funding.

Neighborhood Priorities

Extensive community feedback was incorporated and summarized into neighborhood priorities. Each recommendation aligns with either the previous neighborhood plan, a sub-area plan recommendation, or with another neighborhood plan in the Brooks Area.

| Hot Wells Neighborhood Priority | Previous N-Hood Plan Priority | Sub-Area Plan Rec. Aligns with Sub-Area Plan | Other NPP Shared with other |
|---|--|---|--|
| | | | |

| | from Previous Plan | Recommendation | Brooks Area Neighborhoods |
|---|------------------------------------|--------------------------------|---|
| <p>Trails and Connectivity</p> <p>Establish multi-modal multimodal options for residents and visitors to explore the historic and natural features of the area. Trails to provide east-west connections and that link key destinations should be prioritized.</p> | X | X | X |
| <p>Community Revitalization</p> <p>Leverage recent reinvestments, bond projects, and other improvements to gain momentum in revitalizing the community. This can be particularly applied to South Presa Street and Hot Wells Boulevard.</p> | | | X |
| <p>Complete Neighborhoods</p> <p>Special attention should be given to supporting ‘aging in place’ in the neighborhood so the residents who choose to live here can remain as long as they want. This includes providing a variety of housing types, pedestrian amenities, and neighborhood services.</p> | X | X | |
| <p>Home Rehabilitation</p> <p>Rehabilitate the appearance to deteriorated houses and other buildings. Expand and leverage programs to assist homeowners and business owners.</p> | X | X | X |
| <p>Sidewalk and Curb Reconstruction</p> <p>Sidewalk and curb construction are needed to help alleviate flooding concerns and create a safer and more comfortable walking environment for all users. Areas near schools, parks, libraries, community facilities, and churches should be prioritized.</p> | X | | X |
| <p>Low Impact Development</p> <p>Improve street drainage, water quality, street appeal by installing low impact development (LID) improvements on neighborhood streets (no curbs).</p> | | | X |
| <p>Tree Canopy</p> <p>Neighborhood groups work to develop tree plans:</p> | | X | X |

| | | | |
|---|----------|--|--|
| <p>setting achievable strategies to improve the health of existing trees, expand tree canopy, and connect the neighborhood with city and nonprofit resources to provide recommendations for specific neighborhood actions for improving the urban forest. Specifically, to plant street trees in areas where inventory findings suggest they are most needed.</p> | | | |
| <p>Neighborhood Identity Increase neighborhood participation and support a sense of community identity and ownership of Hot Wells neighborhood residents. Neighborhood residents should be empowered to create an active organization or association that will advocate for neighborhood interests. The City should support such an effort and recognize this group for notices and other City business.</p> | <p>X</p> | | |

DRAFT

6 Implementation

Plan Purpose

This Plan proposes a medium-term vision, recommendations, and strategies for improving and developing the Brooks 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 Brooks Area Regional Center Plan is an implementation-oriented Sub-Area plan that will further develop recommendations from the SA Tomorrow Comprehensive Plan to guide growth and development that accommodates projected housing and employment increases, and to fulfill other Comprehensive Plan goals and policies through a community-based planning process.

The Regional Center Plan honors and integrates previously adopted neighborhood and community plans while providing 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 Brooks 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 Brooks Area. A diverse assemblage of stakeholders met for a series of nine planning team meetings over ~~15-17~~ 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 Brooks 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 Heritage South Sector [Planning Area Plan](#), established in 2010, [is](#) comprised [of](#) over 197 square miles south of Loop 410, and between [Interstate I-35](#) and Highway 181. It also included area in the extraterritorial jurisdiction of San Antonio. The [Sector Plan](#) references planting seeds of economic development, integrating the best of urban and rural life through planned development with safe neighborhoods and a premier education system while preserving and respecting the history, values, and natural resources of the area.

The Stinson Airport Vicinity Land Use Plan was last updated in 2011 with the intent to ensure compatible land uses adjacent to Stinson Airport. In addition to land use, the plan also calls out opportunities for

neighborhoods, economic development, and cultural and environmental sources to promote future sustainability and to protect the quality of life for residents including health, safety, and welfare.

The South Central San Antonio Community Plan was updated in 2005 and covers a large portion of San Antonio south of Downtown. The chief goal of the plan was to enhance and improve the Missions, parks, and the San Antonio River through policies related to zoning, safety, accessibility, and restoration. The plan elements included neighborhoods, community development and environment, community facilities, transportation networks, and quality of life.

The Highlands Community Plan was adopted in 2002 and was created by the Highland Park Neighborhood Association, the Highland Hills Neighborhood Association, and the Southeast Highland Hills Good Neighbor Crime Watch Group. The Plan features four chapters: Heart of the Neighborhood, Getting Around Town, Places to Gather, Play, and Learn, and Taking Action.

[The Brooks 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 Plan Framework](#)
- [San Antonio's Housing Policy Framework](#)

[In implementing the Brooks 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 Brooks Area Regional Center Plan becomes a component of the City's SA Tomorrow Comprehensive Plan. Previously adopted neighborhood, community, and sector land use plans that are contained within or partially overlap the Brooks Area Regional Center Plan – Highlands Community Plan (2002), South Central San Antonio Community Plan (2005) – are identified as a foundational part of the Brooks Area Regional Center Plan. However, where a previous plan and the Brooks Area Regional Center Plan have conflicting land use designations within the adopted boundary of the Brooks Area Regional Center Plan, the Sub-Area Plan will be plan of reference. Similarly, where a previous plan and the Brooks Area Regional Center Plan have conflicting policies or priorities within the adopted boundary of the Brooks 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 Brooks 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: Prioritize City-initiated rezonings rezoning for single-single-family residential areas that are currently over zoned.

Strategy 1.1 (Regulatory and Policy)

Oversee large area rezoning efforts, especially in areas where current zoning districts are not allowable under land uses designated by the Brooks Area Regional Center Plan. Predominantly residential areas designated Low Density Residential and Urban Low Density Residential should be prioritized for such rezoning cases.

Land Use Recommendation #2: Use City-initiated large area rezonings rezoning in mixed-use focus areas and corridors to support implementation of designated new land uses, support catalytic development, and encourage transit-supportive development near future VIA stations.

Strategy 2.1 (Regulatory and Policy)

Oversee large area rezonings rezoning that facilitates implementation of mixed-use focus areas, corridor revitalizations, and VIA Primo or Rapid Transit station areas where existing zoning is not allowed in or does not support designated land uses or the community vision.

Strategy 2.2 (Regulatory and Policy, Investment)

Support property owner-initiated rezonings rezoning of parcels located in focus areas or revitalization corridors identified by the Brooks Area Regional Center Plan or in VIA Primo or Rapid Transit station areas when such rezonings rezoning supports the land use and development vision of the plan. The Planning Department should develop a rapid response program to assist property owners with obtaining the necessary land use and zoning entitlements should a proposed project support the goals of the plan.

Land Use Recommendation #3: Evaluate, and update as needed, zoning and development regulations that impede implementation of Brooks Area Regional Center Plan land uses and desired urban form.

Strategy 3.1 (Regulatory and Policy, Investment)

Develop new, mixed-use zoning districts tailored to implementing the mixed-use land use categories adopted into the UDC, including Neighborhood Mixed-Use, Urban Mixed-Use, Regional Mixed-Use, Employment/Flex Mixed-Use, and Business/Innovation Mixed-Use.

Strategy 3.2 (Regulatory 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 3.3 (Regulatory and Policy, Partnerships)

The Planning Department should work with relevant City departments and community and private stakeholders to evaluate and update as needed tree preservation, stormwater, and parking ordinances

for their impact on development patterns and urban form, particularly in SA Tomorrow designated focus areas, revitalization corridors, and VIA station areas.

Strategy 3.4 (Regulatory and Policy, Partnerships, Investment)

Updates to the San Antonio Fee Waiver Program and CCHIP should facilitate consideration of SA Tomorrow focus areas, revitalization corridors, and VIA Primo and Rapid Transit station areas as designated target areas within these incentive programs.

Strategy 3.5 (Regulatory and Policy, Partnerships, Investment)

Research and evaluate innovative mechanisms and programs that would ensure that stormwater fee in lieu of funds are reinvested in the Brooks Area Regional Center.

[Strategy 3.6 \(Regulatory and Policy; Investment\)](#)

[Pursue tools and options – including conservation easements – for permanently protecting sensitive lands and natural resources such as tree canopy, especially within stream buffers and in, and adjacent to, floodplains.](#)

Land Use Recommendation #4: The Planning Department should continue to work with the Brooks Development Authority and developers of the State Hospital Focus Area to provide land use and zoning designations that facilitate the growth, vitality, and economic prosperity.

Strategy 4.1 (Regulatory and Policy, Partnerships)

Regularly review land use and strategic plans with Brooks Development Authority and developers of large parcels disposed by the State Hospital to help identify policy, land use, and zoning changes necessary to facilitate desired developments that also fulfill SA Tomorrow goals.

Implementation – Focus Areas

Focus Area Recommendation #1: Create mixed-use community destinations that increase residential, employment and recreational opportunities throughout the Brooks Area Regional Center.

Strategy 1.1: (Regulatory and Policy)

Apply mixed-use land use designations in focus areas to ensure residential, commercial, and recreation uses will be developed in close proximity to one another.

Strategy 1.2 (Partnerships)

Engage City staff from Parks and Recreation and Arts and Culture departments in planning decisions and development review to ensure appropriate siting, design and programming of public spaces in mixed-use centers.

Focus Area Recommendation #2: Ensure focus areas can be easily and safely accessed by a range of travel modes, including pedestrian, bicycle, and transit options.

Strategy 2.1 (Investment)

Ensure streetscape, sidewalk, and transit infrastructure improvements are undertaken before or during construction of new focus area projects.

Strategy 2.2 (Regulatory and Policy)

Develop and implement ~~multi-modal~~[multimodal](#) and transit plans throughout the Brooks Area Regional Center, prioritizing projects in the Focus Area.

Focus Area Recommendation #3: Ensure adequate buffers and transitions between new, higher-intensity development in focus areas and single-family neighborhoods.

Strategy 3.1 (Regulatory and Policy)

Site taller buildings at intersections along mixed-use corridors and in other locations where they will minimally impact single-family homes.

Strategy 3.2 (Regulatory and Policy)

Gradually decrease height and density of new buildings and developments as they transition towards single-family neighborhoods.

Focus Area Recommendation #4: Balance development and investment in Focus Areas with protection and enhancements of open spaces, including parks, natural resources and other sensitive areas.

Strategy 4.1 (Regulatory and Policy; Investment)

Enhance and expand public parks and open spaces, targeting underserved areas within the Brooks Area.

Strategy 4.2 (Regulatory and Policy)

Use site design strategies for large projects, such as clustered subdivisions with a grid street pattern when possible, that maximize open space and land preservation within large-scale developments. Large-scale developments should also be walkable and human-scaled.

Strategy 4.3 (Partnerships; Investment)

Pursue tools and options – including conservation easements – for permanently protecting sensitive lands and natural resources [in redeveloping focus areas](#) such as tree canopy, especially within stream buffers and in, and adjacent to, floodplains.

Implementation – Mobility

[See **Figure 30: Mobility Framework Recommendations Map** (page ~~105~~[107](#))]

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 improvements, potentially including traffic calming and Complete Streets principles, which improve pedestrian, bicycle, and traffic safety and help achieve San Antonio’s Vision Zero goals. Highest priority areas are the identified Severe Pedestrian Injury Areas (SPIAs):

- Gevers Street from Fair Avenue to Minnetonka Street;
- Pecan Valley Drive from Goliad Road to Dollarhide Avenue; and
- ~~SE~~[Southeast](#) Military Drive from City Base Landing to Goliad Road.

Additional analysis of pedestrian, bicycle, and vehicle crash data, along with community input, also identified as priorities the following:

- The intersection of Hot Wells Boulevard and ~~S.~~[South](#) New Braunfels Avenue;
- Goliad Road: from ~~SE.~~[Southeast](#) Military Drive to Pecan Valley Drive;
- City Base Landing: from ~~SE.~~[Southeast](#) Military Drive to Research Plaza; [and](#)
- ~~SE.~~[Southeast](#) Military Drive: from ~~S.~~[South](#) Presa Street to Kennedy Hill Drive.

Coordination with bond projects, regular Improvement Management Plan (IMP) projects, and partner agencies such as TxDOT is encouraged.

Strategy 1.2 (Partnerships, Investment)

Apply proven strategies to improve pedestrian and bicycle safety when redeveloping intersections and roadway segments throughout the Brooks 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. ~~SE.~~[Southeast](#) Military Drive and Goliad Road are priorities for this strategy.

Mobility Recommendation #2: Complete the ~~multi-modal~~[multimodal](#) layered network and trail system and work with partners to establish new connections.

Strategy 2.1 (Regulatory and Policy, Partnerships, Investment)

Incorporate streetscape improvement best practices that include landscaping and shade elements, green infrastructure, public art, and other features that improve pedestrian and bicycle safety and comfort. Conduct Complete Streets studies and focus priority investments on key corridors that will have higher volumes from all modes of mobility as the Brooks Area grows and develops, in particular:

- Presa Street (ongoing Bond project),
- Hot Wells Boulevard,
- Kashmir Place,
- Goliad Road, and
- ~~SE.~~[Southeast](#) Military Drive.

Strategy 2.2 (Partnerships, Investment)

Develop trail connections to the Greenline, the Mission Reach, Pytel Park, and Salado Creek. Work with partners including CPS energy to develop a design manual with implementable strategies that identifies rights-of-way and easements that could create east-west multi-use trails through the Brooks Area, as well as access to/from Salado Creek, and construct new access points.

Strategy 2.3 (Partnerships, Investment)

Complete the bicycle and sidewalk network by implementing priority projects and adding facilities as streets are repaved or reconstructed. Based on input from the Brooks Area Regional Center Planning Team and other community stakeholders, priority improvements should include implementing bicycle routes along Pecan Valley Drive, Asylum Creek, Corpus Christi Highway, and streets through the Brooks

campus, or parallel routes that would provide comparable connectivity for people who want to travel by bicycle.

Strategy 2.4 (Regulatory and Policy, Partnerships, Investment)

Designate target areas, including Mission Trail Baptist Hospital, Brooks Development Authority, and the State Hospital to provide pedestrian, bicycle, transit, and where appropriate, vehicular connections through large parcels (especially east-west connections). The Planning and Development Services departments should work with property owners during redevelopment of parcels to designate easements or other right of way opportunities.

Strategy 2.5 (Investment)

Improve crossings, access and connectivity to the Greenline and other pedestrian and bicycle paths, including new trails or on-road infrastructure, including where the Greenline intersects with ~~S-E~~[Southeast](#) Military Drive, [South](#) New Braunfels Avenue, Goliad Road.

Mobility Recommendation #3: Alleviate congestion with multimodal solutions.

Strategy 3.1 (Regulatory and Policy, Investment)

Prioritize multimodal improvements and connections along major corridors in the study area, (including non-motorized and transit facilities) to reduce demand for vehicular travel. Key roadways for application of this strategy include Goliad Road, [South](#) New Braunfels Avenue, and ~~S-E~~[Southeast](#) Military Drive.

Strategy 3.2 (Regulatory and Policy, Investment)

Seek funding for, and work with TCI, TxDOT, and other partners on a Corridor Plan for ~~S-E~~[Southeast](#) Military Drive.

Strategy 3.3 (Regulatory and Policy, Investment)

For properties requesting incentives from the City for redevelopment, require site design that promotes more opportunities for vehicles to ‘park once’, enabling people to reach multiple destinations on foot after parking, thereby reducing vehicle trips. The application of this strategy should apply to all areas designated as Urban Mixed-Use or Regional Mixed-Use in the Brooks ~~Sub~~-Area [Regional Center Plan](#) Future Land Use Plan.

Mobility Recommendation #4: Consider freight movements and needs in land use and transportation planning activities.

Strategy 4.1 (Regulatory and Policy)

As large parcels develop or redevelop, ensure future freight and delivery vehicle access needs are accounted for in site planning and road design, allowing freight and delivery vehicles to travel, turn, and park in appropriate areas.

Mobility Recommendation #5: When VIA Rapid Transit Corridor service is implemented in the Brooks Area, prioritize improvements that provide safe connections to the transit line for people walking, bicycling, or getting dropped off in a vehicle.

Strategy 5.1 (Regulatory and Policy, Partnerships, Investment)

While all transit service requires adequate pedestrian and bike connections, first/last mile improvements should be prioritized on VIA Primo, Rapid Transit Corridors, and at the Brooks Transit

Center. Investments should also be made on connecting side streets that provide access to these transit corridors. Amenities like shade, seating, and safety lighting, as well as placemaking initiatives, simultaneously promote access to transit by creating inviting, quality public space at stations.

Strategy 5.2 (Regulatory and Policy, Partnerships, Investment)

When VIA Rapid Transit Corridor Stations are designated, the Planning Department should complete studies determining the application of TOD zoning, and 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; 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: Enhance the experience for pedestrians and bicyclists moving along and across major thoroughfares.

Strategy 1.1 (Investment)

Add or enhance pedestrian crossings along major thoroughfares throughout the Brooks Area.

- Prioritize crossings of [S-South](#) Presa Street, [S-South](#) New Braunfels Avenue, [Interstate I-37](#), Goliad Road, Hot Wells Boulevard, [SE-Southeast](#) Military Drive, and Juniper Street.
- Prioritize crossings in close proximity to schools, libraries, parks and trails.

Strategy 1.2 (Regulatory and Policy, Investment)

Calm traffic in select areas including:

- Neighborhood nodes and main streets;
- School zones; and
- Near parks and open spaces.

Strategy 1.3 (Investment)

Improve corridors to include separated sidewalks with street trees, landscaping, furnishings and other amenities.

- Prioritize improvements along [S-South](#) Presa Street, [S-South](#) New Braunfels Avenue, Goliad Road and [SE-Southeast](#) Military Drive.

Amenities and Infrastructure Recommendation #2: Increase active and passive recreational opportunities throughout the Brooks Area Regional Center, consistent with the SA Parks System Plan.

Strategy 2.1 (Investment)

Enhance existing parks with updated and new amenities and features.

- Ensure all existing and new parks meet ADA standards for accessible and universal design.
- Provide additional active and passive park features such as benches, sports fields, and off-leash areas for dogs in existing parks.
- Provide additional shaded picnic areas and play areas in existing parks.

Strategy 2.2 (Regulatory and Policy, Partnership, Investment)

Provide new open space as part of public and private investments in the Brooks Area Regional Center.

- Require the dedication of land for parks and open space as part of new development.
- Use unimproved right-of-way, remnant parcels and underutilized City-owned property to create parks and open space.
- Partner with other public agencies to help program underutilized parcels they may own.
- Identify locations for stormwater parks in site designs for parks and trail systems.

Strategy 2.3 (Regulatory and Policy, Investment)

Explore opportunities for recreational amenities within the public rights-of-way.

- Develop multi-use paths within the public right-of-way where feasible.
- Include landscaping, recreational amenities and other features in streetscape design and construction.

Strategy 2.4 (Regulatory and Policy, Partnerships)

Develop a system to catalogue, market and promote privately-owned public spaces.

- Work with the development community to establish parameters for privately-owned public spaces.
- Establish a system of bonuses for entitlements in return for community benefits such as the provision of publicly available open spaces.
- Identify available space that is available by donation or purchase.

Amenities and Infrastructure Recommendation #3: Maintain and enhance the tree canopy and other shade elements in existing and new development.

Strategy 3.1 (Regulatory and Policy, Investment)

Integrate separated sidewalks and street trees in all new thoroughfare designs.

Update street design standards to improve pedestrian environment requirements along major thoroughfares.

- Fund street trees and landscaping for new streetscapes.

Strategy 3.2 (Regulatory and Policy)

Establish guidelines for removal of existing trees during new development and redevelopment, with a particular emphasis on protecting the tree canopy within stream buffers and in, and adjacent to, floodplains.

Strategy 3.3 (Regulatory and Policy, [Investment](#))

Require planting of new trees when properties are developed or redeveloped.

Amenities and Infrastructure #4: Improve opportunities to grow, purchase, and share healthy foods.

Strategy 4.1 (Regulatory and Policy, [Partnerships](#))

Identify locations for community gardens and work with the community to establish a volunteer program to manage them.

Strategy 4.2 (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 Brooks [Area](#) cooperative.

Strategy 4.3 (Partnerships)

Establish a farmers' market in the Brooks 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 Brooks [Area](#) farmers' market.
- Develop a plaza space that is designed to host the Brooks [Area](#) farmers' market.

Amenities and Infrastructure Recommendation #5: Create additional nodes of activity with flexible community gathering spaces.

Strategy 5.1 (Partnerships, Investment)

Implement catalytic projects identified in this plan.

- Work with Transportation and Capital Improvements (TCI) [Department](#) to program portions of catalytic projects as part of the Infrastructure Management Plan (IMP) and as candidates for future bond projects.
- Seek grant funding to implement catalytic projects.
- Establish partnerships to implement catalytic projects.

Strategy 5.2 (Regulatory and Policy)

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

- 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 development of a residential mixed-use neighborhood on surplus State Hospital land.

Strategy 1.1 (Partnerships)

Collaborate with the State Hospital, potential buyers and developers to facilitate the sale and development of surplus parcels.

Strategy 1.2 (Regulatory and Policy, Partnerships)

Provide planning and design guidance to site owners and developers to ensure consistency with the Brooks ~~Sub-Area~~ [Regional Center](#) Plan, including:

- Evaluating potential impacts on the surrounding neighborhood;
- Developing a site plan that preserves green space, water quality, and encourages outdoor recreation;
- Encouraging thoughtful site design;
- Supporting an appropriate mix of land uses and community amenities; ~~and~~
- Consult the SA Parks System Plan when devising site plans.

Strategy 1.3

Implement relevant recommendations and strategies in the Focus Area and Mobility plan elements to support the transformation of surplus State Hospital land.

Catalytic Projects Recommendation #2: Develop a corridor revitalization plan for Goliad Road between Fair Avenue and ~~SE~~ [Southeast Military Drive](#).

Strategy 2.1 (Regulatory and Policy, Partnerships)

Identify priorities for the revitalization plan.

- Use stakeholder input to shape the scope of work for the revitalization plan.
- Consult with City staff from the Northeast Corridor Revitalization Project to carry forward lessons learned and replicate successes from that project.
- Identify “quick wins” and short-term projects that can be implemented in the near term, before the plan is complete.

Strategy 2.2 (Partnerships, Investment)

Secure funding and resources to complete the Goliad Road Revitalization Plan.

- Identify resources needed to supplement City staff and engage partners and consultants as needed.

Strategy 2.3 ([Regulation and Policy](#), [Partnerships](#), [Investment](#))

Ensure the Goliad Road Revitalization Plan reflects Brooks ~~Sub-Area~~ [Planning](#) input. Specifically, the plan should consider:

- Traffic-calming measures appropriate for the average daily volume of vehicles on Goliad Road;
- Operations, geometry and signalization at the intersection of Hot Wells Boulevard and Goliad [Road](#) to develop options for pedestrian and bicycle safety;

- New public open spaces or plazas that can be used for markets, community events, and other programming;
- Stormwater management techniques, low-impact development, and green infrastructure;
- Support for neighborhood-serving commercial uses;
- Shaded and/or sheltered transit stops;
- Streetscape improvements that include and/or allow for public art; and
- Prioritization of pedestrian and bicyclist infrastructure, including additional and improved pedestrian crosswalks and on-street bike lanes;

Implementation – Housing

Housing Recommendation #1: Support neighborhood stability and a balance of homeownership and rental opportunities.

Strategy 1.1 (Regulatory and Policy)

Proactively market existing homeowner assistance programs, such as the minor repairs program and home buyer down payment assistance program, through the [City's-city's](#) neighborhood associations to raise awareness of these programs.

Strategy 1.2 (Regulatory and Policy, Partnerships)

Implement mechanisms and tools—including those that may emerge from implementation of the 2018 Housing Policy Framework— that reduce negative impacts (including displacement) of significant increases in property values on homeowners by mitigating property tax increases and other impacts of escalating property values for lower-income homeowners or owners on fixed incomes.

Strategy 1.3 (Partnerships, Investments)

Incentivize and remove barriers to the development of medium- and high-density for-sale housing units at Brooks and in other Brooks Area focus areas and mixed-use corridors.

Strategy 1.4 (Investment)

Promote economic stabilization of neighborhood households by increasing awareness and education among homeowners about options such as Accessory Dwelling Units (ADUs) that can supplement household income (and thus improve ability to afford continued home ownership) and also support incremental and moderate increases in affordable residential density. Remove barriers and evaluate City codes related to ADUs to make them a more attractive option for housing.

Housing Recommendation #2: Increase the diversity of housing options within the Brooks Area Regional Center in order to support and attract residents at all stages of life and income levels.

Strategy 2.1 (Regulatory and Policy, Partnerships)

Incentivize rental and for sale medium- and high-density housing development within walkable, mixed-use environments. Designated focus areas (such as the State Hospital and Brooks) and mixed-use corridors have been identified as the most appropriate areas in the Brooks Area Regional Center for this type of development. City staff should work with developers to create incentives that result in developments that are financially feasible and meet the goals of the SA Tomorrow Comprehensive Plan.

Strategy 2.2 (Regulatory and Policy, Partnerships)

Convene a roundtable of housing providers to develop strategies to encourage investment in the development of medium and higher density housing (preferably in mixed-use and mixed-income developments) near VIA Primo and Rapid Transit stations to provide diverse housing options near the area’s best transit opportunities.

Strategy 2.3 (Regulatory and Policy)

Identify opportunity sites for both existing and new residential neighborhoods to accommodate additional housing by allowing for smaller lots, accessory dwelling units and middle-density housing types (e.g. duplex, townhomes) where appropriate, particularly in areas of transition between established low-density residential neighborhoods and higher density neighborhoods.

Strategy 2.4 (Partnerships)

Create a neighborhood infill, middle-density housing development toolkit to encourage these new “missing middle” housing types in the Brooks Area. The toolkit could be used by City staff and neighborhood advocates when working with property owners and developers.

Strategy 2.5 (Regulatory and Policy, Investment)

Discourage single-use development (i.e. strictly commercial zoning) along transit corridors, especially at intersections that could provide an opportunity for future mixed-use development. Incentives and support for new development along corridors should go to mixed-use developments that are designed to support future transit investments and good urban form.

Housing Recommendation #3: Strive to have at least 25% percent of housing units affordable to households earning less than 80% percent of Area Median Income (AMI).

Strategy 3.1 (Partnerships, Investment)

Target creation of affordable housing units within the Brooks campus through partnership with the Brooks Development Authority to attract mixed-income residential single-family and multifamily developments using affordable housing financing tools including low-income housing tax credits, private activity bonds, public facility corporations, Brooks-City Base Tax Increment Reinvestment Zone (#16), and the City’s Neighborhood Improvements Bond.

Strategy 3.2 (Regulatory and Policy)

Develop a set of incentives to encourage development of affordable housing units in **Regional Centers** regional centers through the use the San Antonio Fee Waiver Program financial incentives, and through regulatory incentives such as density and height bonuses and parking reductions.

Strategy 3.3 (Partnerships)

Work with the San Antonio State Hospital and prospective buyers/developers to incorporate the inclusion of affordable rental and ownership units within areas sold for development.

Strategy 3.4 (Partnerships, Investment)

Proactively identify development sites to purchase for future affordable housing development in focus areas and along mixed-use corridors through the use of a community land trust, and through partnership with San Antonio Housing Authority and other non-profit housing partners.

Strategy 3.5 (Regulatory and Policy)

Develop a citywide program to incentivize the preservation of existing affordable housing projects that are near the end of their required affordability term, with a prioritization of projects in **Regional Center** [regional center](#) focus areas, mixed-use corridors, and near VIA transit stations.

Strategy 3.6 (Regulatory and Policy, Partnerships, Investment)

As the programs, funding sources, and policies recommended in San Antonio’s Housing Policy Framework are established, support their use and implementation in the Brooks Area Regional Center.

Implementation – Economic Development

Economic Development Recommendation #1: Continue to invest in infrastructure and amenities that build on the Live, Work, Learn, Play, Stay environment in the Brooks Area.

Strategy 1.1 (Regulatory 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)

Incentivize the development of office space and collaborative workspaces within Focus Areas.

Strategy 1.3 (Partnerships)

Promote the proximity of Stinson Municipal Airport to prospective employers and improve connectivity and wayfinding between the Brooks **area** [Area](#) and Stinson.

Strategy 1.4 (Investment)

Increase recreation areas and amenities that support formal and informal play throughout the **regional center** [Regional Center](#), with a particular emphasis on designated Focus Areas. Focus also on improving safe and comfortable access to these areas, including enhanced connectivity to the San Antonio River and future Salado Creek Trail extensions.

Strategy 1.5 (Investment)

Continue to invest in attractions and amenities that will appeal to a range of users including younger, creative, and technical workers who may be attracted to the area’s target industries. Unique, local restaurants; increased multimodal connectivity; more diverse entertainment options; and services such as childcare will help attract a more diverse workforce and offer desired amenities to existing residents and workers.

Economic Development Recommendation #2: Diversify employers and job opportunities in the Brooks Area Regional Center.

Strategy 2.1 (Partnerships)

Develop a consistent business attraction message and approach specific to the Brooks Area Regional Center.

Strategy 2.2 (Regulatory and Policy)

Continue the use of existing and expanded use of public financing tools and incentives to attract target industry employers for [the](#) Brooks [Area](#), including incentives that tie workforce training to incentives,

use of public financing and improvement district tools outside of the Brooks campus, and promotion of incentives/tools (e.g., enterprise zone incentives) that are available for use in the Brooks Area.

Strategy 2.3 (Partnerships)

Create a business incubation, accelerator and/or co-working center to support small business creation with [in the Brooks Area](#).

Strategy 2.4 (Partnerships)

Promote and expand the availability of resources to support small business creation through the City’s existing efforts and in partnership with area economic and community entities.

Economic Development Recommendation #3: Create an environment that fosters innovation and small business development by leveraging the health, science, and education networks present in the Brooks Area.

Strategy 3.1 (Partnerships)

Create regular networking events for area employers, workers, and educators.

Strategy 3.2 (Partnerships)

Attract vocational workforce education providers to the Brooks [area Area](#) with training and education relevant to Brooks Area Regional Center target industries.

Strategy 3.3 (Partnerships)

Identify potential ways to provide future job training and/or mentoring to area high school students.

Appendix: Maps, Figures, and Illustrations

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

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Figure 31: [Block Density Map](#)

Exhibit 1: Brooks Area Regional Center Existing Conditions Atlas

Figure 1: Plan Location Map

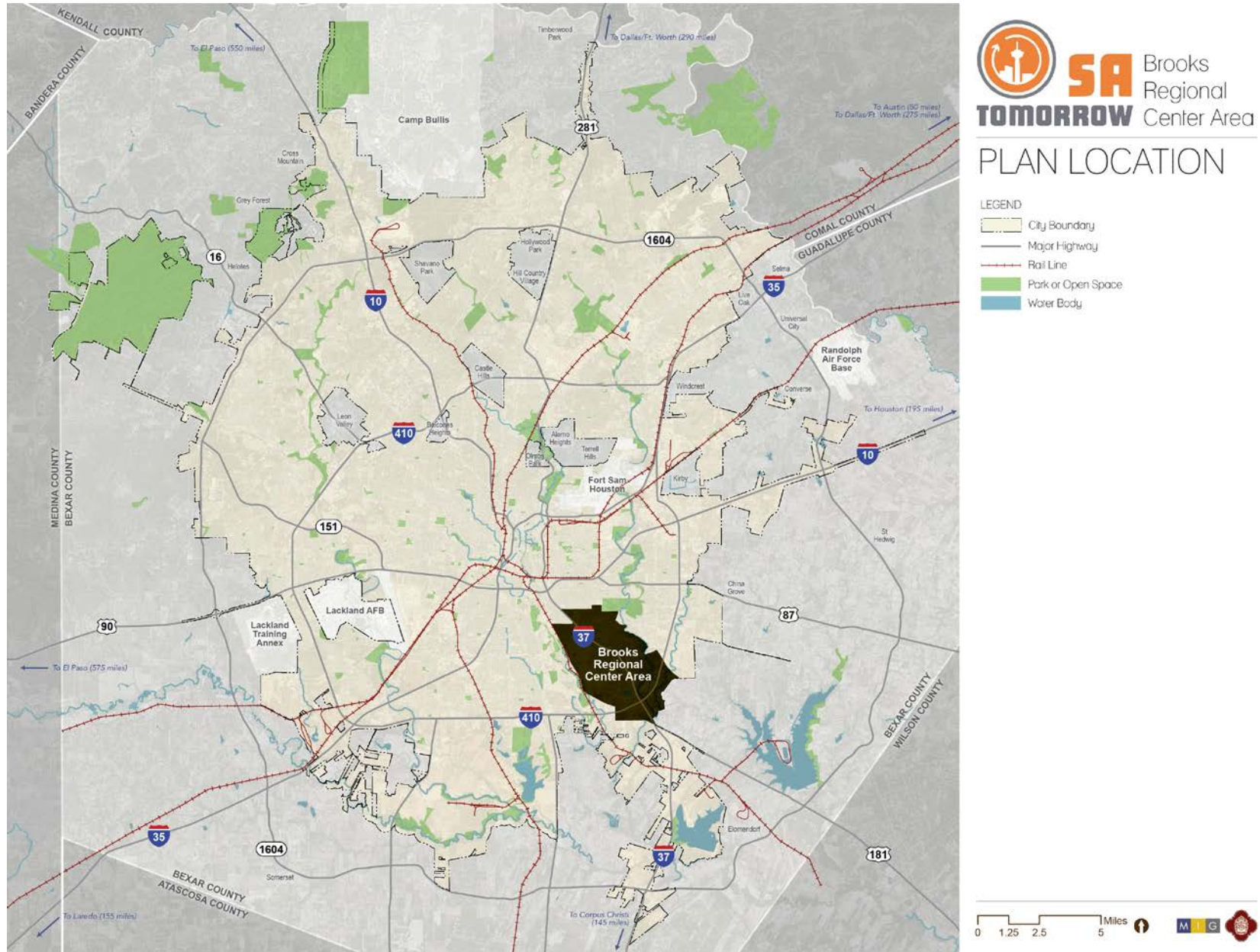


Figure 2: Study Area Map

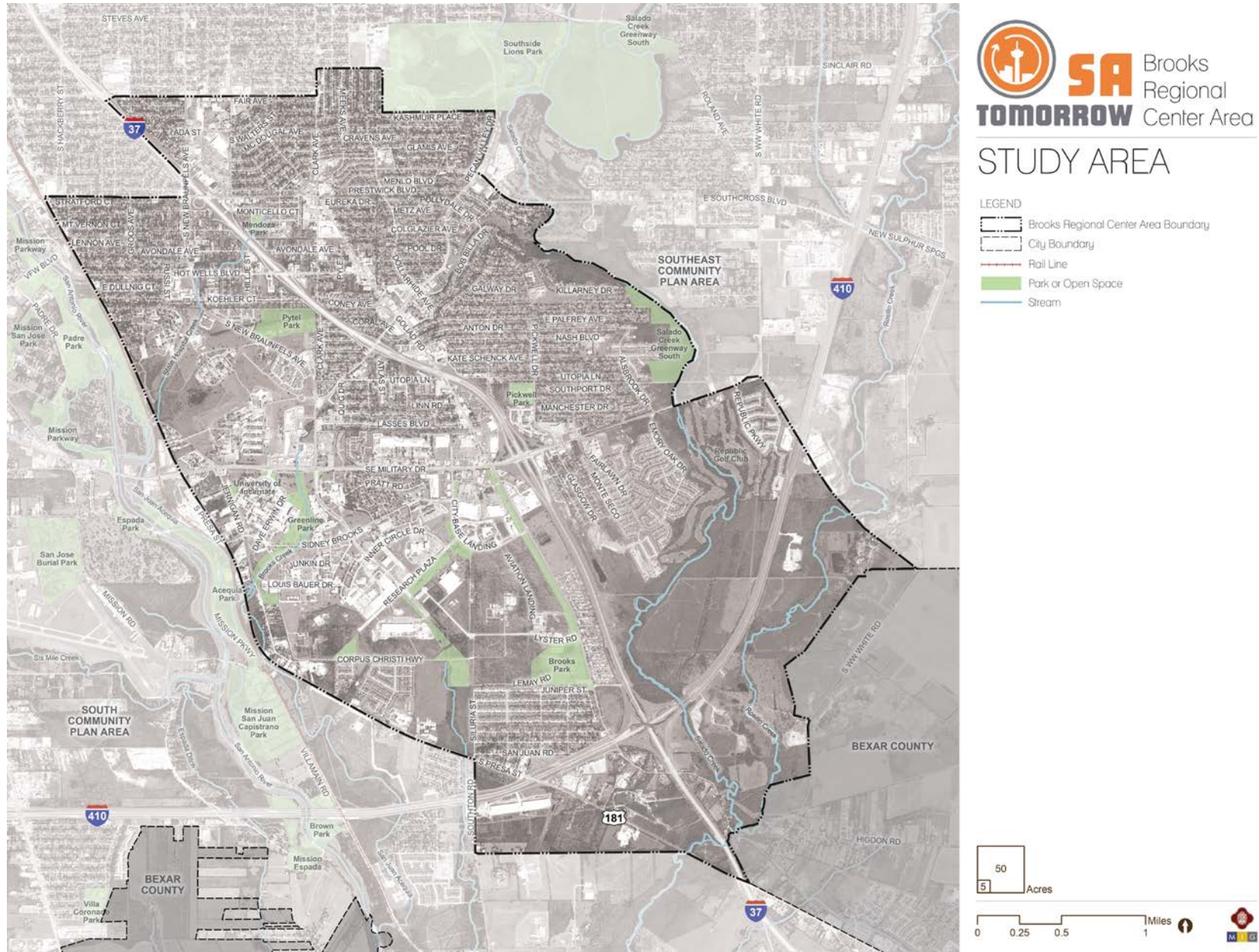
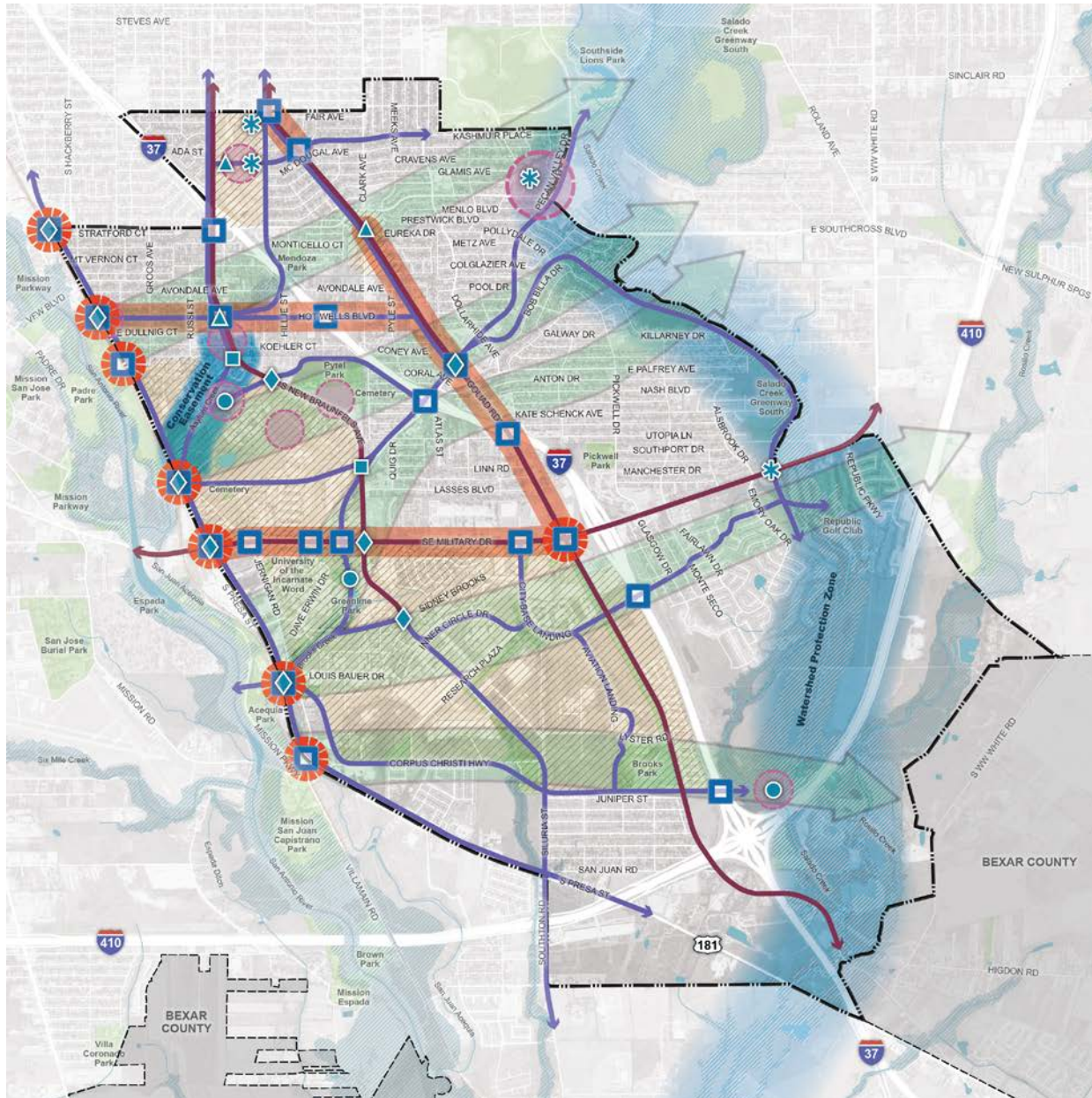


Figure 3: Plan Framework Map



SA Brooks Regional Center Area
TOMORROW Center Area
PLAN FRAMEWORK

- LEGEND**
- Brooks Regional Center Area Boundary
 - City Boundary
 - Park or Open Space
 - Stream, Creek or River
 - Body of Water
 - Area in 100-year Floodplain
 - Greenway Connection
 - Desired Protection Zone
- FOCUS AREA FRAMEWORK***
- Focus Area
 - Other Mixed-Use Corridor
- MOBILITY FRAMEWORK****
- Priority Pedestrian Infrastructure
 - Priority Transit Route
 - Improved Pedestrian Crossing
 - Gateway Opportunity
- AMENITIES AND INFRASTRUCTURE FRAMEWORK*****
- Community Amenity Opportunities
 - Gathering, Preservation and Character Areas
- * Refer to the Focus Area Framework for more information.
** Refer to the Mobility Framework for more information.
*** Refer to the Amenities and Infrastructure Framework for more information.

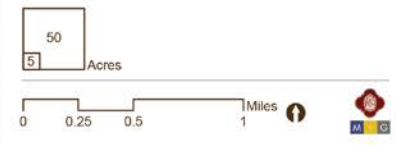


Figure 4: Future Land Use Map

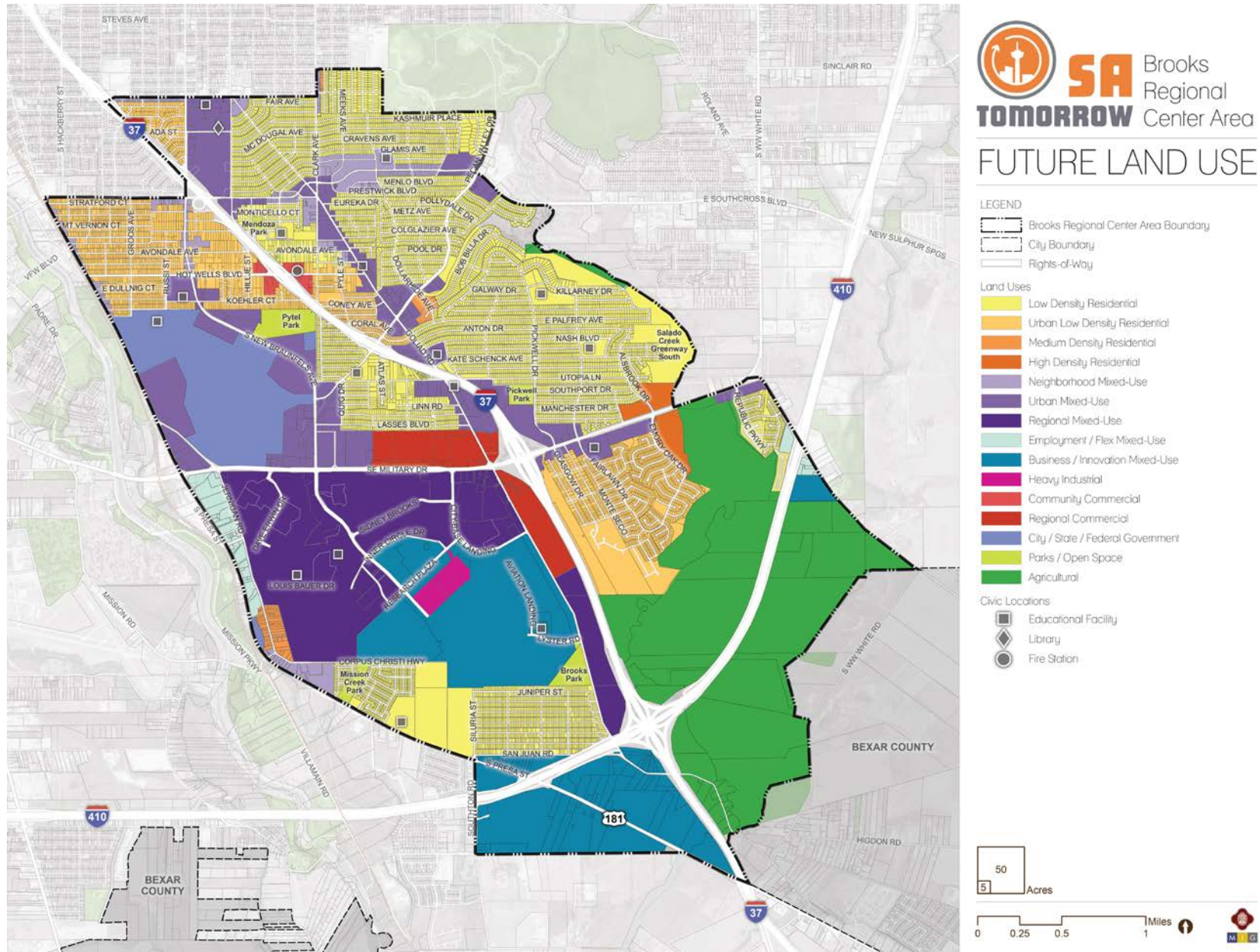


Figure 5: Focus Areas Framework Map

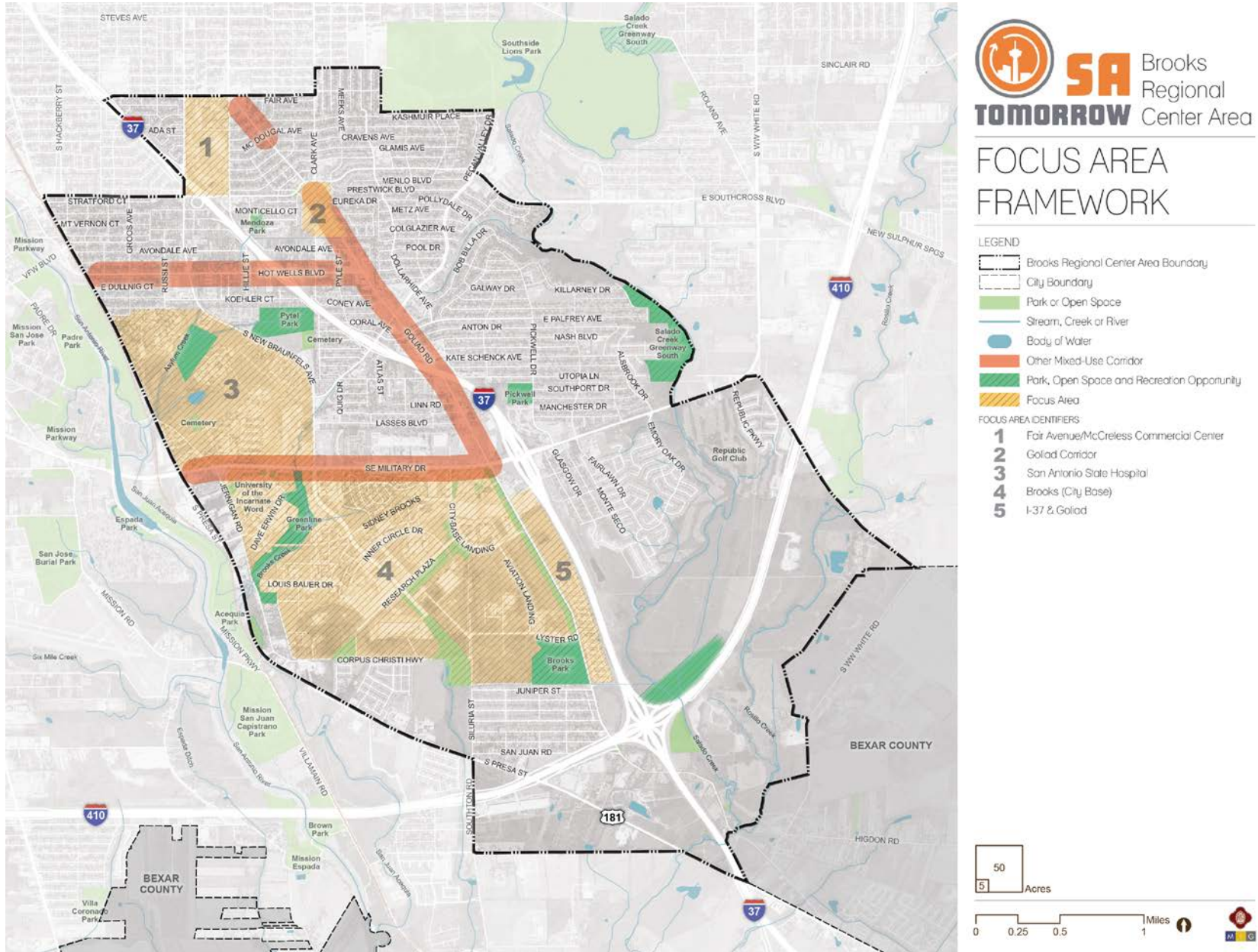
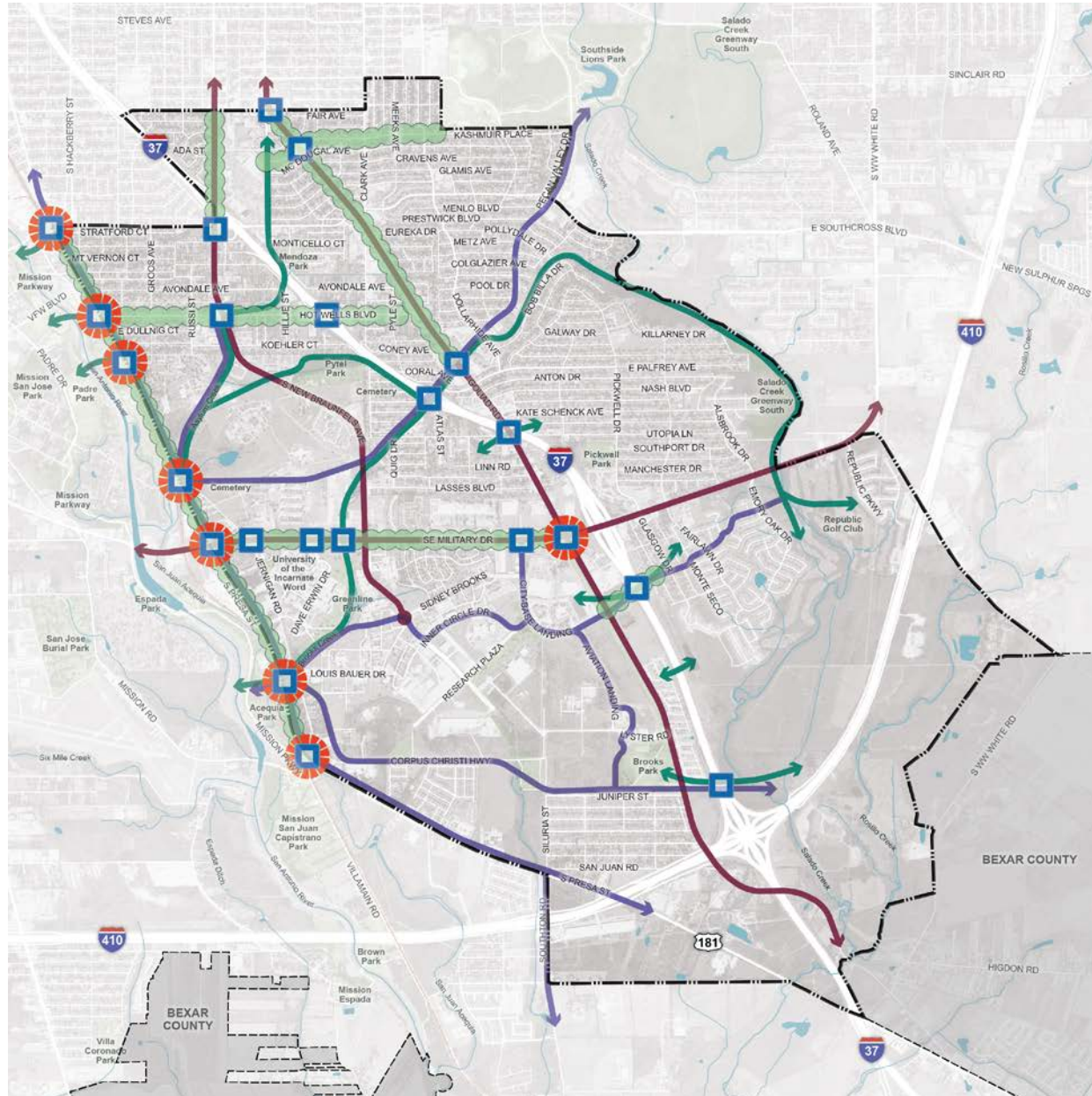


Figure 6: Mobility Framework Map



MOBILITY FRAMEWORK

- LEGEND**
- Brooks Regional Center Area Boundary
 - City Boundary
 - Park or Open Space
 - Stream, Creek or River
 - Body of Water
 - Priority Transit Route
 - Priority Trail
 - Priority Bicycle Route
 - Priority Streetscape Improvement
 - Improved Pedestrian Crossing
 - Gateway Opportunity



Figure 7: Amenities and Infrastructure Framework Map

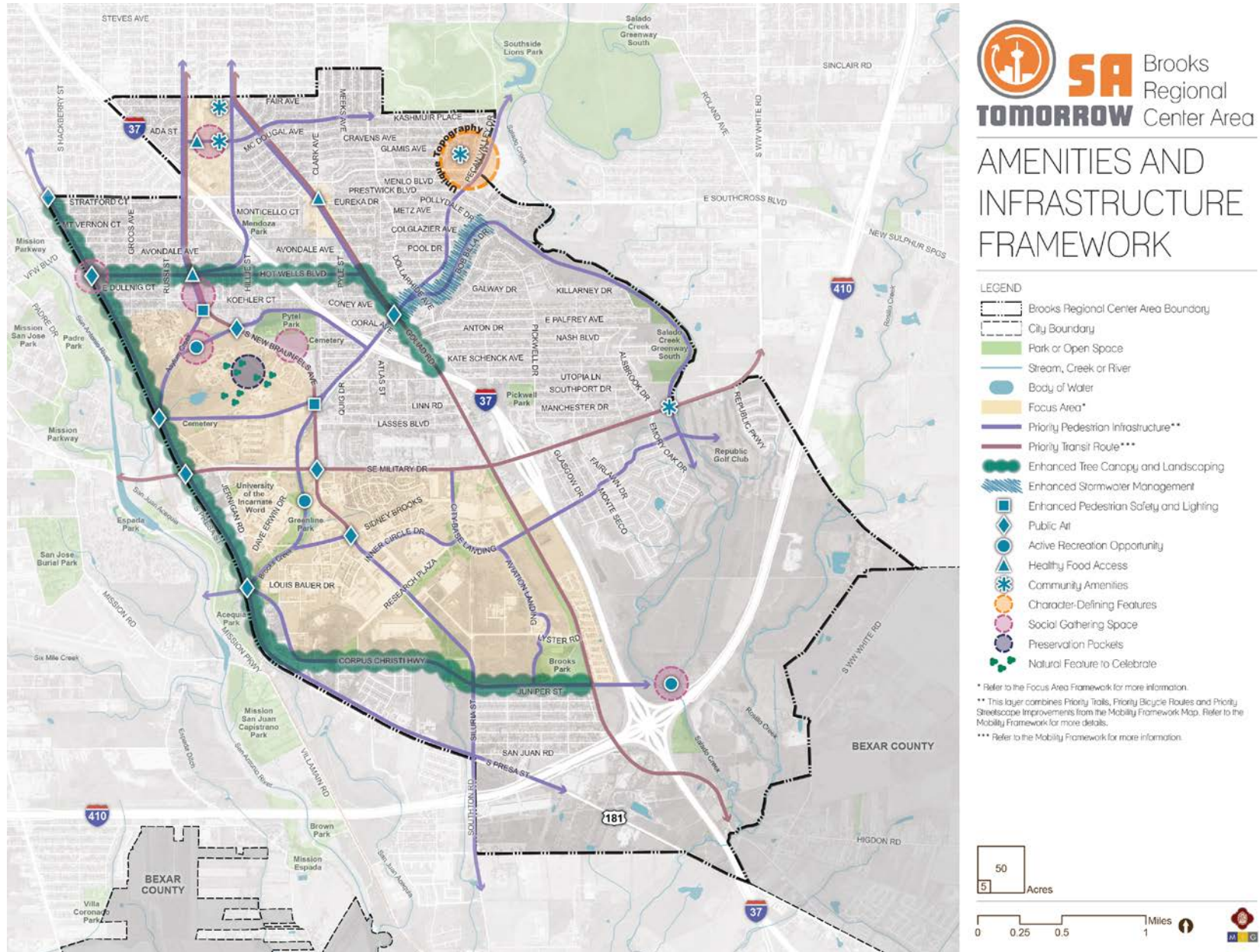


Figure 8: Catalytic Projects Map

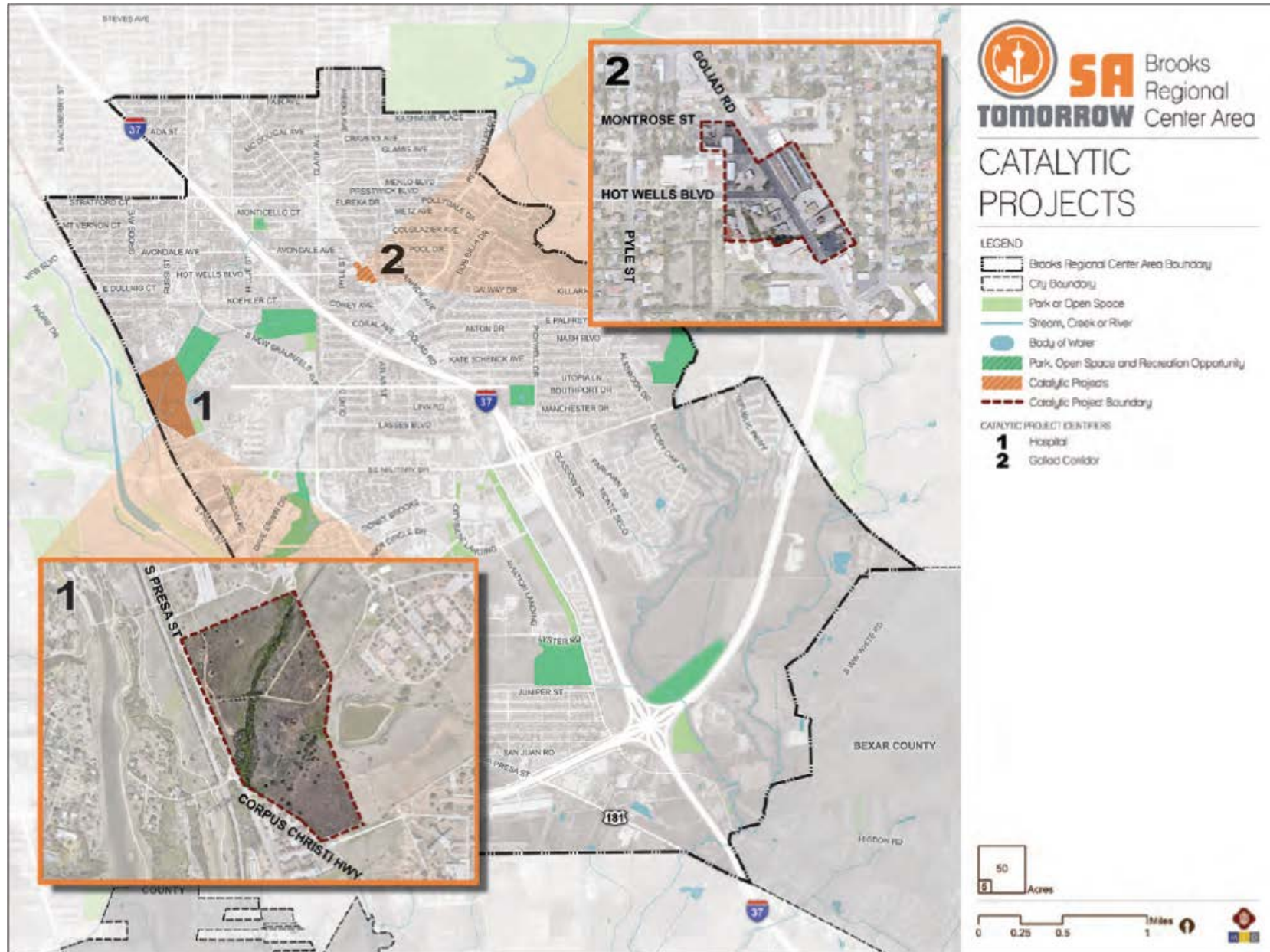


Figure 9: Catalytic Site – San Antonio State Hospital at S. Presa Street

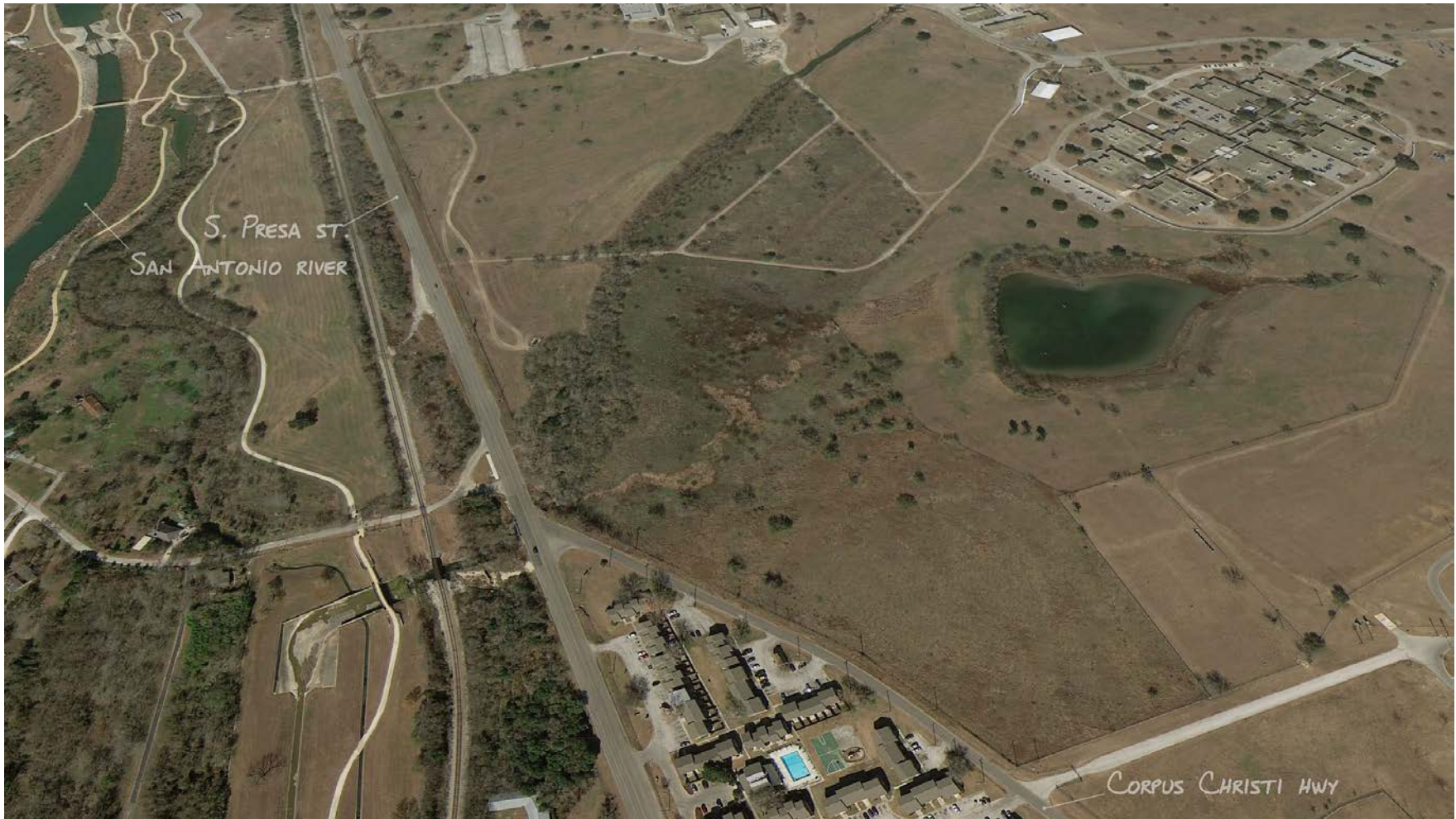


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Figure 19: Housing Snapshot



Figure 20: Annual Household Growth (2010-2016)

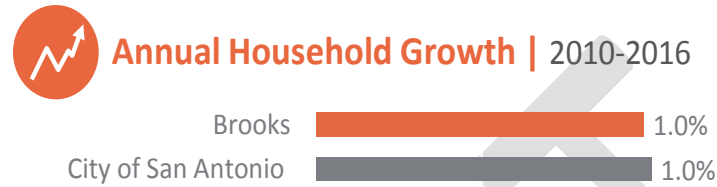


Figure 21: Cost Burdened Renter Households by Income

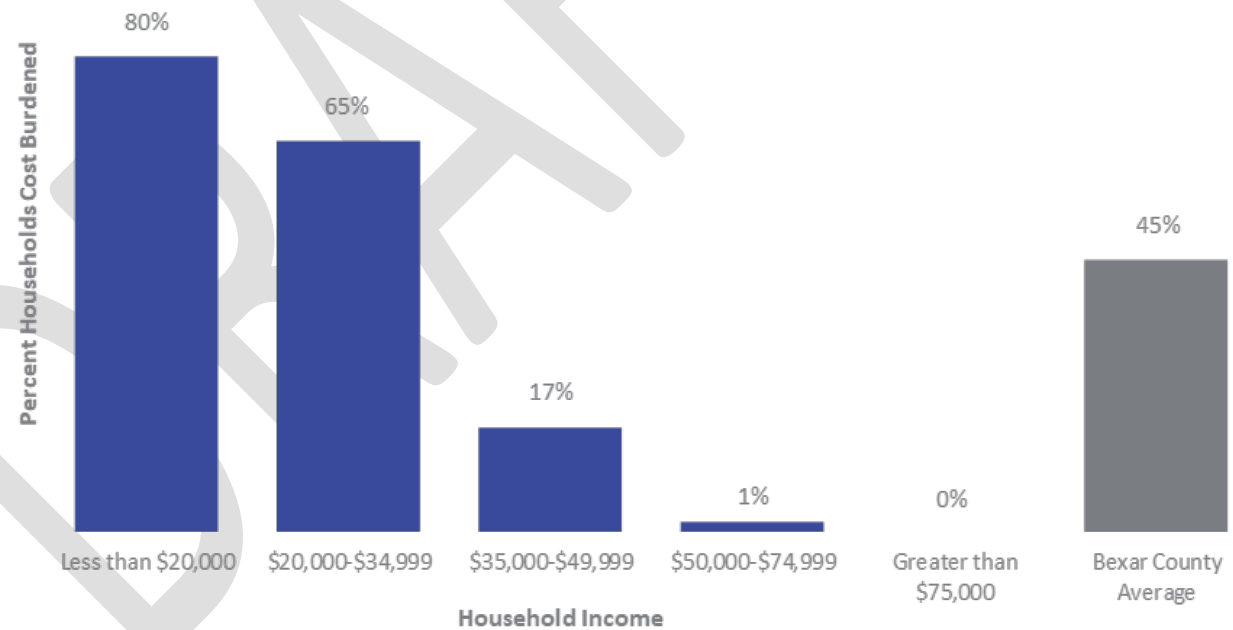


Figure 22: Economic Snapshot

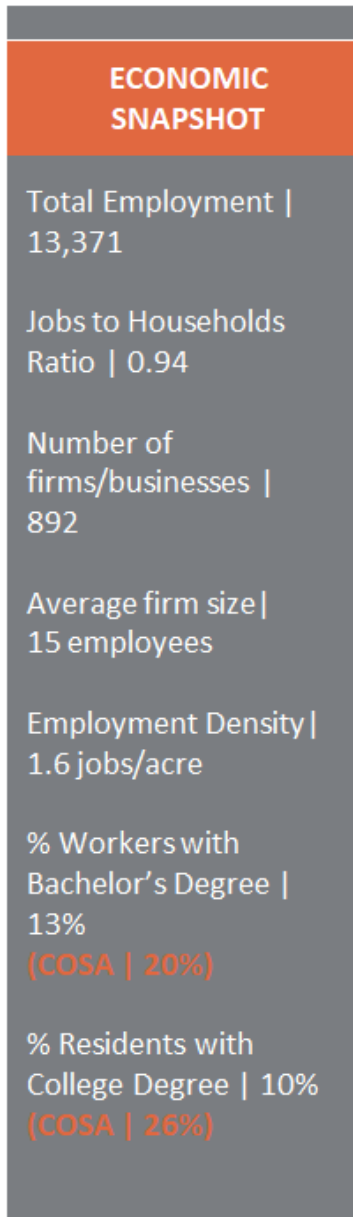


Figure 23: Largest Employment Sectors



Figure 24: Largest Employers

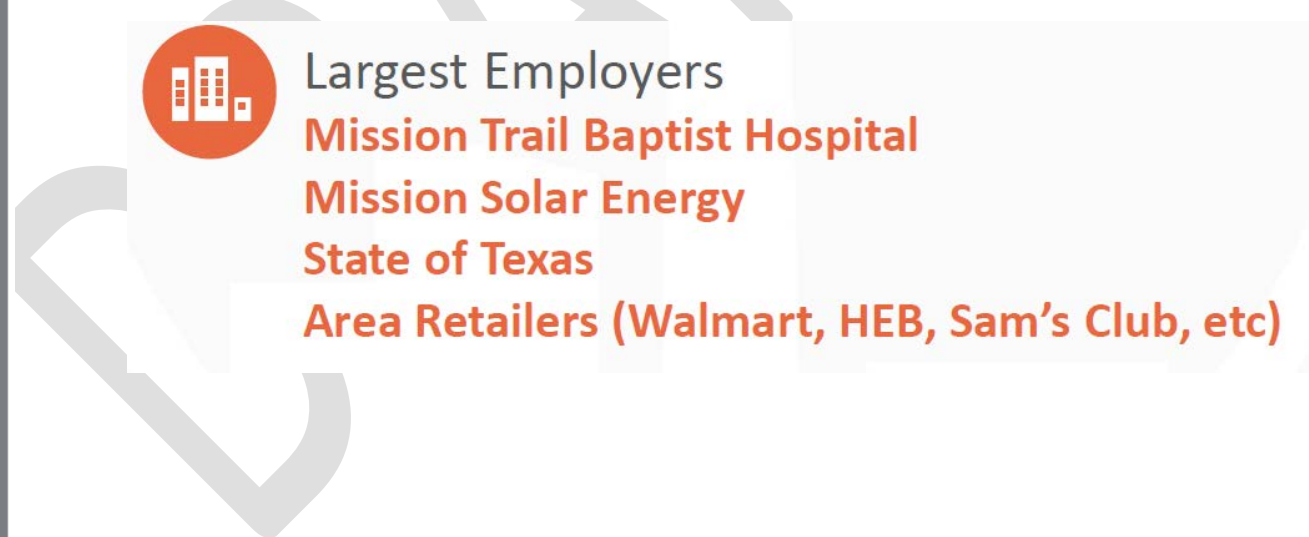


Figure 25: Highland Forest Neighborhood Location Map

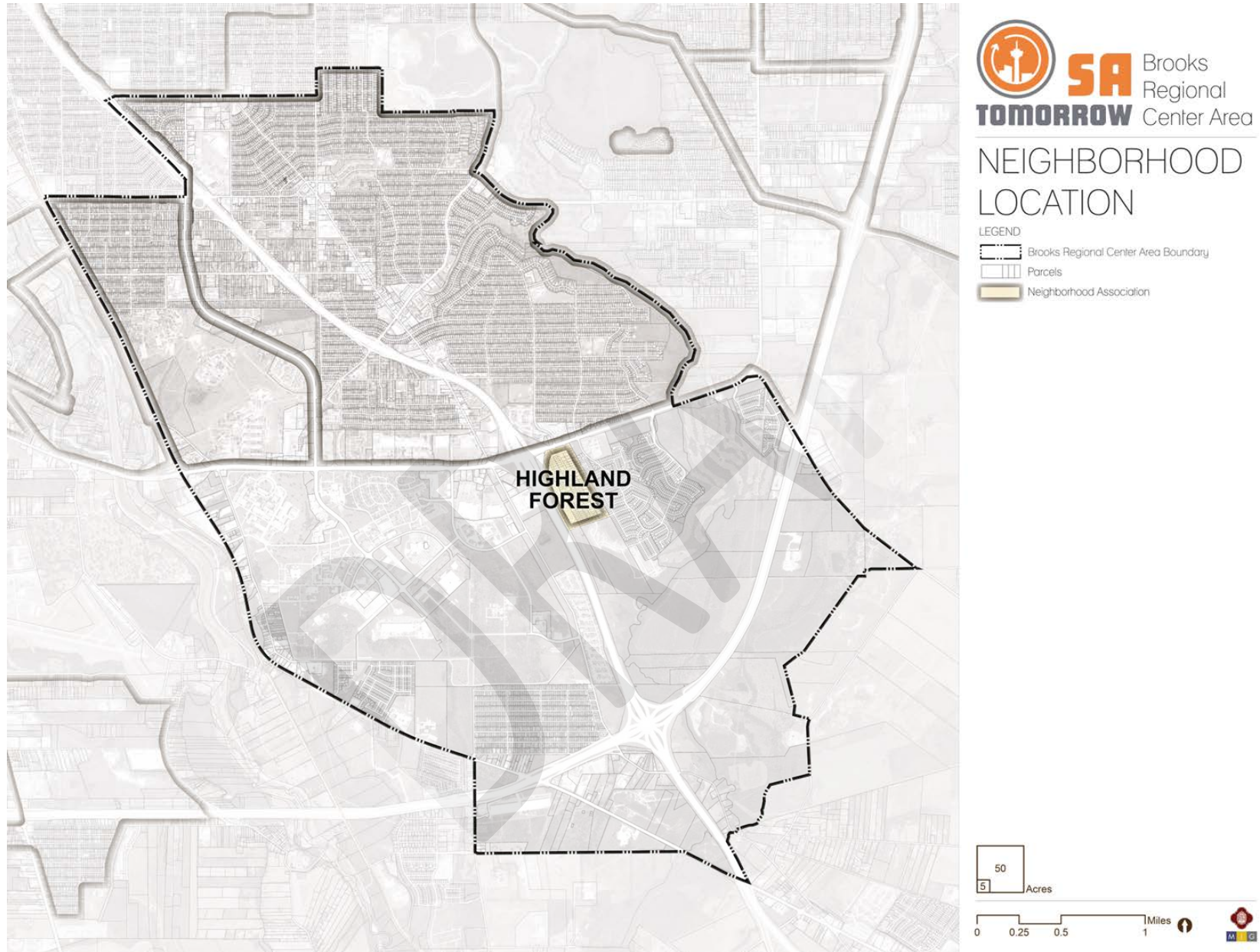


Figure 26: Highland Hills Neighborhood Location Map

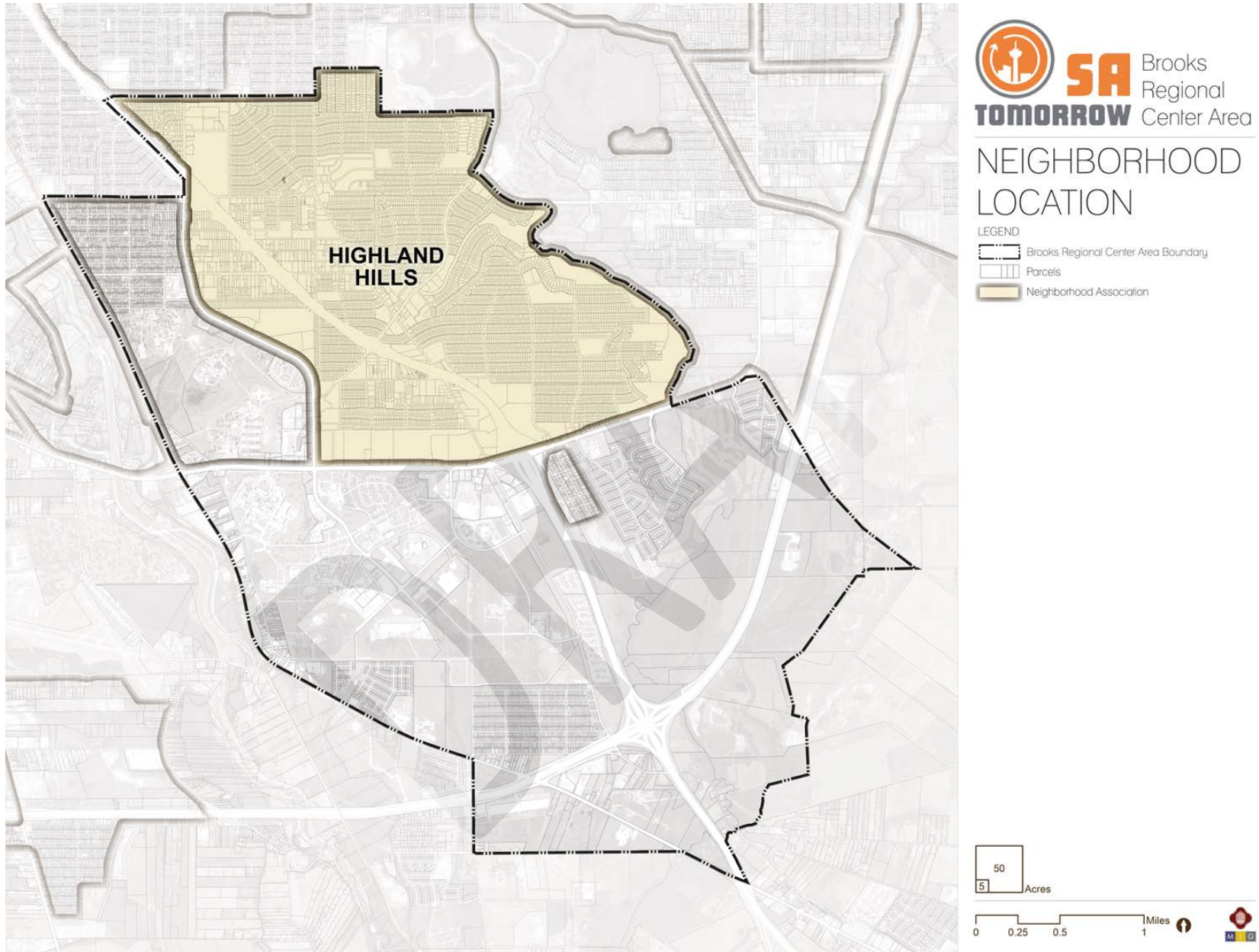
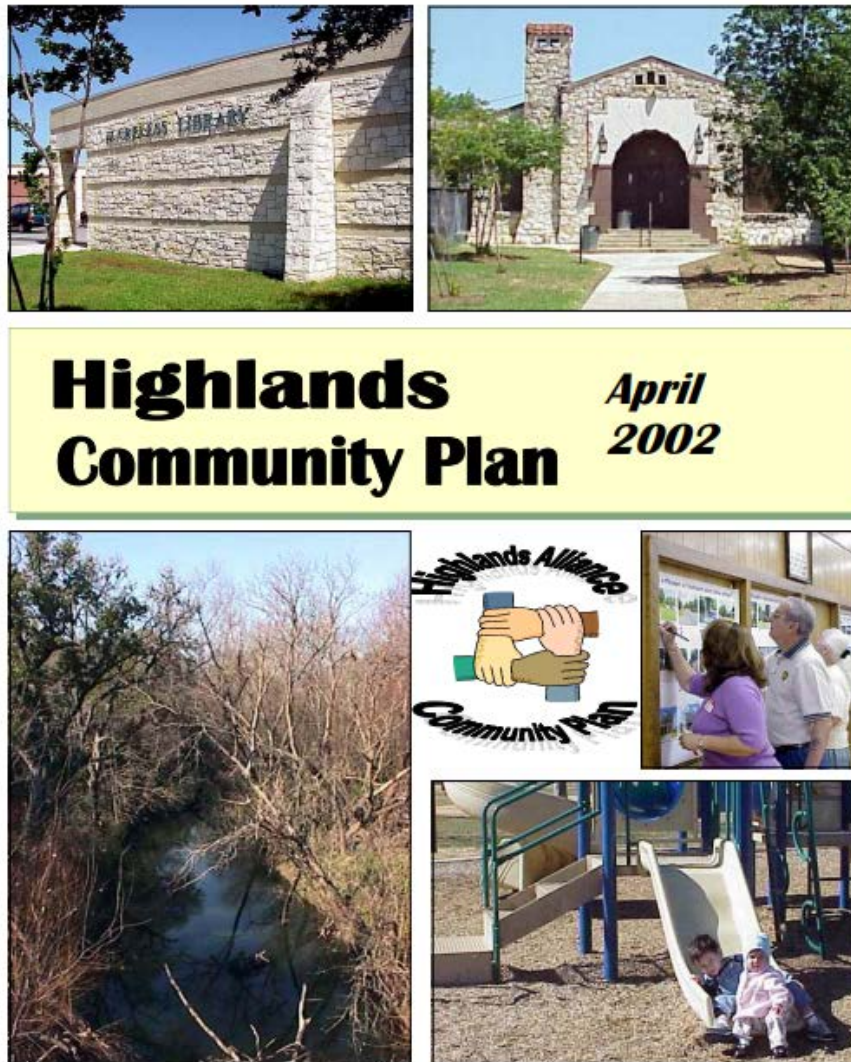


Figure 27: Highlands Community Plan cover



Prepared by the City of San Antonio Planning Department in partnership with the citizens of the Highland Park Neighborhood, Highland Hills Neighborhood and Southeast Highland Hills Good Neighbor Crime Watch

Figure 28: Hot Wells Neighborhood Location Map

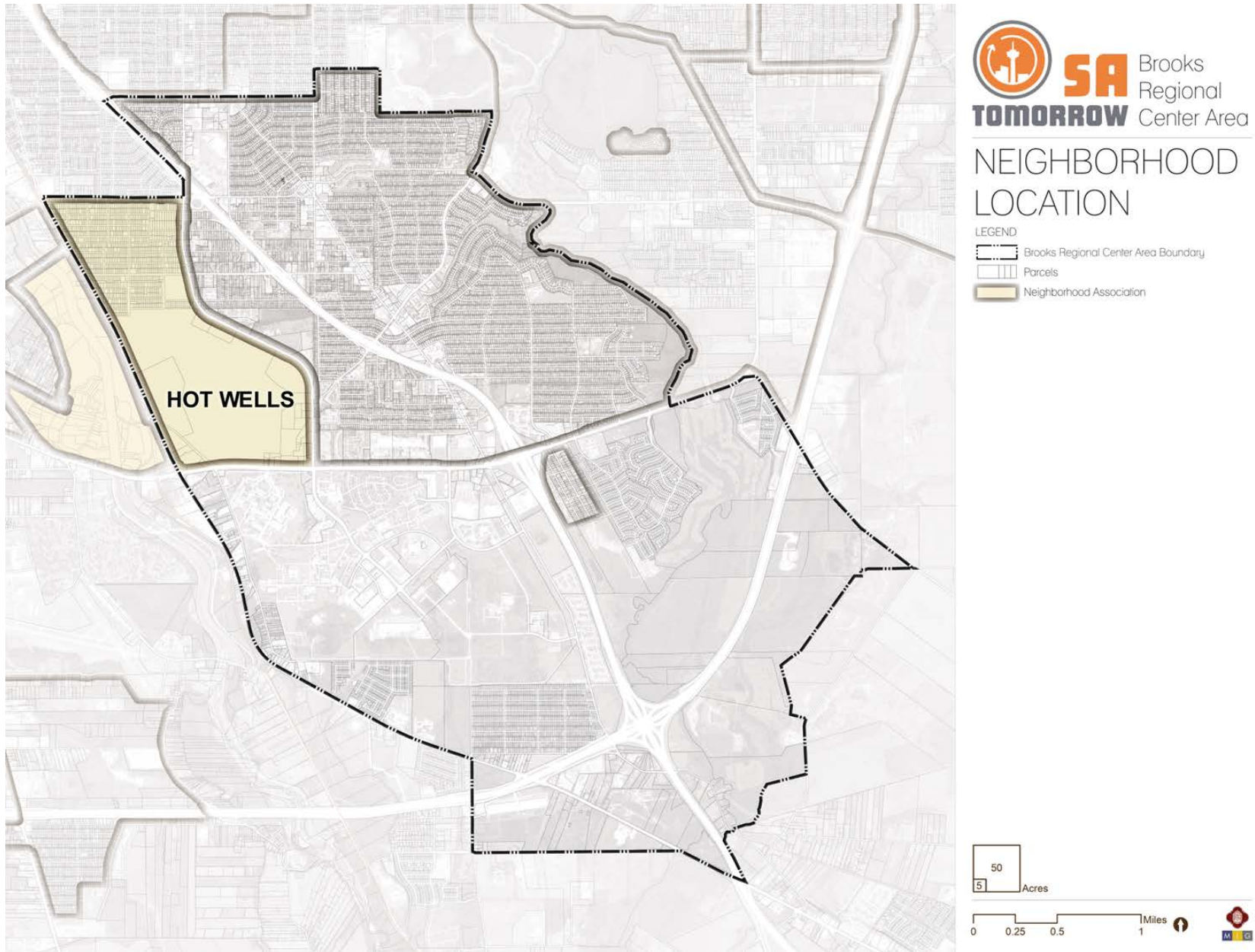


Figure 29: South Central San Antonio Community Plan cover

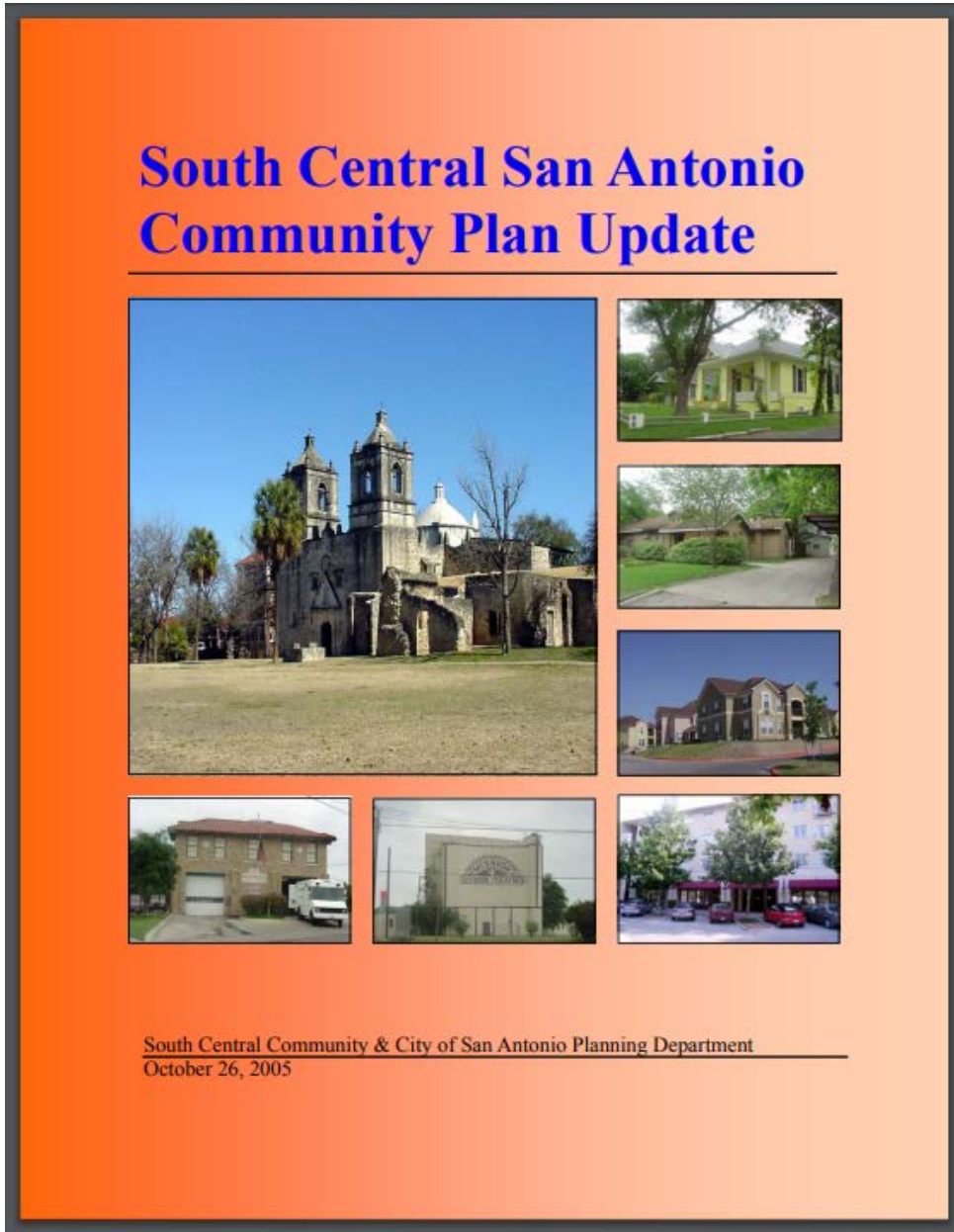


Figure 30: Mobility Framework Recommendations Map

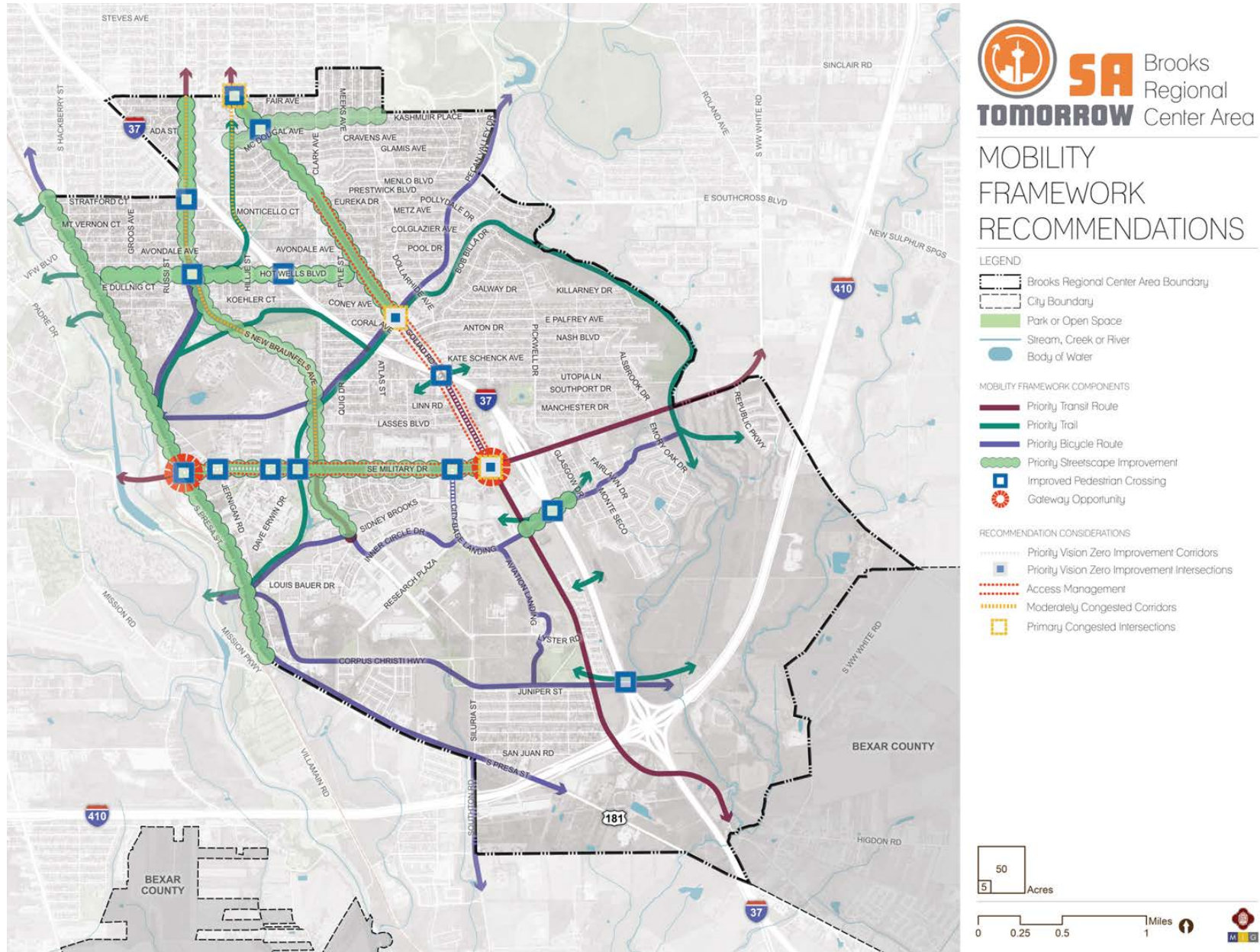


Figure 31: Block Density Map

