



## **Proposed Comprehensive Plan Changes Document**

July 22, 2016

Prepared by:  
MIG, Inc.  
and the Department of Planning & Community Development



## **How to use this document**

Contained in this document are all significant proposed language, text changes and mapping additions to San Antonio's Comprehensive Plan dated May 2, 2016. Proposed additions are noted in blue underlined text; proposed deletions in ~~strike through red~~.

## **General Notes**

Glossary and Acronym list is being created and will be included in final plan.

## **SA TOMORROW Acknowledgements**

- vi      Add a new section to the first page of Acknowledgements: SPECIAL THANKS  
Leilah Powell, Mayor's Office Walter Ague, District 8 Norbert J. Hart, Deputy City  
Attorney Susan Guinn, Assistant City Attorney, Office of Sustainability,  
Transportation & Capital Improvements Department, VIA Metropolitan Transit,  
San Antonio Water System, CPS Energy, San Antonio River Authority

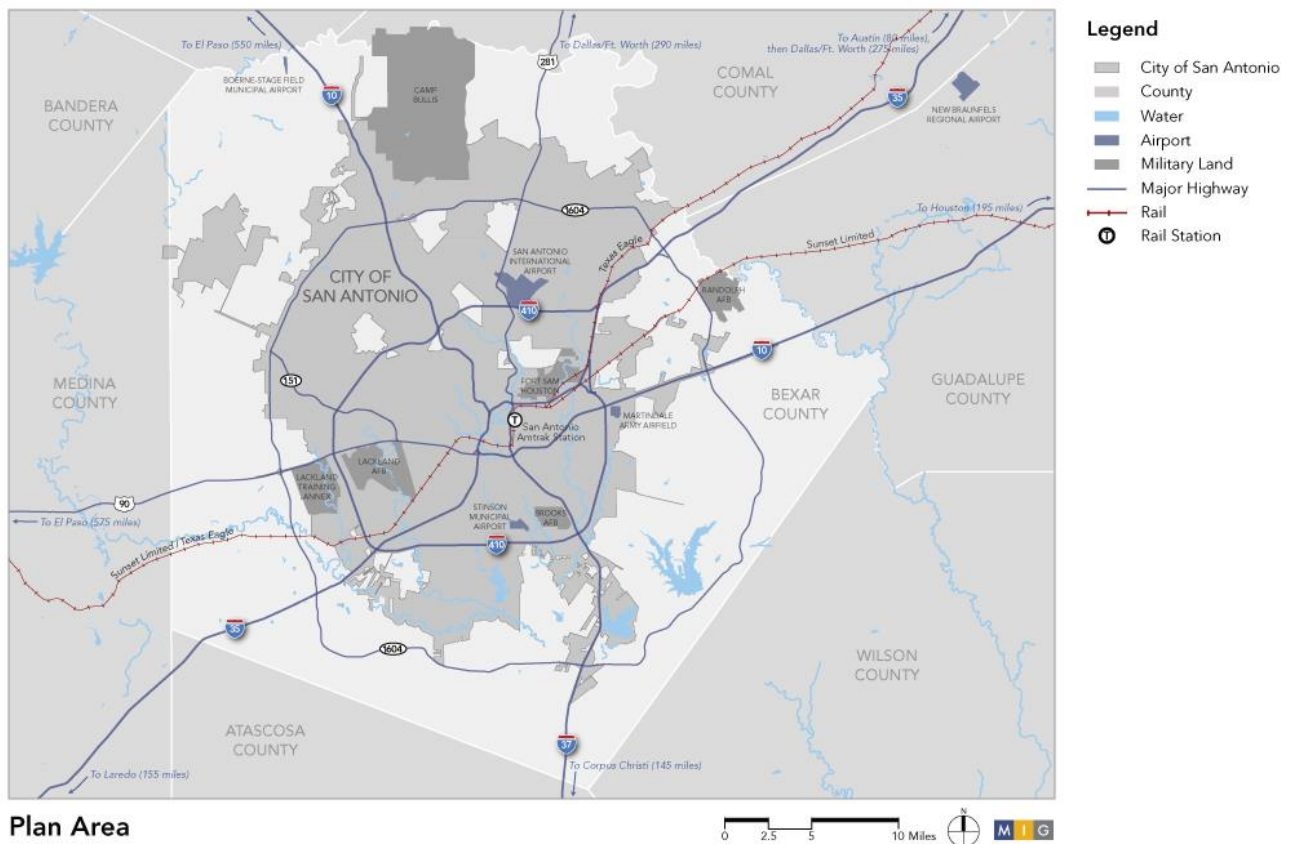
## Section 1: Background and Vision

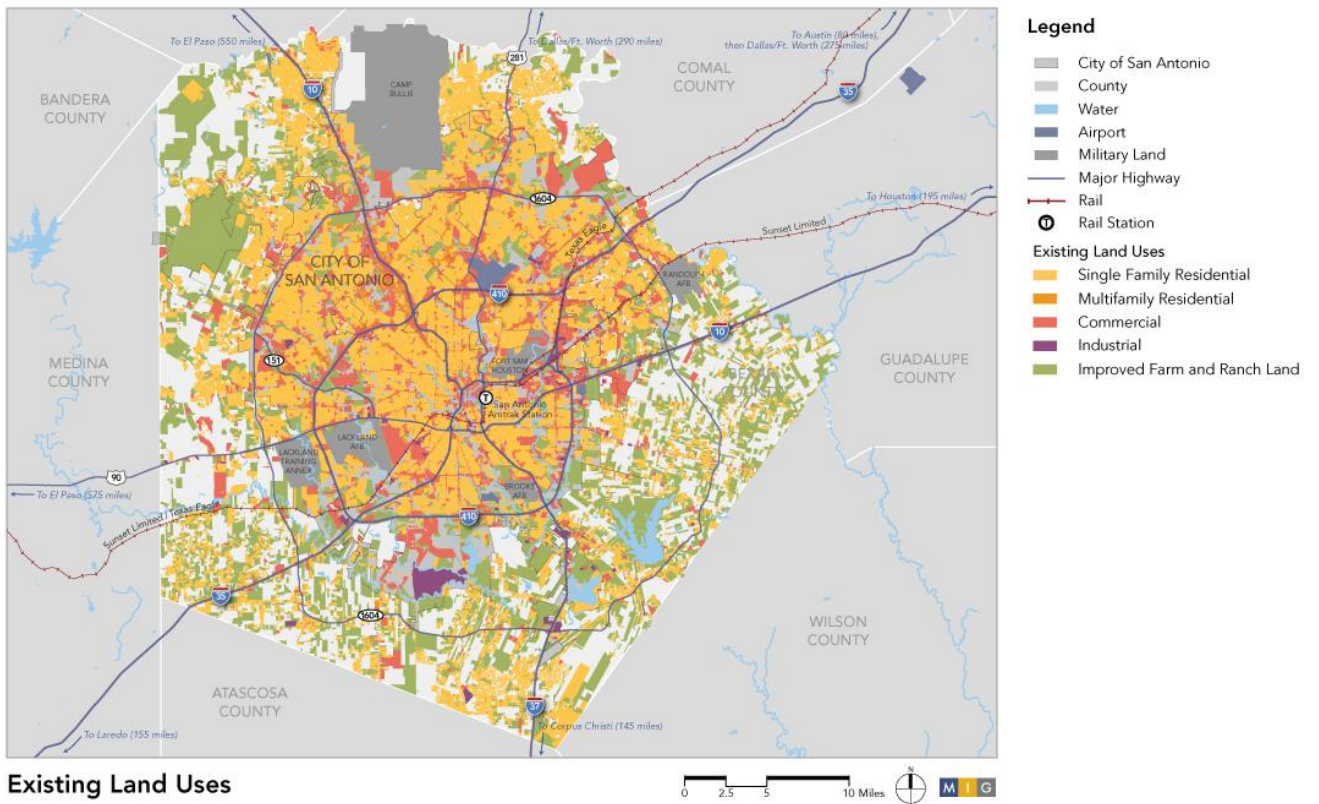
### Chapter 1: Introduction

- 1.2 Projected growth for ~~unincorporated~~ Bexar County is expected to add up to 1.1 million new residents, with 500,000 new jobs, and 500,000 new dwelling units by 2040.

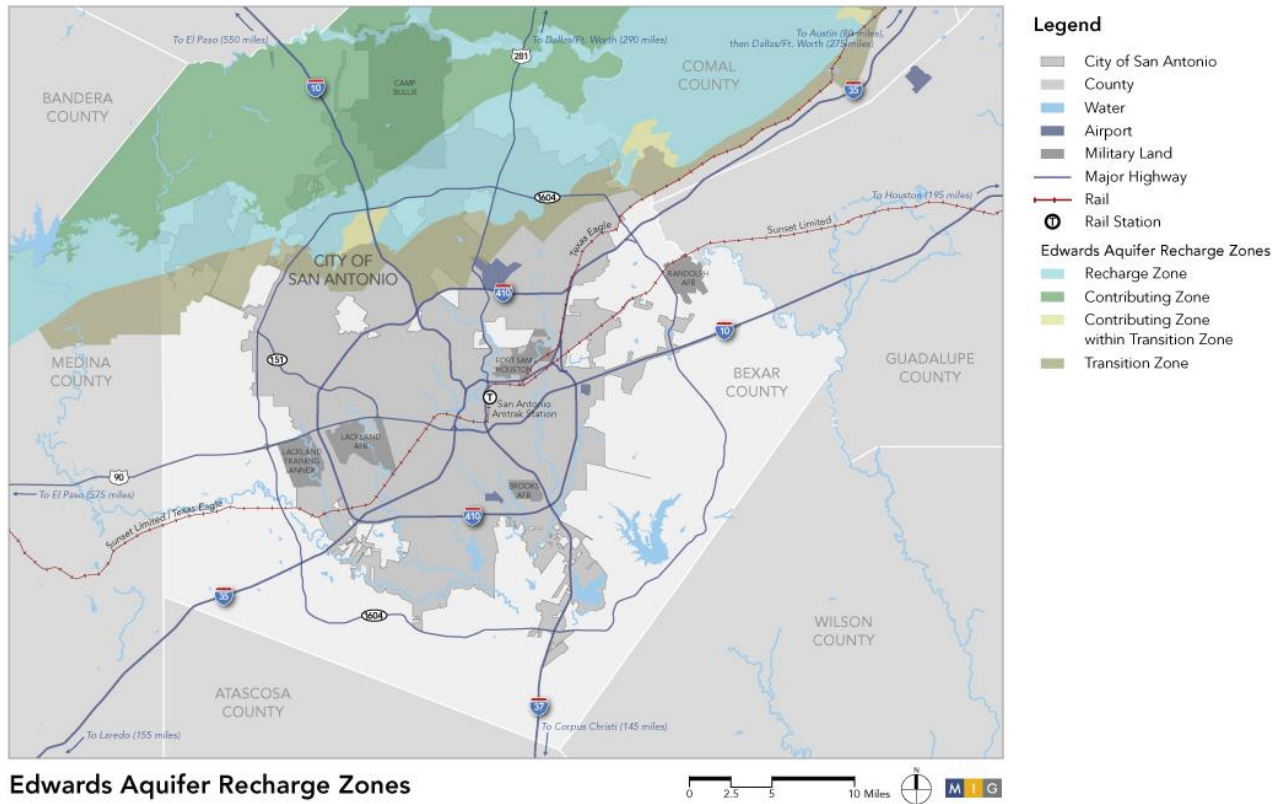
In addition, new pages will be inserted into *Chapter 1: Introduction* and *Chapter 2: Assets, Issues and Opportunities*, with maps profiling San Antonio's existing land uses and assets.

- 1.3 INSERT 2-page spread following page 1.3 with the following *Plan Area* and *Existing Land Uses* maps:

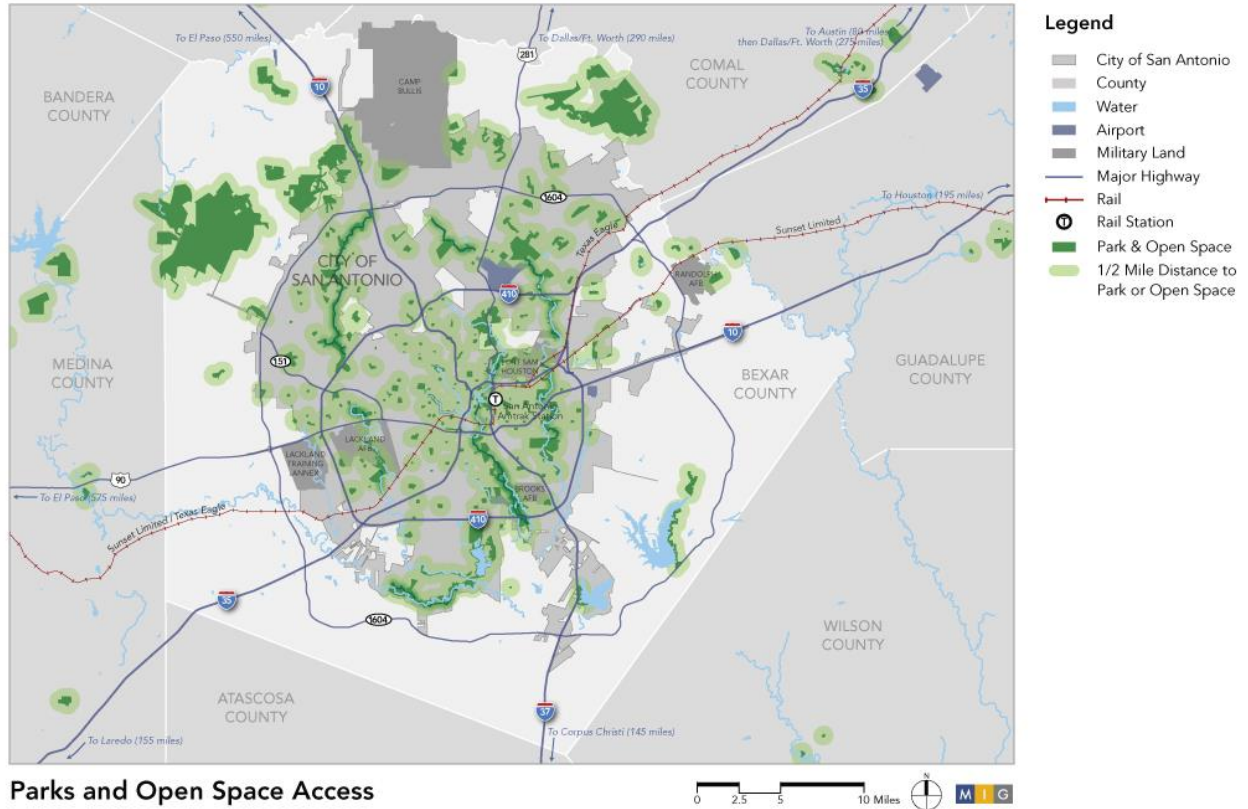




2.5 INSERT new page following page 2.5 with the following *Edwards Aquifer Recharge Zone* map:



2.7 INSERT new page following page 2.7 with the following *Parks and Open Spaces Access* map:





## **Section 2: Plan Framework**

### **Chapter 4: Building Blocks**

- 4.1 The following is the revised building block hierarchy and updated language clarifying the important role neighborhoods play both in San Antonio and in this plan: The guiding principles presented in Chapter 3 set the stage for an approach to development that should benefit all San Antonians. This chapter describes a set of building blocks that will guide planning, design and investment moving forward. Each building block generally has a scale, shape and role within the larger San Antonio landscape. While often distinct from each other, in some cases these building blocks overlap and benefit from shared investments and amenities.

The major building blocks of the San Antonio of the future include:

Neighborhoods;

Corridors;

Urban centers; and

Regional centers.

SA Tomorrow recognizes the importance of our existing **neighborhoods**. These treasured assets are the foundation of our city and will continue to play a critical role in our future planning efforts. The growth strategies recommended in this plan protect and enhance these valuable parts of our City by focusing many of the new housing units and jobs into the other building blocks. By investing in our neighborhoods in conjunction with strategic planning in our corridors, urban centers, and regional centers, we ensure the ability to create and support complete communities across our city with access to a variety of amenities and daily needs and services.

San Antonio's **corridors** link our neighborhoods to each other and to the urban and regional centers that contain some of our city's major activities, attractions, and job opportunities. These corridors will be a focus of new residential and employment growth while providing safe and comfortable multimodal transportation options for a variety of users including pedestrians, bicyclists, transit users and automobiles.

**Urban centers** vary in size and serve as community destinations and employment nodes for multiple nearby neighborhoods. These walkable, mixed-use destinations are generally smaller in scale, but as San Antonio's population increases, they have the potential to become future regional centers. Key to the development of these areas is increased multimodal connectivity, linking them to surrounding residential areas and other urban and regional centers.



The final section of the chapter introduces place types; a concept the City can use to help guide appropriate growth in the building blocks identified above and leverage and protect San Antonio's unique existing assets. These twelve concepts identify development options for parks, trails and open spaces, multimodal, mixed-use sites and adaptive reuse opportunities. Place types are explored in more detail in Chapter 6.

4.1 INSERT new page following page 4.1 with the following *Registered Neighborhood Associations* map:



- 4.9 Austin Highway/[Broadway/Perrin Beitel/Nacogdoches](#) – connects the Central Business District, Pearl, University of the Incarnate Word and Rolling Oaks;

## Chapter 5: Regional Centers

- 5.2 Regional Centers are one of the key building blocks of our city's future. In order to leverage their potential to help absorb San Antonio's projected growth we need a clear vision and strategic plan for each. These regional center plans need to refine each center's boundaries, identify areas of change and stability, and develop a detailed land use plan that prioritizes infrastructure, policy and program improvements. [While these centers should promote higher density, mixed-use development, not all areas within a regional center are recommended for this type of growth. For example, existing historic districts are not recommended for higher density development and should receive enhanced protection to prevent this. Our historic districts are one of our city's greatest assets and our development policies should protect them. Regional center plans must be respectful of these special areas when defining development opportunities.](#) A more detailed framework for these regional center plans is provided in Chapter 17.

## Chapter 6: Place Types

- 6.15 Roosevelt, [Perrin Beitel](#), Pleasanton and Zarzamora and are potential candidates for the Community Corridor place type.

## Section 3: Plan Elements

### Chapter 8: Growth and City Form

- 8.5 Development that occurs in the County, within the City's extraterritorial jurisdiction (ETJ), is subject to San Antonio's subdivisions ~~s and tree preservation~~ ordinances, but there are no mechanisms for applying or enforcing the City's other development regulations. In some cases, these developments have created unforeseen ~~fiscal and environmental~~ impacts because the City has such limited control of the area ~~but is required to provide essential services~~.
- 8.11 GCF Goal 7: Development practices ~~that avoid, minimize or mitigate~~ minimize, mitigate or avoid negative impacts on the city's natural resources, water supply, water quality, surface waterways, and air quality.
- 8.13 GCF P23: ~~Require-Incentivize~~ 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.
- 8.13 GCF P25: ~~Discourage land intensive development in~~ Encourage land intensive development to locate patterns outside of the Edwards Aquifer recharge and contributing zones and along preservation reaches of rivers and creeks.
- 8.13 GCF P28: Develop ~~regulations, and promote~~ incentives and other tools to facilitate development types and designs that promote and support water conservation practices.
- 8.13 GCF P29: Develop ~~regulations, and promote~~ incentives and other tools to facilitate development types and designs that protect natural resources, water quality, surface waterways and air quality.

### Chapter 9: Transportation and Connectivity

- 9.12 TC P1: Prioritize transportation projects that manage congestion based on objective criteria to evaluate long-term cost effectiveness and value.
- 9.12 TC P3: Implement policies and programs based on objective criteria to consider full life cycle costs (including capital construction and maintenance as well as the full range of benefits (mobility, safety, economic development, quality of life, etc.)) in cost-benefit analysis of transportation projects.
- 9.12 TC P4: Provide funding to maintain and expand a multimodal transportation system in a cost-effective, equitable, accessible and efficient manner.

## Chapter 10: Housing

- 10.2 ADD after paragraph ending in “We clearly have an affordable housing gap.”:  
In an effort to address this growing gap we need to incorporate Assessment of Fair Housing (AFH) strategies and goals into action-oriented City and San Antonio Housing Authority (SAHA) plans (refer to Housing A25). AFH goals strive to increase low-income household access to neighborhoods of opportunity (both through place-based and mobility based strategies); identify fair housing issues and factors that impede home owner ownership for low-income families; and develop strategies to address these issues and factors.
- 10.10 H P5: Develop affordable housing initiatives targeting all residents below 80% of the area median.
- 10.11 H P11: Encourage and incentivize new housing development projects to provide a mixture of housing types, ~~and~~ sizes and prices.
- 10.11 H P12: Require developments that receive public funding or use public financing tools to provide ~~a mixture of housing types and/or~~ affordable housing units.  
(Recommendation was to create a separate policy for mixture of housing types, see below)
- 10.11 ADD H Policy: Require developments that receive public funding or use public financing tools from the City, via city grants or through other city sources, to provide a mixture of housing types (e.g., rentals and ownership opportunities, attached and detached single family units, multifamily units, and housing with a range of sizes and amenities).
- 10.11 H P19: Incentivize high density housing in regional centers, and along major public transit routes where appropriate.
- 10.11 H P24: Invest in neighborhood amenities and infrastructure that will benefit existing residents while attracting new residents to underserved areas.
- 10.12 H P27: ~~Evaluate and update land use designations in the core of the City to determine commercial and industrial areas that could be changed for rezoning to residential or mixed use areas.~~ Explore commercial and industrial areas in the core of the city for conversion to residential or mixed use.
- 10.12 H P29: Ensure infill development is compatible with existing neighborhoods.  
~~especially in historic districts~~

- 10.12 H P32: ~~Increase~~ Provide increased funding and incentives for owner-occupied housing rehabilitation or reconstruction programs for residents in existing neighborhoods, conservation districts and historic districts.
- 10.12 H P33: Develop and implement a plan to preserve and maintain affordable rental and ownership housing for lower income residents within revitalizing neighborhoods.
- 10.12 H P34: Prioritize the maintenance and renovation of public spaces and amenities in targeted neighborhoods with input from the community.
- 10.13 ~~H P46: Explore regulations to address replacing small, unmanageable and scattered private retention ponds with larger, shallow, regional retention/detention fields that mitigate City drainage and flood control needs while ensuring proper function and providing useable green fields for the public.~~

## Chapter 11: Jobs and Economic Competitiveness

- 11.14 JEC P27: Invest in quality-of-life and livability amenities (i.e. public spaces, civic amenities, parks and trails, public libraries, multimodal transportation options) that are attractive to innovative businesses and their employees.

## Chapter 12: Community Health and Wellness

- 12.11 ADD Goal 5: San Antonio is a Vision Zero City that is committed to eliminating traffic fatalities and serious injuries.
- 12.11 CHW Goal ~~6~~ 5: All San Antonio residents enjoy a high level of safety, physical and mental health, and well being.
- 12.11 CHW Goal 7 ~~6~~
- 12.11 CHW P1: Increase coordination, education and awareness of the City's social, physical and mental health programs and sustainability goals in formats accessible to all residents.
- 12.11 CHW P4: Partner with physical and mental health care organizations and non-profits to promote, support and expand the availability of senior services and amenities citywide.
- 12.11 CHW P5: Study and promote best practices to identify and address connections between community health and economic development including living wages, the effects of poverty, education, and literacy.

- 12.11 CHW P6: ~~Require~~ Consider health impacts (such as conducting health impact assessments (HIA)) when conducting Community, Corridor and Regional Center Plans. ~~large-scale land use and development decisions such as neighborhood plans and large (re)developments.~~
- 12.12 CHW P11: Increase the number and quality of parks and ensure a more equitable distribution of parks and recreation opportunities.
- 12.12 CHW P15: Implement policies to promote education about nutrition and healthy foods and create programs to ~~help~~ disincentivize unhealthy, highly processed and "fast" foods and/or incentivize nutritious, healthy, and culturally appropriate foods in new and creative ways.
- 12.13 CHW P23: ~~Focus~~ Prioritize capital improvements and incentive programs ~~on that~~ building, expanding, and improving pedestrian, bicycle, and transit-oriented infrastructure.
- 12.13 ADD CHW POLICY (under Active Transportation): Continue to promote and implement Vision Zero to ensure the safety of all people in the community.
- 12.13 CHW P30: ~~Revise San Antonio's Tree Preservation Ordinance to more stringently preserve and expand the City's tree canopy.~~ Enhance San Antonio's tree canopy and develop a robust street tree program.
- 12.13 DELETE ~~CHW P34: Discourage land intensive development in the Edwards Aquifer recharge and contributing zones and along preservation reaches of rivers and creeks.~~ (NOTE: Delete because duplicative with revised CHW P36)
- 12.13 CHW P35: ~~Discourage land intensive development patterns in~~ Encourage land intensive development patterns to locate outside of the Edwards Aquifer recharge and contributing zones and ~~along~~ preservation reaches of rivers and creeks. (See also GCF P25 and NRES P11).
- 12.13 CHW P36: Coordinate with SARA and other agencies to ~~develop and~~ regularly review and update, as necessary as part of the standard UDC amendment process, plans, standards and regulations for development on or near ~~watersheds,~~ aquifers, flood zones and stream restoration areas based on best management practices and scientific studies.
- 12.13 CHW P38: Jointly work with SAWS and CPS to determine the impact of utility service area expansion by: ~~Align and coordinating SAWS impact fees and it's the providers' service areas~~ with ~~those identified in~~ the City's Comprehensive Plan and Growth Policies. (See also NRES P13)

## Chapter 13: Public Facilities and Community Safety

- 13.6 Moving forward, the City can set an example by promoting policies and regulations that maximize the energy efficiency of all City buildings and facilities. Next, we can create policies requiring ~~all existing~~ City owned buildings be brought up to green building standards by 2040 and promote and expand weatherization programs for existing buildings.
- 13.11 PFCS P11: Review and amend current parks dedication requirements in the Unified Development Code (UDC) to ensure they yield the type and size of parks that are identified as needs in the Parks and Recreation Systems Strategic Plan.
- 13.12 ADD PFCS POLICY: Continue to design and implement emergency response services appropriate for narrower rights-of-way supportive of human-scale, walkable development patterns.
- 13.12 PFCS P18: Coordinate with school districts to identify potential school sites city-wide, especially those planned regional centers and other future growth areas. ~~Assist the School districts in reserving land for future school sites in planned regional centers and other future growth areas.~~
- 13.12 DELETE ~~PFCS P21: Help provide land, facilities, and/or entitlements that can be used to establish schools that attract a broader spectrum of families with children.~~
- REPLACE WITH PFCS 21: Encourage innovative educational opportunities throughout San Antonio, including in traditionally underserved areas, in order to elevate educational attainment and quality.
- 13.13 PFCS P31: Create policies requiring all existing City of San Antonio-owned buildings be brought up to green building standards by 2040. (See also NRES P29).

## Chapter 14: Natural Resources and Environmental Sustainability

- 14.12 NRES Goal 7: San Antonio's air quality is better than state and national standards. (See also CHW Goal 7 ~~6~~).
- 14.13 NRES P8: Support continued water conservation investment to include education, incentives, and implementation of reasonable regulation, with particular emphasis on high volume users.



- 14.13 NRES P11: ~~Discourage land intensive development in~~ Encourage land intensive development patterns to locate outside of the Edwards Aquifer recharge and contributing zones and along preservation reaches of rivers and creeks.
- 14.13 NRES P12: 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 that includes best practices such as clustered and low impact development (LID).~~
- 14.13 NRES P13: ~~Collaborate~~ Jointly work with SAWS and CPS to determine the impact of ~~utility supply on growth areas.~~ utility service area expansion by coordinating the providers' ~~Align SAWS and CPS impact fees and~~ service areas with ~~those identified in~~ the City's Comprehensive Plan and growth and annexation policies. (See also CHW P38).
- 14.13 NRES P16: Develop new and utilize existing partnership programs between public agencies and ~~private citizens~~ a diversity of residents, community groups and organizations to monitor the City's water quality. (See also CHW P38)
- 14.13 ADD NRES POLICY (under Stormwater Management): The City should address the impacts of stormwater run-off from public facilities and schools to protect adjacent neighborhoods.
- 14.13 NRES P19: Encourage ~~retention~~ preservation of 100-year floodplains as natural drainage ways without permanent construction, unnecessary straightening, bank clearing or channeling.
- 14.13 NRES P21: Explore effective impervious surfaces standards and guidelines. ~~Implement effective impervious surfaces standards (based on the LID ordinance currently under development) for new development and redevelopment projects).~~
- 14.14 NRES P24: Support continued energy conservation investment to include education, incentives, and implementation of reasonable regulation, with particular emphasis on high volume users.
- 14.14 NRES P25: Increase the amount of local renewable energy production, with 30% of energy use from renewable sources by 2025 and ~~50%~~ 40% by 2040. ~~(See also CHW P32).~~
- 14.14 NRES P28: Evaluate existing development standards related to green building and green infrastructure and create a pilot incentive program to encourage incorporation of green building standards and green infrastructure in new development. ~~Provide a balance of incentives and requirements for new~~

~~development to meet green building standards and incorporate green infrastructure.~~

- 14.14 NRES P29: Create policies requiring all existing City of San Antonio-owned buildings be brought up to green building standards by 2040. (See also PFCS P31).
- 14.14 NRES P36: Develop new and utilize existing public/private partnership programs between public agencies and a diversity of residents, community groups and organizations to monitor the City's air quality. (See also CHW P30)
- 14.14 NRES P37: ~~Revise San Antonio's Tree Preservation Ordinance to more stringently preserve and expand the City's tree canopy.~~ Enhance San Antonio's tree canopy and develop a robust street tree program. (See also CHW P30~~29~~).

## Chapter 15: Historic Preservation and Cultural Heritage

- 15.12 HPCH Goal 2: Historic preservation policies, initiatives, and incentives are regularly ~~updated to improve~~ reviewed to enhance performance and effectiveness and are incorporated into elements of all City plans.
- 15.12 HPCH Goal 6: San Antonio strategically incentivizes reinvestment in and reuse of landmark buildings and districts to protect those historic resources in accordance with established zoning and design guidelines.
- 15.12 ADD HPCH Goal 8: San Antonio should develop design guidelines for each historic district that reinforces the unique character that makes our districts special.
- 15.13 HPCH P4: Work with community groups and organizations to identify ~~Identify~~ and promote key historic areas of the City and create policies which protect their integrity.
- 15.13 HPCH P5: Continue to ~~provide routine~~ review ~~of~~ the Unified Development Code (UDC) to improve the effectiveness of codes related to historic preservation ~~both the Office of Historic Preservation (OHP) and the Historic and Design Review Commission (HDRC)~~ as well as the Code's overall readability.
- 15.13 HPCH P7: Provide regular training ~~and educational opportunities for commissioners and the~~ to the City's planning and development-related boards and commissions, staff and the public to increase awareness of ~~procedures and regulations~~ regulations and design, planning and zoning guidelines and best practices.

- 15.13 HPCH P10: Enhance the effectiveness of existing historic preservation incentives and create additional city-wide programs that encourage reinvestment in historic resources, such as programs that support the neighborhood single-family housing stock.
- 15.13 HPCH P11: Target incentives ~~to that stimulate~~ reinvestment in ~~city-center~~ neighborhoods, encourage preservation, rehabilitation and adaptive reuse of existing community assets.
- 15.13 HPCH P14: Expand incentives and programs to encourage the rehabilitation or adaptive reuse of historic structures while preventing unwarranted demolition, including programs for low-income property owners who may not otherwise be able to preserve their historic structure.
- 15.13 HPCH P18: Create new preservation initiatives that facilitate rehabilitation and reuse of historic resources including owner occupied single family housing stock, revitalization of neighborhoods and commercial districts, and creation of new jobs and small businesses.
- 15.14 HPCH P22: Utilize an “early warning” system to encourage advocacy and communication within the community to better protect ~~regarding~~ endangered sites, buildings, landscapes and viewsheds.
- 15.14 HPCH P24: Proactively work with property owners and community groups, especially those in historically underserved areas, to designate new historic landmarks and districts that are valuable to the City.
- 15.14 HPCH P25: ~~Articulate and clarify~~ Define and communicate a broader definition of cultural heritage to the community that includes tangible and intangible resource of architectural, historic and cultural significance.
- 15.14 HPCH P26: ~~Develop treatment protocols for properties of cultural significance.~~ Develop a formal process to recognize properties/assets of cultural significance.
- 15.14 HPCH P27: Establish methods for the identification, ~~preservation~~ recognition, and awareness of intangible cultural and social heritage. ~~Utilize existing regulations criteria to protect and promote properties of cultural and social heritage.~~
- 15.14 HPCH P28: Utilize technology to expand survey areas and make survey information more accessible to the public to promote a greater understanding of significant historic and cultural resources, such as the development of a cultural map.

- 15.14 HPCH P32: Utilize tools which evaluate potential impacts to the Outstanding Universal Values [\(as defined by UNESCO\)](#) within the designated [Missions of San Antonio](#) area and the buffer zone.

## Section 4: Implementation

### Chapter 17: Comprehensive Planning Program

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

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

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

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

- 17.2 INSERTED PRIOR TO LAST PARAGRAPH: It should be noted that existing plans at levels 1, 2, 3 and 4 are not nullified upon adoption of the SA Tomorrow Comprehensive Plan. Similarly, existing neighborhood plans as defined in the existing CPP are still applicable until another plan at the Sub-Area Plan level (Level 3) or Specific Plan (Level 4) is completed for that particular geography. Sub-Area plans in particular should utilize existing neighborhood plans as a foundation and provide the platform through a coordinated planning effort for updated neighborhood level visions, values, goals, recommendations and priorities.
- 17.2 *The table summarizing the CPP planning levels will be revised to clarify that levels 1, 2 and 4 are providing examples of plans at these levels rather than attempting to provide an exhaustive listing. The plan types listed at level 3 do reflect all plans at this level. Notations will be added to clarify.*

- 17.9 Shift all content from 17.9 to 17.10. The 'Stages of Regional Center Maturity' will be introduced prior to exploring the 'Sub-Area Plans,' including the Regional Center Plans, Corridor Plans, and Community Plans
- 17.10 Sub-Area Plans are intended to provide a more coordinated, efficient and effective structure for neighborhood planning. Existing and future neighborhood planning will be integrated into the planning for regional centers and community planning areas. Neighborhoods will become integral sub-geographies of these sub-areas while also receiving special attention through chapters and/or sections reflecting specific opportunities, challenges, recommendations and priorities for each participating neighborhood. Following are the three categories of Sub-Area Plans which include: Regional Center Plans; Corridor Plans; and Community Plans.
- 17.10 *Process and Prioritization*  
Development of a regional center plan is a 12 to 18-month process and San Antonio should strive to produce two plans per year. These plans should be updated every 10 to 15 years. The community and stakeholder engagement process should include a minimum of: a Steering Committee with representation from each neighborhood within and adjacent to the Regional Center, major institutions, major property owners, major employers, CoSA, and partner agencies; three community meetings; an interactive project website; and an online survey or similar internet-based idea gathering and testing tool.
- Criteria for determining prioritization will take into account the center's stage of regional center maturity with emphasis placed on specializing centers (due to immediate infill conflicts) and emerging centers (in an effort to provide an appropriate framework for future development). Additional criteria include:  
(Note: bullet list to remain unchanged)
- 17.11 UNDER *Project Team and Initiation* CHANGE ~~Plan Team~~ to Planning Team and Key Stakeholders
- 17.11 UNDER *Project Team and Initiation* ADD Neighborhood Representatives, Major Institutions, Major Property Owners and Major Employers under Planning Team and Key Stakeholders
- 17.11 UNDER *Project Team and Initiation* ADD Neighborhood Representatives, Major Institutions, Major Property Owners and Major Employers under Planning Team and Key Stakeholders

17.12 UNDER *Project Team and Initiation* CHANGE ~~Plan Team~~ to Planning Team and Key Stakeholders

17.12 UNDER *Parameters* delete text "~~Development of a corridor plan is a six to nine-month process. The City should collaborate with VIA to determine appropriate deployment and scheduling of corridor plans.~~"

ADD Process and Prioritization sub heading and text: Development of a corridor plan is a six to nine-month process. The City should collaborate with VIA to determine appropriate deployment and scheduling of corridor plans. Criteria for determining prioritization will take into account the corridor's adjacency to regional centers that are concurrently or have recently undergone a regional center plan. Additional criteria include: Projected Growth; Existing Plan Framework (i.e. Master Plans or master Development Plans; Degree of variation between existing uses and new development; Role in larger regional efforts such as economic development or transportation; and Disinvestment in the surrounding area. (Note: listed as bullets refer to pg. 17.9)

17.14 The Community Plans should integrate and will eventually replace two plan types from the 2009 CPP, neighborhood plans and community plans. The purpose of community plans is to develop actionable strategies for the City's neighborhoods at a manageable and implementable scale. In addition, developing a single plan that represents multiple neighborhoods is a more effective way to elevate neighborhood-level issues for consideration of policy changes and funding priorities. These plans should also serve to protect specific communities within larger regional centers. For example, existing historic districts which would not benefit from certain types of development (such as policies promoting increased density) must be recognized in community plans to ensure the character of the historic district is protected.

17.14 *Parameters*

Community Plans should generally cover areas ~~with a minimum of 10,000 residents~~ including at least two or three large neighborhoods and as many as ten or 11 smaller neighborhoods. Most Community Plans will generally include five to eight neighborhoods and include an area of 5 plus square miles ~~range in size from 15 to 30 square miles.~~ They should include a diverse team of stakeholders and be community driven. They should be updated every 10 to 12 years.

17.14 Under *Parameters* delete: ~~The planning process for community plans will generally range from nine to twelve months and should include a robust~~



~~community engagement strategy. They should be updated every 10 years. Identification of areas needing a community plan should be driven by neighborhoods with incongruent land use issues or major infrastructure needs and should prioritize those neighborhoods that have an expressed interest in implementing the key objectives of the SA Tomorrow program. Plans should be completed within a five-year cycle, with approximately three plans per year, and should have a wide and equitable geographic diversity.~~

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

- 17.14 UNDER *Project Team and Initiation* CHANGE ~~Plan Team~~ to Planning Team and Key Stakeholders
- 171.4 UNDER *Project Team and Initiation* ADD Neighborhood Representatives and Residents, Major Institutions, Major Property Owners and Major Employers under Planning Team and Key Stakeholders
- 17.14 UNDER *Project Team and Initiation* REMOVE ~~minimum population of 10,000~~ and CHANGE Area Size from ~~15 to 30 square miles~~ to 5 plus square miles
- 17.15 UNDER *Implementation* REMOVE the 's' in Neighborhoods Action Plans
- 17.15 UNDER *Implementation* ADD new bullet: Targeted Revitalization Plans
- 17.15 ADD AFTER LAST PARAGRAPH: Planning at all levels delineated in the existing and proposed CPP establishes a level of trust and expectations with plan participants

and the larger community. In order to ensure continued participation and buy-in from the community, CoSA leadership, staff and partner agencies must utilize SA Tomorrow and subsequent plans at all levels as the guiding documents for decision-making and prioritization. Deviations from adopted plans should require a relatively rigorous process with meaningful community engagement. In addition, the process for granting variances and exceptions from SA Tomorrow policy and other more specific plans as articulated throughout this chapter, should be evaluated for transparency and efficacy.

## Chapter 18: Implementation Strategy

- 18.1 General Note: Inconsistent capitalization in Element Indicators will be corrected in final plan.

### Growth and City Form (GCF) Indicators and Actions

- 18.2 GCF2: Number of Residential and Commercial BSAG-certified projects
- 18.2 GCF3: Percent of New Developments Using the Conservation ~~Easement~~ Subdivision Requirements in the Unified Development Code (UDC)
- 18.2 GCF 8: Intersection density in Neighborhood Development (as a measure of connectivity)
- 18.2 GCF 11: ~~Percent of Budget Dedicated to Connectivity of~~ Number of new linear feet in the Trail System
- 18.2 GCF 12: Quality of Life Satisfaction in Regional Centers (based on survey suggested in GCF A12 on pg 18.3)
- 18.3 GCF A6: Develop incentives to encourage mixed-use development within ~~1~~  $\frac{1}{2}$  mile of stations in regional and urban centers and along high capacity transit corridors.
- 18.3 GCF A8: ~~Re-evaluate and strengthen~~ Evaluate City park dedication policies requirements to ensure that the fees collected cover the costs of actual park construction at San Antonio's prevailing levels of service.
- 18.3 GCF A11: Develop transit supportive land use designations and zoning and apply it to VIAs priority high capacity transit ~~lines~~ stations and stops, both existing and proposed.
- 18.3 DELETE ~~GCF A12: Create a forum for city residents to suggest desired improvements and collaborate with City officials to implement.~~
- 18.3 GCF A14: Identify and ~~invest in~~ fund key trail connectivity projects.
- 18.3 DELETE ~~GCF A18: Develop master plans for each regional center.~~
- 18.3 ADD GCF A12: Establish annual satisfaction survey of regional center residents and employees.

## Transportation and Connectivity (TC) Indicators and Actions

- 18.4 TC 10: ~~Transit ridership diversity~~ Diversity of transit ridership (race, ethnicity, income level, etc.)
- 18.4 ADD TC 23: Percent of Jobs located within 1 Mile of a Dedicated and/or Protected Bike Facility
- 18.4 TC 20: Number and rate/ratios of Automobile and Bicycle ~~Accidents-Crashes~~ Involving Pedestrians
- 18.4 TC 18: ~~Ratio of~~ Electric and Hybrid Vehicles as a Percent of Overall Vehicle Ownership in San Antonio
- 18.4 ADD TC 21: Connectivity Index
- 18.4 ADD TC 22: Number of Residents within ¼ Mile of a Transit Stop
- 18.5 TC A7: Identify, evaluate and implement ~~additional~~ a connected system of HOV lanes.
- 18.5 TC A11: Increase transit and multimodal options to medical and healthcare facilities, military installations, and educational institutions.
- 18.5 TC A12: Implement a program which rewards employer-based programs that support reduced overall VMT by employees who live within 5 miles of their workplace.
- 18.5 RENUMBER TC ~~A21~~ to A23: Find ~~a dedicated local funding source~~ additional local funding to support ~~accessible transit~~ VIA services for customers who cannot ride the bus because of a disability.

## Housing (H) Indicators and Actions

- 18.7 H 2: Number of Existing and Planned Affordable Housing Units within 1/2 Mile Walkshed of a Transit Station or Stop with Frequent Service
- 18.7 H 4: Percent of ~~Permanently~~ Long-term Affordable Units
- 18.7 H 9: Number of Walkable ~~Registered~~ Neighborhoods ~~Associations~~ (WalkScore over 50)
- 18.7 H 11: ~~Number of Accessory Dwelling Units (ADU)~~ Number/proportion of more affordable housing unit types (ADUs, QUADS, MICRO-UNITS, etc.)

- 18.8 ~~DELETE H A7: Explore the potential of requiring return of all or a portion of incentives or subsidies to development projects after sale of property. Apply these recaptured funds to affordable housing programs.~~
- 18.8 H A15: Conduct an internal systematic assessment of City of San Antonio ordinances and policies to ~~determine~~ better understand their impact on displacement and neighborhood change.
- 18.9 ~~DELETE H A20: Develop tools for the protection of existing mobile and manufactured home communities and residents.~~
- (NOTE: This is addressed in H A15. A more specific policy action cannot be determined until the assessment is conducted.)
- 18.9 H A22: ~~City to develop~~ Develop a specific measure of displacement, based on objective criteria, to inform public discussion and planning efforts.
- 18.9 H A23: ~~City to develop~~ Develop a specific measure of income segregation and/or mixed income neighborhoods, based on objective criteria, to inform public discussion and planning efforts.
- 18.9 H A24: ~~City to develop~~ Develop a better measure of walkable neighborhoods: to inform public discussion and planning efforts.
- 18.9 ADD H Action 25: Incorporate Assessment of Fair Housing (AFH) strategies that achieve HUD's Affirmatively Furthering Fair Housing (AAFH) Rule into appropriate Comprehensive Planning Program efforts (Level 2, Level 3 and Level 4 plans).

### **Jobs and Economic Competitiveness (JEC) Indicators and Actions**

- 18.10 JEC 5: Enrollment in STEM and STEAM Programs
- 18.10 JEC 6: ~~cafécollege~~ Enrollment Figures of education and business supportive groups (including cafécollege, the Texas Technology Transfer Development Center (T3DC), UTSA's Center for Innovation, Technology and Entrepreneurship (CITE), Geekdom, TechBloc, the Southwest Research Institute (SwRI))
- 18.10 JEC 12: Number of Minority, Women and Emerging Small Business and Veteran-Owned Business Contracts within the City of San Antonio
- 18.10 ~~DELETE JEC 19: Number of Users in San Antonio's Foreign Trade Zone~~
- 18.10 ADD JEC 21: Number of Trained Robotics Workers

- 18.10 JEC A1: Develop a collaborative economic development strategy with other regional cities along the 1-35 corridor ~~Austin and other regional cities~~ to market and promote the region and collaborate to attract business and investment.
- 18.10 DELETE ~~JEC A2: Ensure economic development incentives have a requirement for minimum wage and that corresponding wage targets are aligned with realities of specific industries.~~
- 18.12 JEC A19: ~~Develop an action plan to implement~~ Align implementation strategies with Forefront SA strategies.
- 18.12 ADD JEC ACTION: During the initial implementation phase following plan approval JEC element roles and responsibilities should be aligned with Forefront SA report.

### Community Health and Wellness (CHW) Indicators and Actions

- 18.13 CHW 4: Measures of academic success (including High School Graduation Rate and STAAR results)
- 18.13 CHW 5: Chronic Disease Rate (Diabetes Rate and Obesity Rate)
- 18.13 CHW 6: ~~Percent of Public Transit Stops Reachable by Bike Lanes, Trails, or Sidewalk~~ Miles of trails and sidewalk Facilities within ½ Mile of Transit Stations and Stops
- 18.13 CHW 7: Teen ~~Birth~~ Pregnancy Rate (ages 15-19)
- 18.13 CHW 9: Percent of Population ~~Under 65~~ with Health Insurance Coverage
- 18.13 CHW 10: Linear Feet of New Sidewalks in Pedestrian-Oriented Areas (Schools, Parks, Transit Stations and Stops within ½ mile)
- 18.13 CHW 12: Number or Percent of Schools that Open Tracks, Courts, Fields and Playgrounds to the Public (Joint Use Agreements)
- 18.13 ADD CHW 14: Asthma Rates
- 18.13 CHW 16: Percent of Parks Facilities with Outdoor Fitness Equipment (including strength and stretch bars, leg presses, self-weighted equipment)
- 18.13 ADD CHW 18: Miles of Bike Facilities within 1 Mile of Transit Stops
- 18.14 CHW A5: ~~Develop a program to~~ Enhance programs that educate all residents on the benefits of an active and healthy lifestyle.

- 18.14 CHW A7: Review and propose the best areas to install new fitness equipment, benches, dog facilities, other amenities and stations on trail systems.
- 18.14 CHW A8: ~~Build~~ Strengthen physical activity education and build active lifestyles into San Antonio's long-range goals.
- 18.14 CHW A11: ~~Create an~~ Enhance outreach programs ~~to that~~ educate residents on the Affordable Care Act.
- 18.14 CHW A12: Work with schools and city and county officials to ~~continue~~ strengthen teen health and wellness strategies.
- 18.14 CHW A14: ~~Create~~ Enhance afterschool and mentorship programs ~~to that~~ help students be more successful in school.

### **Natural Resources and Environmental Sustainability (NRES) Indicators and Actions**

- 18.17 NRES 1: Percent of New Developments Using the Conservation ~~Easement~~ Subdivision Requirements in the Unified Development Code (UDC)
- 18.17 ADD NEW NRES INDICATOR: Amount of Land Preserved through Conservation Easements
- 18.17 DELETE ~~NRES 5: Percent of Stormwater Runoff~~
- 18.7 NRES 23: Acres of Open Space Preservation Owned or Managed by Public Entities
- 18.18 NRES A1: Develop programs and incentives to increase the percent of new developments using the Conservation ~~Easement~~ Subdivision requirements in the UDC.
- 18.18 NRES A4: ~~Develop programs and~~ Enhance incentives to increase the amount of Low Impact Development (LID) in San Antonio, ~~and Bexar County.~~
- 18.18 NRES A5: Incorporate LID and green street projects, where appropriate, into City infrastructure, ~~and street assessment and coordination efforts.~~
- 18.18 DELETE ~~NRES A6: Review and revise development related policies, codes and standards to integrate LID principles. Provide incentives for balanced development and LID techniques that decrease water runoff.~~
- 18.18 ADD NRES ACTION: Develop programs and incentives to increase the percent of land preserved through conservation easements.



- 18.20 ADD NRES ACTION: Coordinate with the Sustainability Plan to launch a urban heat island mitigation program (refer to Sustainability Plan GB8).

### **Historic Preservation and Cultural Heritage (HPCH) Indicators and Actions**

- 18.21 HPCH 1: Percent of Historic Landmarks and Cultural Buildings ~~Registered~~ Designated Per Year
- 18.21 HPCH 3: Number of Historic ~~Buildings~~ Properties Rehabilitated with Incentives
- 18.21 HPCH 4: Number of Exceptions and Variances Granted by BOA and Zoning Commission
- 18.21 HPCH 5: Number of Demolition Requests for Existing and Potential Historic Properties
- 18.21 HPCH 7: Number of Workshops Sponsored by OHP for Developers, City Commissioners, Realtors, Staff, Elected Officials and Residents
- 18.21 DELETE ~~HPCH 9: Number of Home Sales in Historic Districts~~
- 18.21 HPCH 13: Percent of Maintenance Budget Allocated to World Heritage ~~Buildings and Grounds~~ Bufferzone
- 18.21 DELETE ~~HPCH 14: Dollars Spent on Connectivity to Missions (Roads, Sidewalks, Trails, Wayfinding)~~
- 18.21 ADD HPCH 14: Number of Projects that Receive Local Rehabilitation and Historic Preservation Credits
- 18.22 DELETE ~~HPCH A6: Explore options for creating permanent historic district and OHP representation on the Historic and Design Review Commission~~
- 18.22 DELETE ~~HPCH A7: Align process for demolition and new development approvals in Historic Districts and Neighborhood Conservation Districts (NCD).~~
- 18.22 ADD HPCH Action: Explore the creation of a public notification process for demolition applications in Neighborhood Conservation Districts (NCD).
- 18.22 ADD HPCH Action: Allocate appropriate and enhanced staff and resources to the review and approval process for new development in Neighborhood Conservation Districts (NCD) to ensure contextually-appropriate development.

18.23HPCH A10: Explore the creation of mixed-use zoning districts that would allow for the provision of neighborhood commercial uses adjacent to residential and historic areas, where appropriate. ~~process for rezoning larger commercial buildings for neighborhood appropriate uses adjacent to historic residential areas.~~

### **Military (M) Indicators and Actions**

18.24 M 3: Ratio of San Antonio Troops ~~of to~~ Overall Domestic Number of Troops

18.24 DELETE ~~M 7: Number of Housing Starts Within 5 Miles of Military Installations~~

18.24 M 11: Number or Ratio of Department of Defense (DOD) Retirees ~~and Spending~~

18.24 DELETE ~~M 13: Percent of Compatible Development near Military Installations~~

18.24 M 14: Number of ~~Local Military Children~~ Military and Dependents who Attend College in the San Antonio Area

18.24 DELETE ~~M 15: Acres of Buffer and Compatible Land Use Areas~~

18.24 M A1: Collaborate with military and developers to explore compatible development surrounding military installations.

18.24 M A5: ~~Continue to work~~ Work with the military to ~~create~~ identify affordable housing, and address transitioning military, veterans and spousal employment.

18.25 DELETE ~~M A7: Incentivize developers to work with military and city and county authorities to develop affordable housing within 5 miles of military installations.~~

18.25 DELETE ~~M A9: Create a coalition of local vendors who provide goods and services relevant to defense related spending.~~

18.25 M A14: Expand partnerships with between JBSA and local municipalities, ~~to develop programs that can create mutual partnerships.~~

18.25 ADD M A16: Work with the military to implement JLUS recommendations.