

# Comprehensive Plan Steering Committee



## Draft Goals and Policies

# Public Facilities & Community Safety

## Goal 1: Enhance and support safe and resilient neighborhoods in San Antonio.

- 1a. Enhance public safety facilities and services (such as police, fire, and other emergency services) and neighborhood resilience, including safety awareness and educational programs, animal control, and other issues impacting neighborhoods.
- 1b. Strategically locate police, fire, and emergency medical services in existing and growth areas to continue to provide and enhance effective and efficient services and response times.
- 1c. Provide zoning, land use, building codes, and other development regulations to maintain and promote safe living and working conditions and sustainable growth.
- 1d. Expand implementation of San Antonio's Complete Streets Policy to ensure that the City's right of ways are planned, designed, and operated to provide safe access for all users.
- 1e. Develop a system of safe routes to schools and other public activity areas; create partnerships with businesses, schools, and other organizations to establish the system and to promote the program.
- 1f. Develop a system of safe routes to transit; work with AAMPO, TXDoT, and VIA to identify priorities and funding to implement the system.

## Goal 2: Adopt an environment of continuous quality improvement to ensure public facilities adequately support the existing and future growth of San Antonio.

- 2a. Develop a comprehensive site- and building plan review process to coordinate new development and capital improvements between the City, school districts, and developers for new neighborhoods, schools, public facilities, and parks.
- 2b. Assist the school districts in reserving land for future school sites in planned activity centers and other future growth areas.
- 2c. Encourage cooperative, flexible design of school facilities to ensure maximum use and potential for adaptive reuse as continuing neighborhood resources.
- 2d. Orient new neighborhoods and new development to parks, schools, and public facilities.
- 2e. Provide a variety of amenities at varying scales in each neighborhood city-wide.
- 2f. Develop a long term plan for parks and trails based on community need.
- 2g. Develop public and private partnerships to provide cultural amenities throughout the community.
- 2h. Periodically reevaluate and update park dedication requirements in the UDC to adjust to inflation of acquisition, construction, and long-term maintenance costs.
- 2i. Develop a plan for the development of downtown as a destination of choice for major public and private facilities.

## Public Facilities & Community Safety (continued)

### **Goal 3: Develop a 21<sup>st</sup> century infrastructure that can withstand the impact of climate change as well as functionally support the existing and future growth of San Antonio.**

- 3a. Systematically evaluate and identify infrastructure that is at or near the end of its lifespan or that operates at or above recommended capacity.
- 3b. Plan for the expansion of the water treatment and waste water treatment plants to accommodate projected growth in population.
- 3c. Continue to manage the capacity and transmission capabilities of the storm drainage network to protect public and private property from damage.
- 3d. Develop a review process for utility planning efforts and partner with utility providers to ensure adequate easements and distribution systems.
- 3e. Require adequate capacity and timing of infrastructure concurrent with private development.
- 3f. Enhance and promote recycling, composting, and reduction of waste programs to extend landfill capacity.
- 3g. Prioritize the purchase of recycled materials in city facilities and programs.
- 3h. Pursue alternative forms of clean energy and expand systems for its provision. Partner with utility providers to offer a renewable energy purchase choice, expand renewable energy rebate programs, and explore fee waiver programs to encourage renewable energy options in new development.

# Growth & Urban Form

## **Goal 1: Encourage and plan for higher density uses within the City's employment centers and along its arterial and transit corridors.**

- 1a. Create subarea/corridor plans for the City's employment centers, major arterials, and transit corridors to ensure maximum coordination of land use, transportation and other infrastructure in support of higher density development.
- 1b. Invest in needed amenities and infrastructure that will facilitate higher density development.
- 1c. Align land uses and infrastructure improvements in employment centers with employment uses best suited for each employment center.
- 1d. Ensure employment centers provide a variety of land uses and infrastructure that will allow the City to remain competitive economically and facilitate the coordination of growth and economic development efforts among employment centers.
- 1e. Work with VIA Metropolitan Transit to develop a long term transit plan that increases transit connectivity to employment centers and helps facilitate transit-oriented development.
- 1f. Ensure sustainable development patterns through stormwater infrastructure management that balances well-developed and maintained regional and site-specific stormwater infrastructure (i.e., gray and green infrastructure).

## **Goal 2: Encourage sustainable infill development.**

- 2a. Continue to focus on the revitalization of neighborhoods adjacent to downtown and extend these efforts to major employment centers and transit corridors.
- 2b. Develop a plan to preserve and maintain affordable housing within revitalizing neighborhoods and along transit corridors.
- 2c. Continue incentive programs (including low impact development incentives) for infill development in a variety of target areas.
- 2d. Develop programs to encourage and incentivize adaptive reuse.
- 2e. Evaluate commercial and industrial land use and zoning designations in the core of the City, major employment centers, and primary transit corridors to determine areas that could be converted to residential or mixed use.

## **Goal 3: Attract market demand for jobs and residents to priority areas of the City.**

- 3a. Invest in infrastructure (including green infrastructure), services and amenities in priority areas of the City where land capacity for growth is abundant.
- 3b. Identify catalyst projects which include a mix of housing types for a range of income levels and attract additional employment.
- 3c. Invest in neighborhood amenities and infrastructure including green infrastructure that will attract new residents to underserved areas.
- 3d. Attract new employers and retail to employment centers.
- 3e. Consider incentivizing housing and employment within targeted areas

## Growth & Urban Form (continued)

### **Goal 4: Support development practices that are sensitive to impacts on natural resources, water supply, water quality, surface waterways, and air quality.**

- 4a. Discourage land intensive development patterns in the Edwards Aquifer recharge and contribution zones and along preservation reaches of rivers and creeks.
- 4b. Purchase undeveloped land within the recharge and contributing zones and along river and creek corridors for public open space.
- 4c. Require developments in or near the recharge and contributing zones and in areas identified by the watershed master plans of the Bexar Regional Watershed Management Consortium to use low impact development techniques, to meet minimum standards for pervious area, and to develop natural resources mitigation plans.
- 4d. Encourage development that is consistent with recommendations within the watershed master plans of the Bexar Regional Watershed Management Consortium.
- 4e. Incentivize development that protects natural resources, water quality, surface waterways, and air quality.
- 4f. Encourage development types and designs that promote and support water conservation practices.
- 4g. Promote development that leverages and protects the public's investment in major green infrastructure and natural resources projects (such as the San Antonio River Improvements Project and other creek and trail restoration projects).

### **Goal 5: Encourage and support enhanced educational access and performance in San Antonio.**

- 5a. Promote innovative educational opportunities within priority areas of the City to drive market demand for housing.
- 5b. Help provide land, facilities, and/or entitlements that can be used to establish schools that attract a broader spectrum of families with children.
- 5c. Collaborate with and provide support to underperforming independent school districts to enhance access and improve performance.
- 5d. Increase funding and support for early childhood education programs in underperforming school districts.

## Growth & Urban Form (continued)

### Goal 6: Encourage growth and urban form that support healthy communities.

- 6a. Encourage development that supports building, expanding, and improving pedestrian, bicycle, and transit-oriented infrastructure, especially those that connect major employment centers and transit corridors.
- 6b. Encourage development that provides natural and recreational amenities such as parks, trails, and open space.
- 6c. Encourage development which locates jobs and housing in closer proximity to options for healthcare, access to healthy food, recreation, and active transportation.
- 6d. Require health impact assessments for large-scale land use and development decisions such as neighborhood plans and large (re)developments.
- 6e. Identify and protect important farm lands in the San Antonio vicinity from conversion to other development uses using zoning, subdivision, and other regulatory or incentive-based tools.

### Goal 7: Ensure that any future annexation generates net benefit to the City, does not burden the City fiscally, and avoids negative impacts to existing areas and overall quality of life.

- 7a. Work with AACOG, AAMPO, and other regional partners to determine a consistent approach for forecasting growth in the region and develop a strategic, proactive approach to annexation that is consistent with the adopted growth forecast.
- 7b. Ensure that the City's growth and annexation plan provides guidance for growth plans and policy decisions made by the major utility providers, SAWS and CPS.

### Goal 8: Support improvements to existing neighborhoods to increase livability.

- 8a. Develop a strategy for provision of sidewalks and bike infrastructure in communities where these amenities are lacking to promote walking, bicycling, and active transportation.
- 8b. Allow higher density and mixed uses in portions of, or adjacent to, single family residential areas to encourage shopping, services, and entertainment amenities in closer proximity to housing.
- 8c. Develop a strategy and incentives to encourage the implementation of additional parks, trails, and linear greenways to provide additional recreation amenities in communities where these amenities are deficient.

# Transportation & Connectivity

## Goal 1: Manage congestion on San Antonio's roadways.

- 1a. Prioritize transportation projects that manage and reduce congestion based on long-term cost effectiveness.
- 1b. Encourage the use of non-vehicular travel.
- 1c. Identify and prioritize bicycle infrastructure improvements in areas where increased bicycle trip rates can best address congestion problems and provide options for commuting to places of employment.
- 1d. Continuously identify, investigate and incorporate new and emerging transportation technology and innovative solutions to improve efficiency.
- 1e. Work with other regional transportation agencies to improve San Antonio's overall transportation network to enhance connectivity and efficiency.
- 1f. Target transit-oriented development opportunities and incorporate transit supportive infrastructure improvements in order to promote use of transit.
- 1g. Reduce vehicle miles traveled (VMT) per person and peak hours congestion through travel demand management tools.

## Goal 2: Provide a safe transportation network for all users and all abilities.

- 2a. Use emerging technology and innovations that both improve system performance and enhance safety.
- 2b. Provide community education to increase awareness of rules, appropriate behavior, and etiquette for drivers, bicyclists, pedestrians, and transit riders.
- 2c. Identify and implement regulations to improve the safety of people walking and bicycling.
- 2d. Ensure the engineering and design of transportation facilities provides for the safety of all users.
- 2e. Prioritize safety improvements and enhancements that effectively reduce crash and fatality rates and provide protection of the most vulnerable users (including children, seniors, persons with disabilities); and people walking and bicycling.

## Transportation & Connectivity (continued)

### Goal 3: Provide for predictable and reliable travel throughout the City.

- 3a. Utilize technology and other innovative solutions for improving and prioritizing transit reliability, especially on major routes and corridors.
- 3b. Develop options that provide reliable transportation alternatives through pricing and accessibility, such as managed lanes, high occupancy vehicle (HOV)/high occupancy toll (HOT) lanes, ramp metering, etc.
- 3c. Optimize intelligent transportation systems (ITS) and traffic signal systems to provide reliable travel times throughout the City.
- 3d. Support development of autonomous and connected vehicle systems and plan for implementation in design.
- 3e. Utilize managed motorways strategies to address reliability at a system-wide level.

*Managed Motorways is an innovative solution that provides real-time traffic management of the entire system – freeways, frontage roads, and arterials.*

- 3f. Develop incident management strategies to maintain travel reliability on major roadways.
- 3g. Provide intermodal transportation facilities that effectively and efficiently provide for the transfer of people and goods between modes.
- 3h. Prioritize sidewalks, crosswalks, and pedestrian lighting in neighborhoods, retail and employment centers within ½ mile of major transit stops and stations.
- 3i. Facilities that allow for changes in mode can provide expanded service and transportation options. These facilities can be designed to move both people and freight. Ensure resiliency in the transportation network and preparedness for system operations during natural or man-made emergencies.

### Goal 4: Responsibly build, manage, and maintain the City's transportation network to meet current and future needs and expectations.

- 4a. Cost-benefit analysis of transportation projects should consider full life cycle costs which includes capital construction and maintenance as well as the full range of benefits (mobility, safety, economic development, quality of life, etc.).
- 4b. Develop specific maintenance procedures for pedestrian and bicycle facilities.
- 4c. Provide funding to maintain a multimodal transportation system in a cost-effective, equitable, and efficient manner.
- 4d. Cost effectiveness and efficiency should be sought through the avoidance of deferred maintenance and coordinated project timing with other projects, other agencies, and private development.
- 4e. Develop performance and safety criteria for periodic evaluation of roadways and right-of-way.
- 4f. Develop procedures to incorporate multimodal improvements during the maintenance phase of roadways.
- 4g. Prioritize safe accommodation and alternative routes for people walking, bicycling and at transit stops during street reconstruction.



## Transportation & Connectivity (continued)

### Goal 5: Develop transportation solutions that improve quality of life and support communities.

- 5a. Protect and enhance the environment through responsible, compatible, and sustainable transportation projects.
- 5b. Develop incentives and zoning regulations to encourage transit-supportive development.
- 5c. Improve public health by supporting active transportation technologies and infrastructure that encourage walking and bicycling.
- 5d. Create pedestrian scaled streetscapes that promote place-making and encourage walking and bicycling.
- 5e. Target transportation infrastructure investments that also serve to strengthen social networks.
- 5f. Assess and implement place-making opportunities when developing roadway projects.
- 5g. Prioritize sidewalks, crosswalks, and pedestrian lighting in neighborhoods, retail and employment centers within a half mile of major transit stops and stations.
- 5h. Accommodate the specific mobility and way-finding needs of disabled individuals in all transportation modes.
- 5i. Increase parking facility safety with design that minimizes conflicts between vehicles and people walking and bicycling.

### Goal 6: Support a safe and well-connected multimodal transportation system in San Antonio.

- 6a. Incorporate multimodal opportunities to ensure access and use of transportation facilities.
- 6b. Prioritize transportation improvements that will incorporate multiple modes and will provide connections between those modes.
- 6c. Design commercial, residential, educational, cultural, and recreational facilities with access to all transportation modes.
- 6d. Continue to expand the City's on- and off-street bicycle network to provide connected and safe facilities for bicycle riders of all levels and abilities.
- 6e. Develop a safe and convenient pedestrian travel network with sidewalks and trails integrated into the transportation system and activity centers.
- 6f. Prioritize and maintain safe pedestrian crossings and continue supporting and implementing *Safe Routes to School* and *Safe Routes to Transit* programs.

## Transportation & Connectivity (continued)

**Goal 7: Strive to be a world leader in moving people and goods, safely, efficiently and sustainably in support a globally competitive economy and a high quality of life.**

- 7a. Assess and prioritize transportation network improvements that support economic development.
- 7b. Continuously assess and integrate technological and design improvements that will move San Antonio to the forefront of safe, efficient, and sustainable transportation systems and design and infrastructure.
- 7c. Leverage multimodal transportation improvements in San Antonio as attractors of businesses and talent.

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# Housing

## Goal 1: Encourage the development of a variety of types of housing at a variety of price and rent levels.

- 1a. Ensure land use designations allow for a variety of housing options.
- 1b. Encourage new housing development projects provide a mixture of housing types and sizes.
- 1c. Require developments that receive public funding or use public financing tools provide a mixture of housing types and/or affordable housing units.
- 1d. Provide incentives in targeted areas to encourage development of housing types that are in undersupply.
- 1e. Develop an outreach plan to the local real estate and development community to highlight new housing products that are in demand throughout the country in an effort to attract new development types and/or builders to the City.
- 1f. Partner with the development community and incentivize the development of mixed housing prototype neighborhoods.
- 1g. Implement the policy recommendations developed within the *Strategic Housing Plan*.

## Goal 2: Provide more housing in walkable neighborhoods and activity centers that is located near transit, employment, and residential amenities.

- 2a. Allow for and encourage a mixture of housing types and density of housing within development projects.
- 2b. Allow and encourage higher density housing near employment centers and transit corridors.
- 2c. Prioritize infrastructure investments to allow existing neighborhoods to become more walkable.
- 2d. Implement development standards for new housing developments that require infrastructure and land use plans that support walking, biking and use of transit.
- 2e. Implement development standards that require development projects provide walking connections to surrounding projects and neighborhoods.
- 2f. Encourage the development of amenity based neighborhoods.
- 2g. Encourage development projects to have a mixture of uses.
- 2h. Encourage housing to be built adjacent to retail uses.
- 2i. Require new housing developments to provide pedestrians direct and safe to access to surrounding arterial and collector streets.
- 2j. Encourage the development of housing for seniors in walkable areas and near community amenities such as parks, recreation centers, and senior centers.

## Housing (continued)

### **Goal 3: Prioritize the revitalization of existing neighborhoods and encourage infill development.**

- 3a. Continue existing incentive programs for infill development and consider redefining the areas eligible for incentives to target other areas.
- 3b. Evaluate land use designations in the core of the City to determine commercial and industrial areas that could be changed to residential or mixed use areas.
- 3c. Ensure infill development is compatible with existing neighborhoods especially in historic districts.
- 3d. Prioritize infrastructure investment within existing neighborhoods.
- 3e. Develop a revitalization toolbox available to existing neighborhoods and promote these tools to neighborhoods and developers.
- 3f. Increase funding for housing rehabilitation or reconstruction programs.
- 3g. Develop a plan to preserve and maintain affordable housing within revitalizing neighborhoods.
- 3h. Prioritize maintenance and renovation of neighborhoods public spaces and amenities in targeted neighborhoods.
- 3i. Identify a plan to allow seniors to remain in their homes through programs that support reinvestment, retrofitting, repair and maintenance of their homes.

### **Goal 4: Encourage and plan for higher density housing in activity centers and along transit corridors.**

- 4a. Ensure land use plans allow for higher density development and discourage lower density uses within activity centers and along transit corridors.
- 4b. Develop transit supportive zoning and infrastructure improvement plans for activity centers and transit corridors.
- 4c. Develop incentives for high density housing within activity centers and along transit corridors.
- 4d. Develop specific land use and action plans for activity centers and transit corridors to develop a land use pattern that supports housing and allows for a mix of uses.
- 4e. Work with VIA Metropolitan Transit to develop high capacity and high frequency transit options that support higher density housing.
- 4f. Encourage and incentivize the development affordable housing in and near activity centers.

## Housing (continued)

### **Goal 5: Prioritize affordable housing within targeted areas including high growth areas and in and around activity centers.**

- 5a. Target a set of neighborhoods for investment of resources for a pre-determined number of years.
- 5b. Work with affordable housing partners, such as SAHA and non-profit housing providers, to develop strategic investment plans for targeted areas.
- 5c. Support non-profit housing providers through provision of capacity building and technical assistance.
- 5d. Consider providing waivers to fees and/or development requirements for affordable housing developments.
- 5e. Create opportunities for high density housing along major corridors served by public transit.
- 5f. Develop incentives to reduce costs and attract affordable housing development within target areas.
- 5g. Provide incentives and support to employers who create programs to encourage workers to live within a certain distance of work.
- 5h. Ensure that land use requirements are inclusive and predictable to allow for affordable housing to be built.

### **Goal 6: Invest in infrastructure, services and amenities needed to attract residents and increase market demand to low-income and underserved areas.**

- 6a. Identify mixed income catalyst projects within underserved areas that include a mix of housing that is affordable to variety of households.
- 6b. Invest in neighborhood amenities and infrastructure that will attract new residents to underserved areas.
- 6c. Attract new employers and retail to activity centers near or adjacent to underserved areas.
- 6d. Create opportunities for new mixed income housing in lower income neighborhoods through an aggressive land banking initiative.
- 6e. Consider incentivizing mixed income housing developments within targeted low income and underserved neighborhoods.

# Healthy Neighborhoods & Communities

## Goal 1: Improve the overall health, safety, and well being of San Antonio.

- 1a. Increase coordination, education, and awareness of the City's social and health programs and sustainability goals.
- 1b. Establish information programs for developers to convey the role of the built environment in achieving sustainability and community health goals.
- 1c. Identify and address gaps in health care services and partner with community leaders to address access and availability in each community.
- 1d. Coordinate with public transit agencies and organizations on public transit network improvements that increase access to health care facilities.
- 1e. Partner with health care organizations to promote and support comprehensive public health services and programs, including substance abuse-free lifestyles and substance use prevention programs.
- 1f. Study and promote best practices to identify and address connections between community health and economic development including living wages, education, and literacy.
- 1g. Increase the number of parks and ensure a more equitable distribution of park and recreation opportunities.
- 1h. Identify and address gaps in public transit, pedestrian and bicycle access to parks, open space, recreation sites, and health care destinations.
- 1i. Require health impact assessments for large-scale land use and development decisions such as neighborhood plans and large (re)developments.

## Goal 2: Increase access to healthy foods.

- 2a. Evaluate and develop a plan to address food desert neighborhoods.
- 2b. Implement policies to increase accessibility and affordability of health food options (grocery stores, school programs, farmers markets, community gardens and urban agriculture/retail opportunities) within walking distance of all neighborhoods (1/4 to 1/2 mile).
- 2c. Implement policies to promote education about nutrition and health foods and investigate programs to help dis-incentivize unhealthy/"fast" foods.
- 2d. Identify important farm lands in the San Antonio vicinity and protect them from conversion to other development uses using zoning, subdivision, and other regulatory or incentive-based tools.
- 2e. Revise zoning requirements and guidelines for the Urban Agricultural District to allow edible landscapes and supportive produce retail.

## Healthy Neighborhoods & Communities (continued)

### Goal 3: Increase physical activity levels and improve active living of community members.

- 3a. Promote a local physical activity education program and active living projects in partnership with businesses, healthcare providers, senior and childcare centers, and residents.
- 3b. Provide increased parks and recreation amenities city-wide, with a particular focus on under-served areas in the eastern and southern portions of the City.
- 3c. Partner and coordinate with area school districts to allow use of school activity spaces and facilities as community recreation and gardening options.
- 3d. Study and promote best practices for how zoning code revisions can help address walkability and recreation/play opportunities.

### Goal 4: Decrease the car-dependent culture and increase options for, and levels of active transportation.

- 4a. Focus capital improvements and incentive programs on building, expanding, and improving pedestrian, bicycle, and transit-oriented infrastructure.
- 4b. Encourage and implement programs and projects that make the City's bicycle network more accessible, direct, and continuous in order to increase bicycling safety and opportunities for daily bicycle travel.
- 4c. Encourage and incentivize development in locations that provide or are in close proximity to many destinations within walking or bicycling distance.
- 4d. Develop a system of safe routes to schools and work to create cooperative agreements with school districts to establish and promote the programs.
- 4e. Implement accessibility solutions for issues identified in the City's *ADA Pedestrian Transition Plan*, in all public realm improvement projects.
- 4f. Provide safe and comfortable sidewalks throughout the City.

### Goal 5: Improve air quality to meet or exceed state averages.

- 5a. Maintain air quality levels within the thresholds established by the National Ambient Air Quality Standards (NAAQS).
- 5b. Revise the Tree Preservation ordinance to more stringently preserve and expand the City's tree canopy.
- 5c. Develop new, and utilize existing, public/private partnership programs to monitor the City's air quality.
- 5d. Continue to enhance programs and policies (including incentives for electric and hybrid cars) to reduce greenhouse gas emissions 25% by 2020 and 50% by 2040.
- 5e. Promote and support increased local renewable energy production with 20% of energy use from renewable by 2020 (CPS) and 30% by 2040.

## Healthy Neighborhoods & Communities (continued)

### **Goal 6: Ensure that San Antonians have access to clean, sustainable, affordable water, to meet the needs of local residents and businesses, during all foreseeable conditions.**

- 6a. Develop and implement a management plan for land use activities which includes best management practices, based on a scientific study, which will protect the recharge and contributing zones of the Edwards Aquifer and other area waterways.
- 6b. Discourage or prohibit development within the aquifer recharge or contributing zones.
- 6c. Coordinate with SARA to develop plans for watersheds, aquifers, flood zones, and stream restoration areas in the planning of new development.
- 6d. Identify and acquire land in aquifer recharge areas for use as City Open Space.
- 6e. Jointly work with SAWS and CPS to determine the impact of utility supply on growth areas and future growth and annexation plans. Align SAWS impact fees and service area with those identified in the City Comprehensive Plan and growth policies.
- 6f. Develop new and utilize existing partnership programs between public agencies and private citizens to monitor the City's water quality.



# Military

## Goal 1: Proactively work to minimize incompatible land uses in the vicinity of military installations in order to safeguard mission training requirements and military readiness areas.

- 1a. Discourage development in areas where the risks to potential health and safety cannot be mitigated to accepted guidelines. Consider overlay districts (independently or in cooperation with other jurisdictions) in the Military Influence Areas (MIA) to mitigate encroachment issues. (Safety MIAs are defined in joint land use studies conducted for JBSA Camp Bullis and JBSA Lackland and are in development for JBSA Randolph.)
- 1b. Develop strategies that apply land use and development tools to mitigate encroachment and compatibility issues that pre-date the JLUS.
- 1c. Revisit and continue to monitor unimplemented recommendations of the JLUS and other applicable studies.
- 1d. Continue to monitor and enforce Memorandums of Understanding (MOUs) between the City and JBSA regarding the compliance of master development, neighborhood, community, and other functional and regional plans located five miles or less from the perimeter boundary of military installations for compatibility with the military.
- 1e. Incentivize development potential in other priority development areas of the City to take pressure off of base-adjacent land.
- 1f. Develop a voluntary sound attenuation retrofit program.
- 1g. Continue to enforce the City's Dark Sky Ordinance to address unnecessary light pollution, up-light, and glare from new construction or the revision/replacement of existing lighting.
- 1h. Require the dedication of avigation easements when development is proposed on property within the safety zones as per JLUS recommendations.
- 1i. Continue to monitor and enforce the Military Airport Overlay Zone (MAOZ) overlay zoning district limiting the density of development and intensity of uses in identified runway Clear Zones and Military Airport Overlay Zones.
- 1j. Continue to enforce the requirement that all new development or substantial redevelopment located five miles or less from the perimeter boundary of military installations conform to Federal Aviation Regulations Part 77 height limits.
- 1k. Support and implement the *Southern Edwards Plateau Habitat Conservation Plan* developed under a cooperative agreement with Bexar County to mitigate within the "Threatened and Endangered Species MIA" identified in the Camp Bullis JLUS.

## Military (continued)

### **Goal 2: Improve communication and coordination between local jurisdictions and communities and the military to develop a strong regional approach to compatibility issues.**

- 2a. Honor Memorandums of Understanding (MOU) that foster on-going formal consultation with and among the JBSA and area cities and counties regarding issues of mutual concern.
- 2b. Continue to provide opportunities for collaborative participation by the Military in all phases of the San Antonio comprehensive master planning, zoning and/or master development plan review process.
- 2c. Provide notifications to JBSA for review and comment on City land use applications for properties located within five miles of a military installation.
- 2d. Coordinate closely with those jurisdictions, agencies, organizations that have jurisdiction within five miles of the perimeter boundary of a military installation to encourage their policies and regulations are consistent with the City's Comprehensive Plan. Include representatives from Bexar and Guadalupe Counties and regional municipalities when planning a regional JLUS with the Military.
- 2e. Cooperate to provide City and Bexar County staff with on-going training opportunities to maintain their awareness of the latest technology and regulations concerning military compatibility issues.
- 2f. Create a military compatibility communication and education program for developers and realtors.
- 2g. Continue to support State legislation requiring real estate disclosures for all real estate transactions within the Military Influence Areas.
- 2h. Continue to support the efforts and policies of the Military Transformation Task Force (MTTF), a joint initiative of the City, Bexar County, and the Greater San Antonio Chamber of Commerce, to work with the military to promote mission readiness and to address impacts the military has on the community.

## Military (continued)

### **Goal 3: Support policies and investments that position San Antonio to retain its military installations, that attract expanded missions due to realignments and base closures in other areas, and that help maximize the economic impacts of the military on the City.**

- 3a. Review City projects on an annual basis to identify capital improvement plans (CIP) and master infrastructure plans that may impact or benefit the mission at each of San Antonio's military installations. Consider the projected need for additional infrastructure and other municipal services by JBSA in the development of new infrastructure master plans.
- 3b. Consider the needs of military installations when planning transportation and infrastructure projects by consulting regularly with the military to ensure military routes are depicted accurately in plan diagrams and maps.
- 3c. Work to enhance the military's use of local contractors and services and to increase the purchase of equipment and materials from San Antonio-based suppliers. The City should identify, attract, and support businesses that serve the military and military contractors.
- 3d. Coordinate with and support the Texas Military Preparedness Commission to preserve, protect, expand, and attract new military missions, assets, and installations in San Antonio.
- 3e. Support and help coordinate educational and advanced training opportunities with overlap between the military, education, and civilian sectors.
- 3f. Develop programs to help coordinate and link local college curriculums with appropriate military missions as a strategy to help retain those missions long-term.
- 3g. Support programs and organizations that work to retain workers with specialized skills and competencies leaving the military in order to help incubate and support targeted industries such as biosciences and health care, information technology and cyber security, advanced manufacturing, and aerospace.

### **Goal 4: Plan to minimize potential future impacts that could be created as a result of sequestration or base closure or realignment initiatives.**

- 4a. Develop land use and development strategies to address potential base closures, consolidations, and realignments. Assess appropriate land uses and potential reuse of structures and infrastructure should bases close or reduce in size in the future.
- 4b. Encourage JBSA and the DOD to consider the long-term potential of military contraction or mission reduction/shift when planning and constructing facilities. Encourage the design of housing, educational, medical, and other facilities to facilitate their continued use or adaption for other uses if no longer needed for military purposes in the future.
- 4c. Explore the use of public-private partnerships to assist in potential land use and personnel transitions similar to work done to advance Port San Antonio and Brooks City-Base.

## Military (continued)

### Goal 5: Support the integration of military members, families, and veterans in San Antonio.

- 5a. Cooperate with and support efforts such as the Military and Veteran Community Collaborative (MVCC) and The Community Blueprint Network to address critical issues facing veterans, returning service men and women, and military families including employment, education, housing and healthcare.
- 5b. Work with local non-profits to establish workforce transition programs so that highly skilled military workers can easily transition to public sector employment in health, bio-medicine, cyber security and IT industries, if and when needed.
- 5c. Work with JBSA officials and area developers in identifying strategies to meet the housing needs of military personnel when updating the City's *Comprehensive Plan* Housing Element and other housing studies and plans.
- 5d. Cooperate with and encourage JBSA base development planning initiatives (such as the *Installation Development Plan* expected in 2016) that support City goals and policies for growth, urban form, housing, transportation, and healthy communities.

# Jobs & Economic Competitiveness

## Goal 1: Diversify the San Antonio economy through growth in the City's targeted industries.

- 1a. Target and incent job growth within the City's target industries, including:
  - Healthcare, biosciences, life sciences and scientific R&D;
  - Information technology and cyber security;
  - Aerospace;
  - Advanced manufacturing;
  - Energy; and
  - Cultural and Creative Industries.
- 1b. Market and promote the City's assets within these industries nationally and internationally.
- 1c. Make investment in the infrastructure needed to support the growth of these industries.
- 1d. Align the employment centers with target industries and market these areas to prospective businesses.
- 1e. Invest in the creation, development and redevelopment of employment centers that allow for the collocating of businesses within target industries.
- 1f. Work with education partners to align education programs with the skills and education needed for employment within these industries.

## Goal 2: Create an economic environment that fosters business creation and innovation.

- 2a. Continue efforts to revitalize the urban core and encourage creation of other mixed use nodes in order to create environments attractive to young professionals and other workers.
- 2b. Partner with the City's major public and governmental assets, public institutions, and major employers to create public-private partnerships that generate economic activity out of public institutions.
- 2c. Identify ways to reduce barriers to entry for new businesses.
- 2d. Ensure that the City fosters an innovative business climate that is open to new technologies.
- 2e. Identify potential employment centers to create an innovation district to serve as the center of the innovation economy within San Antonio (e.g., Downtown or Medical Center).
- 2f. Cluster businesses within similar and compatible industries and public institutions geographically to encourage increased interaction and collaboration.
- 2g. Create gathering places that encourage the interactions of people within the City's employment centers and along transit and other transportation corridors.
- 2h. Invest in the quality-of-life amenities (i.e. public spaces, parks and trails, multi-modal transportation options) that are attractive to innovative businesses.
- 2i. Create and support social networks and programs that allow for the interaction of businesses, education institutions, and the San Antonio workforce.
- 2j. Partner with the military to identify ways to generate business creation that supports and leverages the military activities in the City.

## Jobs & Economic Competitiveness (continued)

### **Goal 3: Support the continued growth of San Antonio's traditional industries: Health Care, Tourism, Education, and Military.**

- 3a. Prioritize traditional infrastructure investments such as road and rail projects that support the growth of these industries.
- 3b. Identify emerging infrastructure investments that provide increased communication and connectivity that support these industries.
- 3c. Market the strength of these industries to attract additional economic activity.
- 3d. Leverage the major assets within these industries to bring attention to other economic opportunities within San Antonio.

### **Goal 4: Grow and attract a skilled and educated workforce that supports existing and emerging San Antonio industries.**

- 4a. Identify ways the City can invest in education to support the City's school districts and higher education institutions.
- 4b. Explore creation of workforce training programs that serve as a bridge between employers and education institutions and provide opportunities for internships and job training.
- 4c. Partner with area universities, high schools and community colleges to ensure that the degrees and programs provided support the City's target industries.
- 4d. Create the modern workplaces and walkable neighborhoods that will attract young professionals.
- 4e. Attracted a skilled and educated workforce through a greater diversity of employment opportunities.
- 4f. Invest in quality of life and livability amenities (i.e. public open spaces, parks and trails, retail stores, restaurants, multimodal transportation options) in and around employment centers to attract businesses and potential employees.

### **Goal 5: Focus employment growth within in the City's Employment Centers and mobility corridors.**

- 5a. Prioritize and catalyze development with infrastructure investments that facilitate new development or address existing issues and help retrofit existing infrastructure to allow for a mixture of uses and to facilitate denser development.
- 5b. Coordinate economic development efforts and land use plans to encourage and incentivize employment growth within the City's employment centers and along transit corridors.
- 5c. Enhance and increase connectivity for multiple modes of transportation to employment centers.
- 5d. Develop master plans for the employment centers to align land use with future development demand and target industries to the appropriate employment centers.
- 5e. Encourage the appropriate mixture of employment industries and uses within the employment centers by identifying each center's market strengths, and niches and uses that support these strengths.
- 5f. Provide needed support to the large redevelopment projects to catalyze employment growth (Port SA, Brooks, Texas A&M San Antonio, Hemisfair).

## Jobs & Economic Competitiveness (continued)

### **Goal 6: Increase San Antonio's presence, role and economic activity in the region, nationally and internationally.**

- 6a. Work with the City's economic partners to identify opportunities for increasing export activities and outside investment into San Antonio businesses.
- 6b. Engage trade groups, target industry representatives, and investors on a regular basis in order to educate interested parties on the opportunities and assets that exist in San Antonio.
- 6c. Support the efforts of in SA, the Free Trade Alliance of San Antonio and the San Antonio Economic Development Foundation through regular communication and targeted joint efforts.
- 6d. Prioritize investments that increase connectivity within the region for people, goods, and information.
- 6e. Work with other communities in the Central Texas region to market the areas strengths and highlight each community's unique assets.

# Natural Resources & Environmental Sustainability

## Goal 1: Achieve a sustainable balance between the conservation, use, and development of San Antonio's natural resources.

- 1a. Support policies and incentives to improve energy efficiency as one strategy to reduce energy consumption.
- 1b. Increase the amount of local renewable energy production, with 20% of energy use from renewables by 2020 (CPS) and 30% by 2040.
- 1c. Support the creation of aggregated “solar assets” that can be deployed in the same manner as central station, fossil-fueled generation assets.
- 1d. Promote policies and regulations which maximize the energy efficiency of all City buildings and facilities.
- 1e. Provide a balance of incentives and requirements for new development to meet green building standards and incorporate green infrastructure.
- 1f. Create policies requiring all existing buildings are brought up to green building standards by 2040.
- 1g. Incorporate the transportation mode split of buildings’ daily occupants and users as a green building criterion.
- 1h. Promote and expand weatherization programs for existing buildings.
- 1i. Establish regulations to minimize waste generation through effective waste reduction, reuse, and recycling; and through expanded demand for recycled products.
- 1j. Regularly review ordinances regarding energy infrastructure and transmission components and revise, if necessary and possible, to ensure resident health and safety.

## Goal 2: Ensure an adequate, high quality water supply while reducing overall consumption.

- 2a. Support continued water conservation investment to include education, incentives, and implementation of reasonable regulation.
- 2b. Support and incentivize rainwater harvesting and reuse (in accordance with Texas HB 3391 (2011)).
- 2c. Support and incentivize xeriscape and other non-lawn alternatives through programs such as SAWS WaterSaver Landscape Coupon program.
- 2d. Discourage and regulate development in the Edwards Aquifer recharge and contribution zones and along preservation reaches of rivers and creeks.
- 2e. Protect the Edwards Aquifer recharge and contributing zones and the preservation reaches of rivers and creeks by developing and implementing a management plan for land use activities which includes best practices such as clustered and low-impact development (LID).
- 2f. Collaborate with SAWS and CPS to determine the impact of utility supply on growth areas. Align SAWS and CPS impact fees and service areas with those identified in the City’s *Comprehensive Plan* and growth and annexation policies.
- 2g. Support and coordinate with the SARA Watershed Plan effort.
- 2h. Continue to support SAWS plans and programs to diversify San Antonio’s water sources.
- 2i. Develop new, and utilize existing partnership programs between public agencies and private citizens to monitor the City's water quality.



## Natural Resources & Environmental Sustainability (continued)

### Goal 3: Improve air quality to meet or exceed national standards.

- 3a. Implement policies to achieve air quality levels within the thresholds established by the National Ambient Air Quality Standards (NAAQS), with particular reference to automobile and truck emissions and CPS emissions.
- 3b. Implement policies to reduce GHG emissions 25% by 2020 and 50% by 2040.
- 3c. Implement policies that help support and expand the tools and incentives encouraging alternative fuels and vehicles in AACOG's Clean Cities program.
- 3d. Continue to collaborate with and implement the recommendations of the Clean Air Plan developed by the multi-jurisdictional Air Improvement Resources (AIR) Committee formed under the auspices of the AACOG.
- 3e. Develop new, and improve existing public/private partnership programs to monitor the City's air quality.
- 3f. Revise San Antonio's Tree Preservation ordinance to more stringently preserve and expand the City's tree canopy.
- 3g. Expand safe pedestrian and bicycle networks and transit options/access to encourage non-automobile travel alternatives.
- 3h. Recruit and incentivize more green industries and businesses that are low emitters of pollution to become a larger part of the regional economy.

### Goal 4: Address storm water through best management practices and low impact development (LID) design principles.

- 4a. Ensure sustainable development patterns through storm water infrastructure management best practices that encourage well-developed and maintained regional and site-specific storm water infrastructure (i.e., gray and green infrastructure).
- 4b. Continue to manage the capacity and transmission capabilities of the storm drainage network to prevent degradation of natural resources.
- 4c. Encourage retention of the 100-year floodplains as natural drainage ways without permanent construction, unnecessary straightening, bank clearing, or channeling.
- 4d. Require and incentivize new development to manage storm water using best practices and green techniques such as clustered and low-impact development (LID).
- 4e. Implement effective impervious surfaces standards (based on the low impact development (LID) ordinance currently under development) for new development and redevelopment projects.
- 4f. Upgrade existing city infrastructure with green storm water management solutions.

## Natural Resources & Environmental Sustainability (continued)

### **Goal 5: Protect the natural environment from unsustainable land use and development and balance environmental goals with business needs.**

- 5a. Develop ordinances which preserve the integrity of natural settings in neighborhoods, communities, open spaces and parks, and develop specific procedures for enforcement.
- 5b. Develop a growth and annexation plan that reduces negative environmental impacts of new development. (See also Growth and Urban Form Goals #4 and #7).
- 5c. Develop programs to attract environmentally sensitive industries to San Antonio and encourage local industry to adopt conservation measures and minimal impact technologies in their operations.
- 5d. Implement policies that encourage infill development and higher density development outside environmentally sensitive areas.
- 5e. Plan and implement policies that protect and conserve native flora and fauna, and iconic regional landscapes.
- 5f. Plan and implement policies that allow for the natural movement of wildlife.

# Historic Preservation

**Goal 1: Continue incorporating preservation elements into City plans and consider additional initiatives that encourage reinvestment in and reuse of landmark buildings and districts as well as initiatives that preserve the tangible and intangible attributes of cultural heritage.**

- 1a. Maintain and update as needed the Strategic Historic Preservation Plan (2009) which consolidates the City's official vision and policies for historic preservation.
- 1b. Continue to incorporate historic preservation elements in all citywide, district, and neighborhood planning initiatives.
- 1c. Continue to promote preservation as a tool for cultural, economic, and environmental sustainability.
- 1d. Identify and promote key historic areas of the City and create policies which protect their integrity.
- 1e. Expand incentives and programs to encourage the rehabilitation or adaptive reuse of historic structures while preventing unwarranted demolition.

**Goal 2: City zoning and design review processes and procedures should empower clear and effective Historic Preservation decisions.**

- 2a. Continue to monitor and provide routine review of the Unified Development Code (UDC) to improve the effectiveness of both the Office of Historic Preservation (OHP) and the Historic and Design Review Commission (HDRC), as well as the Code's overall readability.
- 2b. Continue to use the Historic Design Guidelines (2012) to facilitate OHP and HDRC reviews of public and private development initiatives. Work with historic districts to develop district-specific guidelines.
- 2c. Provide regular training and educational opportunities for commissioners and the public to increase awareness of procedures and regulations.
- 2d. Work with Development Services Department and historic neighborhoods to ensure that underlying zoning supports the desired character of the district.

**Goal 3: Enhance awareness and use of Historic Preservation as a tool for economic development.**

- 3a. Continue to promote and expand the findings of the Economic Impact of Historic Preservation (2015) study.
- 3b. Promote the use of available incentives for rehabilitation such as the Historic Tax Credits or funds for the rehabilitation of endangered sites.
- 3c. Create new preservation initiatives that facilitate rehabilitation and reuse of historic resources, revitalization of neighborhoods and commercial districts, and creation of new jobs and small businesses.
- 3d. Target incentives to reinvestment in city center neighborhoods.

## Historic Preservation (continued)

### **Goal 4: Establish initiatives that position San Antonio as a leader in recognizing diverse cultural heritage.**

- 4a. Articulate and clarify for the community a broader definition of cultural heritage that includes tangible and intangible resource of architectural, historic, and cultural significance.
- 4b. Develop treatment protocols for properties of cultural significance.
- 4c. Establish methods for the identification, preservation and awareness of intangible heritage. Utilize existing criteria to protect and promote properties of cultural and social heritage.
- 4d. Utilize technology to expand survey areas and make survey information more accessible to the public to promote a greater understanding of significant historic and cultural resources.
- 4e. Utilize an “early warning” system to encourage advocacy and communication regarding endangered sites, buildings, landscapes, and view sheds.
- 4f. Continue to facilitate public discourse and education relating to cultural heritage.
- 4g. Proactively work with property owners and community groups to designate new historic landmarks and districts that are valuable to the City.

### **Goal 5: Improve the performance and effectiveness of existing incentives for historic preservation and develop new incentives to encourage redevelopment.**

- 5a. Enhance the effectiveness of existing historic preservation incentives and create additional programs that encourage reinvestment in historic resources.
- 5b. Streamline and expand promotion of preservation programs and incentives to property owners, builders, developers, and investors.
- 5c. Identify and remove disincentives and obstacles to preserving and reusing historic resources.
- 5d. Promote historic preservation as a strategy for maintaining diverse and vibrant neighborhoods.

### **Goal 6: Continue to provide robust education and outreach programs, and develop new programs to further engage the public in historic preservation efforts.**

- 6a. Continue to undertake a comprehensive outreach effort to increase awareness of the tremendous value of San Antonio’s architectural, cultural, and archaeological resources, and the inherent benefits of historic preservation.
- 6b. Harness public and private resources to market the numerous incentives and programs available to property owners, builders, and developers.
- 6c. Seek innovative ways to engage and educate students and young people.
- 6d. Utilize technology to capture new audiences and expand the overall reach of historic preservation programs and efforts.

## Historic Preservation (continued)

### **Goal 7: Continue existing and develop new tools and approaches for the protection and promotion of the World Heritage Missions of San Antonio.**

- 7a. Continue public engagement activities to identify and document the attributes which create the Outstanding Universal Values identified in the UNESCO inscription.
- 7b. Enforce and evaluate the Mission Protection Overlay Districts; explore the effectiveness of additional design review tools or changes to underlying zoning.
- 7c. Utilize tools which evaluate potential impacts to the Outstanding Universal Values within the designated area.
- 7d. Partner with stakeholders to promote heritage tourism.
- 7e. Develop strategies and incentives which protect and enhance the authenticity of the designated area.