

San Antonio
Master Plan Policies
Adopted: May 29, 1997

I. INTRODUCTION

A. PURPOSE OF MASTER PLANS

The primary objectives of master plans are to:

- ◆ Coordinate public and private investment;
- ◆ Minimize conflict between land uses;
- ◆ Influence and manage the development of the community;
- ◆ Increase both the benefits and cost effectiveness of public investment;
- ◆ Predict infrastructure and service needs in advance of demand;
- ◆ Ensure that community facilities are located to best serve the community;

Master plans provide the basis for rational decision-making, *but do not* replace the decision-making process, nor as they take the place of the City's Unified Development Code or other ordinances in establishing regulations. The enactment of the Master Plan Policies does not constitute a substantive change in existing ordinances of the City of San Antonio, nor does it supersede or replace the Unified Development Code or any regulatory ordinances adopted prior to the adoption of the Master Plan Policies. In the event of apparent conflict between the Master Plan Policies and current ordinances of the City, the current ordinances shall control. In applying such ordinances, consideration should be given to the goals and policies of the Master Plan in an attempt to harmonize the two provisions.

The Master Plan Policies are intended to provide guidance in the evaluation of future decisions on land use, infrastructure improvements, transportation, and other

issues, and ordinances that are proposed and considered after the adoption of the Master Plan Policies should be consistent with the relevant goals and policies contained in the Plan. If an ordinance instituting or modifying rules or regulations is being considered which is contrary to the goals and policies of the plan, either the plan should be reviewed and amended prior to the adoption of the ordinance, or it should be clearly stated what circumstances necessitate that it be in conflict with the plan.

Community planning is a continuous and dynamic process that helps the community achieve goals that are important to its citizens and to the community at large. Over time, these goals will likely change. Then, the community must again review where they have been, how they got there, what has changed since their last planning effort, and where they want to go next. This is a normal planning process, and it happens in all communities.

B. ORGANIZATION OF THE MASTER PLAN POLICIES

This plan is organized into five sections: Introduction, Vision Statement, Goals and Policies, Glossary and Index.

The *Introduction* includes a discussion of the purpose of master plans, a short history of planning in San Antonio, a summary of the process used in developing this plan, a discussion on implementation measures, and direction in updating the Master Plan Policies.

The *Vision Statement* summarizes the overall rationale which guides the goals and policies found in this Master Plan.

The *Goals and Policies*, which are the primary body of the plan, are divided into six topic areas: Growth Management,

Economic Development, Community Services, Neighborhoods, Natural Resources, and Urban Design. Within each of these topic areas is a discussion of the importance of that topic to the future of San Antonio, followed by Goals and Policies for each topic.

The *Glossary* defines some of the terms used in the plan which are unique to city government and planning in particular. The *Index* is a list of key words which assist a reader in easily finding all policy statements using key words.

C. BACKGROUND OF PLANNING IN SAN ANTONIO

Although planning looks to the future, it is grounded in the realities of the present and the lessons of the past. Thus, it is appropriate to review San Antonio's planning legacy.

Planning had its inception in San Antonio with the first Spanish migration into this region at the close of the Seventeenth Century. A directive known as the Laws of the Indies was used by the Spanish to control colonization and development in New Spain. These laws set out a detailed plan for new cities which prescribed that development should emanate from a central plaza and proceed outward in a symmetrical manner. Following the independence of Mexico from Spain, San Antonio was controlled by the Laws and Decrees of Coahuila and Texas, which regulated town planning in the territory and were similar to the Laws of the Indies.

Shortly after the birth of the Republic in 1836, the Texas Congress initiated legislation allowing San Antonio to incorporate and receive a state charter. This gave the City greater control over its developmental destiny, but it was

not until the early part of the Twentieth Century that master planning was given official governmental sanction.

Work on San Antonio's first master plan began in 1929, when City Commissioners contracted with Harland Bartholomew and Associates of St. Louis, Missouri, for development of a master plan. Delayed by the Depression, the Plan was approved in 1933 after nearly four years of work. The 1933 Master Plan advocated major proposals in six areas: streets; transportation; transit; parks and recreation; zoning; and civic art. In the plan, Bartholomew and Associates proposed rules for the subdivision of land, the tabulation of major street widths, and a zoning ordinance. Rehabilitation of the San Antonio River was one of the Plan's major goals. Inadequate enabling legislation, the Depression and the absence of a planning commission adversely affected the implementation of the 1933 Plan. Perhaps the most significant outcome of the Plan was the enactment of a zoning ordinance in 1938 and the subsequent appointment of a Zoning Commission.

The availability of federal urban renewal grants prompted a new planning initiative in 1951. In an effort to be eligible for these grants, the City contracted with local consultant Walter H. Lilly to develop a comprehensive City master plan. The Plan, adopted in 1951, included sections on streets, transportation, utilities, flood control and drainage, recreation and parks, schools, slum clearance and urban redevelopment, civic improvement, conservation, civil defense, and capital improvements. Subdivision regulations and an improved zoning ordinance were also addressed. The Plan recognized the need for future auxiliary surface water resources and protection of the existing underground water supply; however, it did not foresee that growth would accelerate along the City's northern fringe with a correspondent inner city decline. The

1951 Plan achieved its primary purpose, that of fulfilling requirements for a receipt of federal urban renewal funds. Not intended as a land use management or fiscal planning tool, the Plan provided only limited direction in these areas.

As San Antonio grew in the Sixties and Seventies, the City was faced with new issues such as non-conforming land uses, urban blight, and the protection of the community's water supply. As a result of these concerns, a series of background documents was published outlining growth alternatives for the City in the Seventies. These documents resulted in the drafting of a new master plan in 1979 which was returned by the City Council to the Planning Commission with instructions that it be revised and resubmitted. In August, 1980, the Foreword to the San Antonio Master Plan and the Basic Plan segment of the Plan were adopted.

D. MASTER PLAN DEVELOPMENT PROCESS

In 1991, the Planning Commission appointed an Ad Hoc Master Plan Advisory Committee to develop a new Master Plan for the City of San Antonio. The Committee was made up of a broad range of individuals representing the many and varied interests in the City.

The Master Plan Advisory Committee developed Master Plan Goals and Objectives which were adopted by the City Council in December, 1993, in resolution number 93-51-77. Following the adoption of the Goals and Objectives, the Master Plan Advisory Committee continued to meet to develop specific policies to achieve these goals. After holding four public meetings and one public hearing on the Master Plan Policies, the Planning Commission approved the Master Plan Policies on May 14, 1997, and

forwarded them to the City Council. On May 29, 1997, the City Council approved the Master Plan Policies.

These Master Plan Policies complete the City's Master Plan and replace the Foreword and the Basic Plan elements of the Master Plan adopted by the City Council on August 28, 1980. Previously approved component plans will remain in effect until they are specifically replaced or revised.



Figure 1

E. PLAN IMPLEMENTATION

Tracking the City's progress toward reaching the Master Plan's goals and implementing its policies is critical to the success of the plan. To facilitate this process, a Master Plan Policies Advisory Committee (MPPAC) shall be

formed in 1997 within 90 days of adoption by the City Council. The MPPAC shall be representative of the diverse interests of various groups such as neighborhood, business, real estate/industry organizations, and the community at large. The committee shall be appointed by the Planning Commission, shall serve two year staggered terms, and shall consist of no more than 15 members, with the Chair of the Planning Commission also serving as one of the committee members.

The purpose of the MPPAC shall be to make recommendations regarding prioritization in the implementation of the Master Plan Policies. The committee shall review the funding and staffing required to carry out policies recommended for implementation. The MPPAC shall make its recommendations to the Planning Commission for review and consideration prior to being forwarded to the City Council through the City Manager. To facilitate this process, City staff shall provide strategies, responsibilities, proposed timing, budget implications, cost/benefit analysis, and progress-to-date.

This process should result in a recommended annual Master Plan Policies Implementation Program for the following year and should occur so that it can be included as part of the annual budget process for funding consideration. The City Manager shall assess the funding and staffing required to effectively and meaningfully administer the policies and shall make appropriate recommendations to the City Council. The City Council shall make the final decisions and budget allocations regarding the next year's Implementation Program.

The Implementation Program shall be maintained separately from the Master Plan Policies, shall be updated annually, and approved by the Planning Commission and

City Council. Specific standards and requirements generated from implementation of Master Plan Policies shall be effective only after an ordinance specifying the regulations, penalties and incentives relating to the policy has been passed by the City Council.

F. REVIEW OF THE MASTER PLAN POLICIES

The Planning Commission should perform an annual comprehensive review of the Master Plan Policies and forward the Commission's recommendations for amendments to the Plan to the City Council. In addition, the Planning Commission should prepare an annual report on development and planning activities. The report should indicate changes in current trends and applicable laws and regulations, include recommendations for changes to the Master Plan's implementation mechanisms, and assess the City's progress toward achieving the Plan's goals and policies.

"We shape our cities, thereafter they shape us."

—ANONYMOUS

II. VISION STATEMENT

The Master Plan of the City of San Antonio will provide a functional framework to guide in the development and implementation of policies that promote:

- ◆ Equal opportunity to all San Antonio citizens and equity in the distribution of benefits.
- ◆ Safe, dynamic and sustainable neighborhoods which offer employment opportunities, high quality education, adequate and affordable shelter, health care, and recreational amenities.
- ◆ A vibrant economic climate which will attract and support a wide diversity of business opportunities and community services to provide benefits within the metropolitan area.
- ◆ Balanced and responsible urban design, planning and development, and responsible protection of the City's historical, cultural, and natural resources.
- ◆ An open, accessible, responsive, and fiscally responsible government whose structure creates the functional framework to reach the Master Plan goals.
- ◆ The best city in America for children.

Realizing this vision for San Antonio requires clear, attainable goals which address central issues facing San Antonio. Policies for achieving the goals must direct the City's planning and implementation strategies. The challenge is to create goals and policies by which the City can measure its progress in fulfilling this vision for the future of San Antonio.

The goals and policies in the Master Plan have been developed from the input of concerned citizens and

organizations throughout the City, the Master Plan Advisory Committee members, Planning Commission members, and City of San Antonio staff.

These goals and policies are dynamic, and it is important that citizens and organizations continue to share their concerns regarding San Antonio's future.



Figure 2

*"If you don't know where you are going,
you could wind up someplace else."*

■ Yogi Berra

III. GOALS AND POLICIES

A. GROWTH MANAGEMENT

Social and economic progress depends on dynamic urban development and sound growth management. If the vision, challenge and elements of the Master Plan are used effectively to guide future growth and development, the standard of living and quality of life for all the citizens of San Antonio will be enhanced.

The general welfare of the community is affected by the way in which it grows. The expenditure of public funds can affect growth patterns. Capital demands for the maintenance of existing infrastructure must be balanced with the need to extend infrastructure to newly developing areas.

Economic determinants, which are largely within the purview of the private sector also play an important part in growth patterns. As an economic generator, metropolitan San Antonio attracts growth. This growth will enhance the City's tax base as long as it occurs within the City and in a coordinated and unified manner.

Effective growth management includes balanced consideration of all these determinants to ensure healthy growth and the enhancement of the tax base for the benefit of all citizens. The following goals and policies are designed to guide San Antonio towards effective growth management.

Growth Management Goals

- Goal 1** *Utilize City resources and authority to manage growth and development.*
- Goal 2** *Develop a process for responding to projected change.*
- Goal 3** *Develop policies to minimize the negative impact and maximize the benefit from development located outside and adjacent to San Antonio's City Limits.*

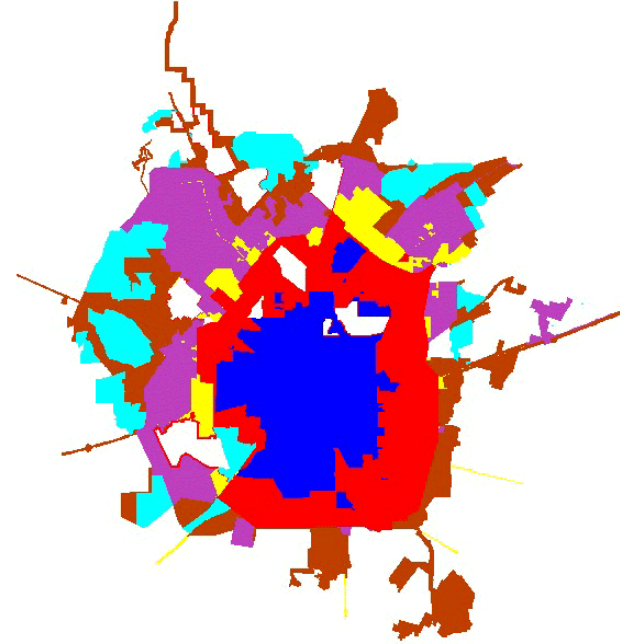


Figure 3

Goal 1 Utilize City resources and authority to manage growth and development.

Policy 1a: Conduct a thorough review of City codes, including the Master Plan, its component parts, and the Unified Development Code, and revise all ineffective, obsolete, or inconsistent requirements and definitions.

1. Initiate a review of the Master Plan and Unified Development Code by the Planning Commission at least once every seven years.
2. Include public participation in the land use regulation review process.
3. Coordinate development codes and standards between City departments and public utilities to promote consistency.

Policy 1b: Distribute land uses to meet the physical, social, cultural, economic, and energy needs of present and future populations.

1. Ensure that proposed land uses and development are compatible in their use, character and size to the site and the surrounding areas.
2. Develop ordinance revisions and development proposals which conserve energy and water, enhance the attractiveness of the area, and protect valuable natural and cultural resources.
3. Encourage public participation in the land use decision-making process.
4. Develop economic incentives to encourage growth in target areas.
5. Create a land exchange mechanism to acquire land for public purposes.



Figure 4

Policy 1c: Utilize all available geographic, hydrologic, topographic, demographic and economic data throughout the City and within the extraterritorial jurisdiction in planning for land uses.

1. Accelerate the shared acquisition of high quality data in exchange-compatible formats for the development and enhanced utility of a GIS for the San Antonio area which is accessible to public agencies and private citizens.

Policy 1d: Develop, implement and annually update a comprehensive five-year Capital Improvements Plan which sets priorities for specific projects.

1. Develop a fair and accessible capital improvements planning process.
2. Use the input of neighborhood associations, boards and interested citizens in the capital improvements process.

Policy 1e: Coordinate the Capital Improvements Plan with all other City plans and those of other governmental units (county, school districts, hospital district, and university.)

1. Make all capital improvement projects information available in a central clearing house.
2. Develop and distribute a unified indexed and cross-referenced manual of the Master Plan and Unified Development Code to all City departments, commissions and committees to be used so that capital improvement projects comply with the intent of the Master Plan and City Codes.
3. Coordinate capital improvements, public works projects, and all utility projects to ensure simultaneous construction and completion of all proposed work.
4. Seek input from all appropriate public entities and utilities prior to preparing any bid or contract documents for proposed capital improvement preliminary designs.

Policy 1f: Encourage a balance of new development and redevelopment.

1. Provide incentives for redevelopment of target areas. Such incentives, tied to specific project plans, may include tax incentives, utility extensions, and other similar tools.

Policy 1g: Continue to make physical improvements in the inner city to encourage redevelopment and infill development.

1. Build or rebuild adequate infrastructure before new development occurs.

Goal 2 *Develop a process for responding to projected change.*

Policy 2a: Integrate neighborhood planning into broader urban design and growth management plans of the City. Consider recognized Neighborhood Plans and neighborhood planning efforts when the Master Plan and component plans are being developed or revised.

Policy 2b: Develop and continually update an accurate, complete central database which consolidates demographic information and the full array of geo-referenced information, such as infrastructure, natural resources, and real estate, and make it accessible to all planning entities, including neighborhoods.

Policy 2c: Strengthen links between zoning and the goals of the community by promoting neighborhood involvement.

1. Encourage neighborhood associations and interested citizens to review land use issues involving their community.
2. Encourage neighborhood representatives and interested citizens to participate in the planning process so their input will be considered by appointed and elected officials during the public hearing process.



Figure 5

Goal 3 *Develop policies to minimize the negative impact and maximize the benefit from development located outside and adjacent to San Antonio’s city limits.*

Policy 3a: Pursue a systematic annexation process to promote orderly growth and the provision of municipal services, and to preserve the City’s positive fiscal position.

1. Develop a proposed three year annexation plan that is reviewed, updated and adopted annually by the City Council.
2. Define and publicize the benefits of annexation.
3. Encourage growth to occur inside the city limits; however, if it is to occur in the extraterritorial jurisdiction, encourage development to occur in areas contiguous to the city limits.
4. Involve both CPS and the San Antonio Water System in the development of the City’s growth and annexation policies.
5. Provide an adequate level of municipal services to keep up with population growth and annexation.

Policy 3b: Oppose the creation of new municipalities, special purpose districts and water or wastewater utilities

within the extraterritorial jurisdiction except where the City cannot provide the necessary services.

Policy 3c: Require a petition for annexation as a condition for designation of industrial districts and consider annexing industrial districts upon expiration of their designation.

Policy 3d: Use development policies such as utility extension policies and impact fees to encourage contiguous growth.

1. Require public utilities to publish extension policies for single and multi-family residential, commercial, and industrial uses.

Policy 3e: Seek and support new statutory authority to guide development activities in the City’s extraterritorial jurisdiction.

1. Support statutory authority which permits municipalities to guide development activity such as zoning and building codes in the City’s extraterritorial jurisdiction.
2. Consider the feasibility of governmental consolidation.

“Most economic success is luck, but we need to plan to be lucky.”

■ George Geis

B. ECONOMIC DEVELOPMENT

The economic development vision for San Antonio is that San Antonio will remain as the economic center for the South Texas Region, as well as a major center for international trade and commerce. Focused economic development efforts can lead to a strong and diversified economy, resulting in quality jobs, viable and safe neighborhoods, well-planned communities, a sustainable natural resource base, adequate infrastructure, ample entrepreneurial opportunities, sufficient capital, a nurtured cultural heritage, a well-educated and highly trained labor force and an expanded tax base.

The City of San Antonio's Economic Development Department administers the City's economic development program which is detailed in the *City of San Antonio's Strategic Initiatives for Economic Development*. In addition, the San Antonio Coordinating Council for Economic Development (SACCED) serves as a forum to coordinate and exchange information between economic development organizations such as the City's Economic Development Department, the Economic Development Foundation, the Greater Kelly Development Corporation, the chambers of commerce, the Free Trade Alliance, and other economic development organizations.

Economic Development Goals

- Goal 1** *Encourage economic diversity and jobs creation which are compatible with San Antonio's natural and cultural resources.*
- Goal 2** *Promote a business-government relationship that addresses the needs of businesses to operate in a positive and mutually beneficial environment.*

- Goal 3** *Create an environment of entrepreneurship, productivity, and innovation in San Antonio that promotes business start-up and business growth.*
- Goal 4** *Provide economic opportunities in targeted areas, particularly within Loop 410 and the southern sector.*
- Goal 5** *Provide a labor force qualified to meet the needs of San Antonio's employers.*



Figure 6

- Goal 1** *Encourage economic diversity and jobs creation which are compatible with San Antonio's natural and cultural resources.*

- Policy 1a:** Evaluate and update the existing *City of San Antonio's Strategic Initiatives for Economic Development* by assessing the current status of economic development in San Antonio and the City's ability to meet projected land, labor, and capital demands at all levels of the economy—neighborhood, community, city, state, national, and international.

1. Include in the *Strategic Initiatives for Economic Development*, an inventory of target private and public industries which actually or potentially impact the economic health of San Antonio and the central Texas region.
2. Collect and analyze local industries' importing practices to determine what of those goods can be manufactured in San Antonio, and recruit those industries which are exporting products to start up or relocate in San Antonio.
3. Evaluate the strategies to determine local industries' impact on natural, cultural and historic resources, infrastructure, transportation, neighborhoods, and community services.

Policy 1b: Recognize the San Antonio Coordinating Council for Economic Development (SACCED) as the forum to coordinate and exchange information regarding economic development activities, and work with the Coordinating Council to accomplish the following:

1. Restructure the SACCED to include representatives of the business community and neighborhoods.
2. Encourage the SACCED to annually review the *Strategic Initiatives for Economic Development*, and submit a status report to the City Council with any recommendations for revisions.
3. Encourage the SACCED and its members to improve data collection and analysis on labor, education and capital demands.



Figure 7

Policy 1c: Expand San Antonio's industrial base by taking advantage of market opportunities in regional, national, and international markets.

1. Evaluate industries in terms of their economic stability, operational needs and growth potential, target markets, and examine ways San Antonio can provide adequate infrastructure and support services for those markets.
2. Work towards establishing San Antonio as a major hub for distribution and light manufacturing.
3. Regional: Develop potential business and market opportunities in South Texas. Continue to protect and increase military contracting by San Antonio businesses and protect and enhance military and civilian employment at military bases. Promote San Antonio's health care industry as a regional and national leader through marketing of its excellent health care facilities and world class physicians.
4. National and International: Promote the tourist and convention industries to national and international visitors. Facilitate the development of export industries by encouraging the use of local and regional artistic, heritage and entertainment resources through international tours as a means to increase and diversify San Antonio export industries and economy. Work towards establishing

San Antonio as the dominant link between the United States and Mexico; and continue to support the expansion of free trade with other countries.

Policy 1d: Prioritize and target those economic sectors in which San Antonio can create or sustain a competitive advantage for economic growth and jobs creation.

1. Facilitate the development and expansion of targeted industries including: manufacturing and assembly; research; high technology; aviation and regional distribution.
2. Facilitate and promote development of San Antonio's visitor industry. Fully utilize existing community assets to maximize San Antonio's visitor industry.



Figure 8

Policy 1e: Support and encourage efforts to diversify the economic base of San Antonio.

1. Adopt and implement the diversification goals in the *City of San Antonio's Strategic Initiatives for Economic Development*.

2. Encourage the design of an educational system that will meet the needs of a diversified economy.
3. Work with the San Antonio Economic Development Foundation to recruit businesses outside of San Antonio.
4. Encourage the expansion of the marketplace for design and applied arts and support programs which develop creative skills and talents.
5. Support efforts to plan, coordinate and monitor the redevelopment of military installations and other defense related issues.

Goal 2 *Promote a business-government relationship that addresses the needs of businesses to operate in a positive and mutually beneficial environment.*

Policy 2a: Develop new and existing partnership programs which promote cooperation among public agencies, industry, and the community to enhance economic growth throughout the City.

1. Continue the City's existing partnership with the University of Texas at San Antonio - Small Business Development Center and the Small Business Administration to provide services through the Business Assistance Focus Center.

Policy 2b: Promote consistency in the development process.

1. Provide information on and streamline the business and real estate development process.
2. Periodically review and revise the City's policies, procedures, and permitting processes so that applicants are treated equitably and efficiently.

Policy 2c: Increase public awareness of available economic development incentives.

1. Provide information and briefings on economic development incentives to business groups, community groups, neighborhood groups, and other interested parties.

Policy 2d: Analyze pertinent new ordinances to evaluate their cost impact on business from a competitive economic perspective and balance that assessment with the impact on the quality of life.

Policy 2e: Facilitate communication between businesses, neighborhoods, development interests, neighborhood associations and advisory boards, community-based groups and other interested parties with respect to economic development or re-development.

Policy 2f: Provide and maintain infrastructure and transportation services so that economic activity can operate efficiently throughout the City.

1. Place a high priority on funding for infrastructure and transportation improvements and pursue alternative methods of funding improvements.



Figure 9

2. Encourage the San Antonio Coordinating Council for Economic Development to design a process to evaluate infrastructure needs in targeted economic areas and to recommend improvements to support market opportunities.

Goal 3 Create an environment of entrepreneurship, productivity, and innovation in San Antonio that promotes business start-up and business growth.

Policy 3a: Develop a business retention and expansion program.

Policy 3b: Provide community-based educational support for potential entrepreneurs to develop or refine accounting, cost analysis, marketing and other essential business skills.

1. Promote development of a comprehensive program which helps firms in market identification, management training, technical assistance, and improved capital access.
2. Facilitate the development of business incubator facilities.

Policy 3c: Develop financial assistance and specialized training programs to encourage the development of small businesses, minority and women-owned businesses and disadvantaged business enterprises.

1. Support legislation which creates State financial assistance to encourage business development for small, minority, women-owned and disadvantaged business enterprises.

2. Facilitate risk reduction mechanisms to provide greater capital availability to small businesses, minority and women-owned businesses, and disadvantaged business enterprises.
3. Work with the San Antonio Business Development Fund to identify local and special business funding needs. Work with the San Antonio Local Development Company to encourage funding of economically viable businesses and disadvantaged business enterprises.
4. Develop a mechanism for understanding small businesses' skill needs.

Policy 3d: Encourage financial institutions to be responsive to the needs of minority and women-owned businesses and disadvantaged business enterprises.

Policy 3e: Facilitate economic development activities that will: strengthen neighborhoods and communities; provide educational, training and employment opportunities; provide necessary support services; and promote and encourage economic participation for all San Antonio citizens.

1. Provide to neighborhood residents information on, and assistance in, completing community development corporation applications to encourage revitalization and create job opportunities.
2. Assist neighborhoods to obtain federal planning grants to stimulate business growth and job creation in neighborhood commercial areas.

Policy 3f: Develop public and private initiatives to provide the funding and capital resources needed to finance small business and economic growth.

1. Pursue Federal, State and private funds to increase availability of funds for business and economic development.
2. Provide information concerning any and all funds available for all business enterprises through the Business Assistance Focus Center.



Figure 10

Goal 4 Provide economic opportunities in targeted areas, particularly within Loop 410 and the southern sector.

Policy 4a: Increase coordination and visibility of current economic development efforts in targeted areas.

1. Develop a marketing plan to increase the visibility of economic development and its impact on the City.
2. Develop specific policies regarding targeted areas in a business retention and expansion program.
3. Work with appropriate groups to promote economic development in targeted areas.
4. Work with chambers of commerce and other community groups to disseminate information on the impact of economic development in targeted areas.
5. Develop joint projects and programs that provide spin-off benefits in targeted areas.

Policy 4b: Work with affected parties to enhance and emphasize the positive assets of targeted areas in efforts to retain and attract new business and industry.

1. Develop and evaluate infrastructure plans for targeted areas. Develop and implement neighborhood plans that include efforts to promote economic development in targeted areas.

Policy 4c: Promote a positive economic climate and business support system to encourage the attraction and location of targeted industries in targeted areas.

1. Work with the chambers of commerce to assess the industrial base of the targeted areas.
2. Market, in cooperation with the San Antonio Economic Development Foundation, the targeted areas to prospective businesses.

Policy 4d: Pursue and implement Federal and State Economic Development Programs.

1. Continue to identify state enterprise zones. Administer and assess the expansion of the San Antonio Enterprise Zone Program.
2. Administer the Federal Enterprise Community designation, or other similar programs and pursue future opportunities under comparable activities.
3. Identify specific needs and solutions in each federal and state enterprise zone and implement to the fullest extent practicable those activities which will make a significant economic impact.



Figure 11

Policy 4e: Develop special economic initiatives which promote coordination, communication and implementation of economic development priorities to meet the needs of the targeted areas.

Goal 5 Provide a labor force qualified to meet the needs of San Antonio's employers.

Policy 5a: Advocate and facilitate community dialogue regarding education goals and objectives for San Antonio.

1. Aggressively support implementation of national educational standards adapted to regional needs.
2. Provide an update to the community on the progress toward achieving local educational goals and objectives.
3. Develop, through the Alamo Workforce Development Council, an industry skills council that includes representatives from the business community, the City, the educational community and the general public to effectively communicate current and projected skill needs.

Policy 5b: Encourage the development of public and privately administered training programs.

1. Encourage institutions and businesses to establish vocational training internship and apprenticeship programs.
2. Work with the Alamo Workforce Development Council (AWDC) and UNIFORCE or their successors to obtain an inventory of vocational training and internship programs.

Policy 5c: Promote the evaluation and update of community training programs to meet the need for current and projected skills.

1. Work with the chambers of commerce to identify higher education needed by San Antonio employers, now and in the future.

2. Promote approval, authorization, and implementation of these programs, acting in concert with lead higher education authorities.
3. Support and facilitate the efforts of agencies that focus on regional workforce development so that the skill needs of business and industry are adequately identified.



FIGURE 12

C. COMMUNITY SERVICES

Safe, healthy, and well educated citizens are the basis of a prosperous and high quality city. Community services and facilities are vital to the economic prosperity and quality of life for the citizens of San Antonio. The City must strive to achieve a balance between centralized and dispersed service locations to optimize the delivery of community services.



Figure 13

Community Services Goals

- Goal 1** *Provide adequate police and fire protection and emergency medical services.*
- Goal 2** *Promote a comprehensive and coordinated health care system to effectively serve the community.*
- Goal 3** *Develop a formalized planning relationship among school districts, neighborhoods and the*

City to enhance the efficient and effective use of educational facilities.

- Goal 4** *Develop and operate a public library system which provides accurate, timely, relevant and efficient services to everyone.*
- Goal 5** *Provide arts and cultural services which are accessible to all San Antonio citizens.*

Goal 1 *Provide adequate police and fire protection and emergency medical services.*

Policy 1a: **Locate police, fire and emergency medical facilities to provide effective and efficient services.**

1. Integrate new police, fire, and EMS facilities with other community service facilities, as appropriate, provide adequate parking, and help to establish a sense of place for the neighborhood.
2. Police: Locate police facilities to:
 - decrease response times
 - increase the Patrol Availability Factor
 - enhance the Community Oriented Policing effort
3. Fire: Locate fire stations to:
 - provide safe, efficient and equitable fire and emergency medical services
 - provide sufficient and appropriate fire company coverage and emergency medical services units.

Policy 1b: **Develop and implement intervention and public awareness programs that inform citizens of ways to increase safety.**

1. Conduct public safety awareness programs both proactively and upon request.
2. Provide resources to track and monitor potential health and safety problems, and to adequately inform and educate the public.



Figure 14

Goal 2 *Promote a comprehensive and coordinated health care system to effectively serve the community.*

Policy 2a: Advocate accessibility of health care facilities to all sectors of the City.

1. Promote the location of all new public health and health care services in areas easily accessible to the populations to be served.
2. Encourage the Health Department to evaluate revisions in community health care policies, priorities or systems to ensure they are meeting the needs of the community.

Policy 2b: Support the implementation of a public transit network that improves access to health care facilities by providing transportation from all parts of the City to community and regional health care facilities.

Policy 2c: Provide comprehensive public health services and programs.

1. Encourage the Health Department to seek assistance from, and coordinate with, community service groups, agencies and local military health care systems.
2. Conduct programs and services through the Health Department, in cooperation with a network of health and health-related agencies, institutions and associations, on health promotion, education, environmental issues, assessment and prevention.

Policy 2d: Create a working group on health care-related issues to develop health care policies for San Antonio.

1. Include consumer representation in addition to health and other disciplines on the San Antonio Metropolitan Health District Advisory Board (SAMHDAB).
2. Establish a strategic planning committee in the Health Department to develop and review recommendations periodically on:
 - an inventory of existing facilities (location, condition, and services provided);
 - projections of future health care needs and the locations in which they occur;
 - manpower and expertise of the labor force needed to meet current and projected health care needs;
 - public accessibility to various health care facilities, to include effectiveness of the public transit system.



Figure 15

Goal 3 *Develop a formalized planning relationship among school districts, neighborhoods and the City to enhance the efficient and effective use of educational facilities.*

Policy 3a: Promote schools as integral components of residential neighborhoods.

1. Encourage citizens to become involved in educational awareness programs.

Policy 3b: Target areas for revitalization where excess space in neighborhood schools exists.

Policy 3c: Encourage school districts to upgrade schools to contribute to neighborhood stability.

1. Establish neighborhood awareness programs that explain the direct link between education, neighborhood, and economic stability.

Policy 3d: Encourage City review and comment on the location of new educational facilities and on the expansion of existing facilities.

1. Coordinate with the appropriate school district to secure future sites for educational facilities during the platting of major residential subdivisions.

Policy 3e: Encourage cooperative, flexible design of school facilities to ensure maximum use and potential for adaptive reuse as a continuing neighborhood resource.

Policy 3f: Emphasize the assets to be found in each neighborhood and school through a coordinated public relations campaign.

Policy 3g: Encourage strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.

Policy 3h: Publicly recognize neighborhoods which have shown individual initiative to improve schools within their neighborhoods.

1. Establish incentives which encourage neighborhoods to support their schools.

Policy 3i: Encourage school districts and other entities to share fiscal and demographic data for planning purposes.

1. Encourage the accessibility of all available financial, demographic, and physical plant information on individual schools and school districts through a computerized central clearinghouse.

Policy 3j: Encourage the coordination of City capital improvement and functional plans with school district plans.

Policy 3k: Encourage a cooperative school sidewalk program to enhance the safety, appearance, and access for neighborhood residents.

1. Consider recommendations of neighborhood plans when developing school sidewalk programs.

Policy 3l: Encourage alternative schools, vocational training, and adult literacy and learning centers.

Policy 3m: Support the expansion of magnet school programs.



Figure 16

Goal 4 *Develop and operate a public library system which provides accurate, timely, relevant and efficient services to everyone.*

Policy 4a: Locate branch libraries where community residents easily and willingly go. Locate branch libraries in neighborhood centers or other locations that will be attractive and convenient additions to neighborhoods.

Policy 4b: Design and operate library facilities which are friendly, inviting, safe and easy to use.

1. Encourage public involvement in the development and design of newly built and renovated library facilities.

Policy 4c: Develop public and private partnerships to increase awareness of and accessibility to the San Antonio Public Library System.

Policy 4d: Improve access to library resources and information, through the use of new technology.

Policy 4e: Enhance the San Antonio public library's role as a source of information about City government and City services.

1. Develop the public library system as an integral component in the storage and user -friendly access of information on local governmental operations, policies, and public services.

Goal 5 Provide arts and cultural services which are accessible to all San Antonio citizens.

Policy 5a: Develop public and private partnerships to provide cultural amenities throughout the community.

1. Encourage private enterprise to support City efforts to make the arts available and accessible to all citizens.

Policy 5b: Maintain downtown as the cultural focal point of the City.

1. Establish a geographically defined Cultural Arts District or Districts. Encourage special events in the Cultural Arts District that bring citizens downtown to celebrate the arts.

Policy 5c: Assess the effectiveness with which art, cultural and recreational facilities serve neighborhoods and the community and develop a long term cultural facilities plan.

1. Provide facilities and services for art, cultural and recreational activities to be located in neighborhood centers.
2. Inventory existing cultural facilities including use, rental and fee policies.
3. Integrate the cultural facilities planning process into the ongoing planning processes of the City.

Policy 5d: Continue implementation and expansion of the public art program.

1. Promote the City's cultural and historical background through the arts.
2. Consider aesthetics as an integral part of capital improvement projects.

3. Maintain new and existing artworks and landmarks in the City's public art collection and help administer the Public Art Program.



FIGURE 17

"Infrastructure should be as beautiful as it is functional..."
—STEVE TILLOTSON

D. NEIGHBORHOODS

The creation, preservation and enhancement of neighborhoods is essential to the success of this plan. Neighborhoods define and characterize the unique cultural, historical and natural qualities of San Antonio.

Intrinsic to the success of neighborhoods and to a stable and attractive quality of life for all citizens is an emphasis on home ownership and housing availability for all ethnic and economic segments of the community.

Strong, viable neighborhoods create a sense of place within the community. Basic elements such as schools, churches, parks, open space, offices, stores, police and fire stations, health care, cultural and human services facilities, libraries and all types of housing, if balanced properly, will contribute to safe, dynamic and sustainable neighborhoods that form our City.



Figure 18

Neighborhood Goals

- Goal 1** *Preserve, protect and enhance the integrity, economic viability, and livability of San Antonio's neighborhoods.*
- Goal 2** *Strengthen the use of the Neighborhood Planning Process and neighborhood plans.*
- Goal 3** *Provide safe, attractive, well-maintained neighborhoods for all adults and children.*
- Goal 4** *Promote the provision of sound and affordable housing to all San Antonians.*
- Goal 5** *Encourage development of the downtown area as a complete neighborhood to enhance its image to both visitors and residents.*

"There are no planetary problems and solutions— only local problems and solutions."
—Wendell Berry

Goal 1 *Preserve, protect and enhance the integrity, economic viability, and livability of San Antonio's neighborhoods.*

Policy 1a: Rezone vacant or underutilized property in and around neighborhoods to encourage redevelopment that is compatible in use and intensity with the existing neighborhood.

1. Encourage private property owners to use deed restrictions to further restrict commercial uses to ensure compatibility with adjacent residential uses.

Policy 1b: Sponsor a study of neighborhoods to determine the causes of neighborhood decline and explore possible solutions.

Policy 1c: Encourage businesses and developers to work with neighborhood residents in the location and design of new development to enhance or complement the character or size of existing neighborhoods.

Policy 1d: Promote conversion or adaptive reuse of vacant or underutilized commercial buildings to provide affordable infill housing.

1. Provide incentives to the private sector to promote reuse of vacant or underutilized commercial buildings for affordable housing through such mechanisms as:
 - workshops on public-private resources and partnerships
 - tax abatement or tax phase-ins
 - historic rehabilitation tax credits
 - impact fee reductions
 - zoning and platting processing
 - affordable housing tax credits



Figure 19

Policy 1e: Plan easily accessible commercial, educational, cultural and recreational facilities that respect the mobility of every citizen.

Policy 1f: Minimize displacement within neighborhoods caused by public or private sector development.

1. Create guidelines for neighborhood preservation which would promote the rehabilitation of structures and minimize demolition.
2. Provide information on rehabilitation opportunities and programs to owners of underutilized property.
3. Encourage public and private developers to meet and communicate with neighborhood representatives prior to planning development, redevelopment or expansion that will cause displacement of neighborhood residents.

4. Amend zoning regulations to require special City Council approval for parking facilities that displace residences.
5. Promote increased awareness among property owners and residents of the importance of property maintenance to long-term housing quality.
6. Utilize the City code enforcement program to bring substandard units into compliance with City codes and to help minimize the need for demolition and displacement.
7. Plan and complete new public sector projects in a timely manner, and with adequate funding, to mitigate displacement of residents.

Policy 1g: Encourage the establishment of neighborhood associations.

1. Develop a citywide outreach program to encourage residents, businesses, churches, schools and other service providers to form neighborhood associations.
2. Provide information to neighborhood residents and groups who want to form neighborhood associations.

Goal 2 *Strengthen the use of the Neighborhood Planning Process and neighborhood plans.*

Policy 2a: Provide additional technical assistance and incentives to encourage neighborhoods to plan.

1. Develop a training program for neighborhood residents and groups interested in preparing neighborhood plans.
2. Publicize the benefits and types of neighborhood planning processes that are available.
3. Encourage the Neighborhood Resource Center to maintain and distribute a list of volunteer experts available to assist neighborhoods in the planning process.

4. Encourage consideration of currently recognized neighborhood plans by elected and appointed officials and City staff as they perform their duties and responsibilities.
5. Continue to notify residents and property owners of land use issues affecting their area in a timely manner. Evaluate and supplement the present notification process through new approaches and technologies.
6. Develop, update and make available attractive, easy to understand, bilingual neighborhood planning information, data and manuals.
7. Enhance the City's ability to receive and respond to neighborhood concerns and provide neighborhood residents and property owners the opportunity to review land use issues and discuss the issues with appointed and elected officials.

Policy 2b: Amend the Unified Development Code to address neighborhood issues.

1. Establish a zoning classification such as a Conservation District or a Planned Development District for neighborhood specific plans.
2. Study the Unified Development Code Table of Permitted Uses and identify those uses potentially incompatible with residential districts and amend the Code to create mixed use districts and neighborhood commercial districts.

Policy 2c: Promote alternative neighborhood and sector planning processes that will address the needs of all areas of the City.

1. Improve the existing Neighborhood Planning Process.
2. Create a Sector Planning Process.
3. Participate and assist in the Neighborhood Conference Process.
4. Promote an Annual Goal Setting Process for Neighborhoods.
5. Develop a Neighborhood Revitalization Strategy.

Policy 2d: Establish a standardized format and outline for neighborhood plans that includes information such as economic data, needed community facilities, and street and drainage improvements.

1. Notify neighborhoods having City Council recognized plans to update their plans at least once every five years to prevent expiration. Provide support services similar to initial plan preparation.
2. Encourage neighborhoods to develop a future land use map in recognized neighborhood plans which illustrates the desired physical evolution of the neighborhood.

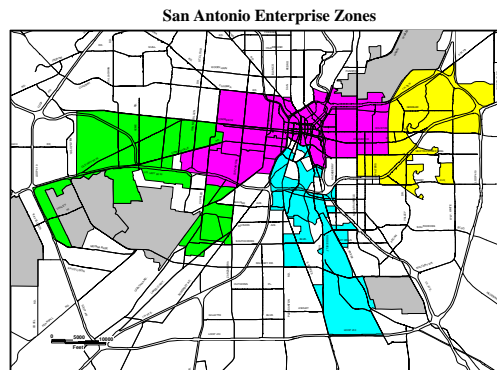


Figure 20

3. Encourage neighborhoods to seek sound planning and guidance when developing neighborhood plans.
4. Require neighborhood representatives to take into consideration the development trends of the San Antonio area as they form their neighborhood plans.
5. Require neighborhood representatives to reflect the goals and policies of the Master Plan of the City as they form their neighborhood plans.

Policy 2e: Encourage all City departments to review and follow neighborhood plans to the extent practical.

1. Use an interdepartmental approach to develop standard procedures to ensure that the goals and recommendations of recognized neighborhood plans are considered.
2. Notify neighborhoods of major capital improvements projects and of zoning and subdivision plans at time of formal application.
3. Consider projects identified in neighborhood plans when making decisions regarding capital improvements projects.

Goal 3 Provide safe, attractive, well-maintained neighborhoods for all adults and children.

Policy 3a: Protect the character and quality of neighborhoods by maintaining and enhancing their open spaces and parks.

1. Maintain all City parks and recreation facilities, and pursue cooperative arrangements with other public and private groups for the maintenance of facilities.
2. Amend applicable ordinances to require developers of subdivision plats with private common areas, to

establish mandatory homeowners associations which shall be responsible for the maintenance of the common areas, or otherwise provide for same.

3. Amend applicable ordinances to require developers of subdivision plats with private common areas to file a proposed operations budget and plan for long term capital repair and replacement.
4. Pursue state enabling legislation allowing subdivisions with common areas to revise or establish restrictive covenants for the maintenance of the common areas by a majority vote of property owners and lien-holders within the subdivision. Revisions could not occur if the property or subdivision is still controlled by the Declarant, unless the Declarant grants permission for such a revision or if the Declarant owns more than 10% of the property affected or the recorded plat is less than 10 years old, unless the Declarant grants permission for such a revision.
5. Assist residents in planning for and developing additional public open space and parks.

Policy 3b: Strengthen the enforcement of codes and regulations affecting neighborhoods.

1. Vigorously enforce codes with the City's revitalization activities.
2. Adequately fund code compliance.
3. Provide adequate funding for improved brush collection.
4. Work with neighborhoods and citizens to investigate violations and enforce regulations such as improper zoning, unsanitary premises, and noise.
5. Establish field offices for code compliance.
6. Encourage establishing more special event neighborhood or sector refuse collection drop-off sites, and encourage the county to do likewise.
7. Establish and enforce stronger "no dumping" ordinances.

8. Vigorously enforce existing local codes and State environmental regulations for junk and salvage yards. Implement a policy to amortize the life cycle of nonconforming junk and salvage yards.
9. Support regulations protecting neighborhoods from the storage and transport of hazardous materials.

Policy 3c: Consider new approaches including new ordinances and programs to enhance the viability and attractiveness of neighborhoods.

1. Encourage the Neighborhood Resource Center to maintain and distribute a list of volunteer experts available to neighborhoods to assist on special subjects such as landscaping, legal, or traffic issues.
2. Review and strengthen the urban corridor regulations.
3. Continue to implement the tree preservation ordinance and strengthen as needed.
4. Amend the landscape and other applicable ordinances to include buffering provisions between incompatible residential and nonresidential uses.
5. Support City commissions in their efforts to develop programs which address the environmental problems of the neighborhoods (i.e. graffiti, illegal dump sites reduction) and promote general City wide clean-up projects.
6. Develop a public awareness and education campaign promoting pride in clean neighborhoods and encouraging voluntary code compliance.

Policy 3d: Maintain and enhance public safety facilities and services, and supplement these services with neighborhood education and awareness programs.

1. Provide an adequate level of municipal auxiliary services to keep up with population growth and annexation.

2. Encourage residential areas to participate in neighborhood watch or cellular patrol programs and other crime prevention programs.
3. Provide information about crime and fire prevention programs.
4. Encourage communication between neighborhoods and the police officers patrolling their areas.
5. Provide specialized support for targeted high crime areas.
6. Work with schools, churches and other institutions to follow citywide public safety goals.

Policy 3e: Create and enhance neighborhood environments which emphasize the physical and emotional well-being of children.

1. Support essential or coordinated services within community centers throughout the City such as:
 - early childhood development
 - health services
 - nutritional services
 - day care for children of working parents
 - family counseling
 - family and parenting education
 - public safety services
2. Support cooperation among:
 - parents
 - churches
 - services providers
 - businesses
 - health care providers
 - government officials
 - child care providers
 - community-based organizations
 - neighborhood associations
 - residents to help children attain basic life goals

3. Support after-school programs so students can choose from a variety of supervised and high quality programs as opposed to unsupervised time after school.



Figure 21

Goal 4 Promote the provision of sound and affordable housing to all San Antonians.

Policy 4a: Preserve and revitalize housing and promote targeted infill housing in neighborhoods, particularly older neighborhoods located inside Loop 410.

1. Enforce City codes vigorously, consistent with the City's revitalization activities.
2. Maintain existing infrastructure in good repair.
3. Promote clean up and minor repair of older housing stock through neighborhood and organizational initiatives utilizing all available resources.

4. Encourage efficient allocation of grant funds through competitive evaluation of applicants using standardized criteria.
5. Standardize criteria for evaluating housing conditions across the City and encourage public and governmental agencies to adopt the same standardized criteria as a minimum.
6. Require an adequate maintenance program of all properties owned or supported by public funds.
7. Require affordable housing providers to complement the architectural design and character of the neighborhood in which new housing is being constructed.

Policy 4b: Give priority in the use of housing reinvestment programs to the revitalization of neighborhoods with higher proportions of low and moderate income residents or with the worst housing conditions.

1. Encourage private lenders to become directly involved in the City's affordable housing goals.
2. Expand the City's housing counseling services and encourage private, non-profit, and other groups to expand their housing counseling services on housing maintenance and financial management.

Policy 4c: Provide effective coordination of local, state and federal housing programs.

1. Strengthen the City Council's role as the central authority responsible for monitoring, evaluating, and directing housing policy.
2. Develop a policy intended to guide residential development, rehabilitation, and preservation for all economic segments of the community which will be coordinated with the Five Year Housing Consolidated Plan.

3. Provide opportunities for community participation in the creation and implementation of housing policies, and establish an annual review process.
4. Encourage support of a resource center for all information on housing needs, funding resources, alternative program strategies, and technical assistance.
5. Create and implement a performance review process for all publicly funded housing providers, and base funding recommendations on that review.

Policy 4d: Facilitate the provision of choice in housing opportunities for all San Antonians, including special needs populations.

1. Use public funds to address the housing goals for special needs populations and encourage private sector participation.
2. Provide opportunities for community participation when assessing the housing needs of each special needs population.

Policy 4e: Facilitate the provision of affordable housing by the private sector.

1. Provide incentives for private housing providers who furnish affordable housing designed to meet the goals set forth in the housing policies.
2. Streamline the process of making publicly owned lots available to the private sector.
3. Review zoning, subdivision ordinances, building codes, and related development-control ordinances and administrative procedures, to identify and overcome barriers to affordable housing.
4. Adopt alternative building methods which facilitate the building of high quality affordable housing, without compromising safety, structural soundness or energy efficiency.

Policy 4f: Design programs and policies that maximize the leverage of private investment by lenders and builders or developers.

1. Make available Community Reinvestment Act (CRA) data upon request.
2. Continue to pursue partnerships which maximize private investment.

Policy 4g: Use local public and private resources effectively to capture available federal and state financing.

1. Consider support for organizations that, on a cost effective basis, demonstrate implementation capacity and the ability to provide affordable housing.
2. Maximize the use of available funds in a social service system which develops the coalitions necessary to minister to the needs of the at-risk population of the community.

Policy 4h: Encourage neighborhood-based housing initiatives.

1. Support the provision of sufficient resources to neighborhood-based organizations which are necessary for efficiently increasing the organization's level of production. These resources should include education, technical assistance and skill training



Figure 22

Policy 4i: Explore the full range of options to allow people to remain in their homes throughout their lives.

1. Amend the Unified Development Code to permit carefully controlled accessory housing in single family residential zoning districts.
2. Encourage financial institutions, neighborhoods and supportive services agencies through referrals to work together to provide the types of services that would allow people to remain in their homes.

Policy 4j: Develop a comprehensive housing preservation strategy to retain housing stock.

1. Develop financial incentives for the preservation and rehabilitation of housing units, including:
 - below-market rehabilitation financing for both owner and non-owner occupied, and vacant residential structures;
 - structure relocation;
 - land banking of City and privately owned vacant lots suitable for residential use;
 - adaptive reuse, or conversion of nonresidential buildings;
 - receivership of property by non-profits;
 - charitable land trusts through existing qualified non-profits.
2. Regulate demolition of housing by establishing standards and procedures which determine if:
 - rehabilitation is economically feasible;
 - demolition by neglect or omission has occurred;
 - building and housing codes and regulations have been violated;
 - the building is eligible for designation or is designated historic;
 - health and life-safety issues are addressed.

3. Provide fair and adequate enforcement measures including increased fines, liens, and other penalties for non-compliance with demolition regulations.
4. Provide administrative complaint, inspection and adjudication processes, including appeals and procedures regarding demolition regulations.

Policy 4k: Analyze all new regulations and ordinances to evaluate their impact on the costs and the benefits for housing.

Goal 5 *Encourage development of the downtown area as a complete neighborhood to enhance its image to both visitors and residents.*

Policy 5a: Encourage new development in the downtown area to create a broad range of housing stock including single occupancy hotels, low, moderate, and upper income housing, and housing for elderly persons.

1. Give priority to existing buildings, particularly those with vacant upper floors, for meeting housing needs.
2. Adapt zoning, construction and fire codes that facilitate new housing in existing buildings without compromising the basic health and safety of building occupants.
3. Review the existing building code appeals process with respect to life, safety issues and the City's liability.
4. Retain and enhance tax abatement programs for historic buildings to encourage their reuse for housing.
5. Broaden the existing tax phase-in policy, including lowering dollar limits for phase-in and increasing the percentage of abatement, to encourage more housing development and redevelopment of all types.

6. Encourage the establishment of Community Development Corporations (CDCs) to help fund additional housing development, redevelopment or rehabilitation in the downtown area.
7. Develop incentives including City-owned land, fee waivers, tax-exempt bond financing, historic tax credits and low-income housing tax credits to promote housing.
8. Encourage the private banking community to develop a lenders consortium to provide financing of affordable housing in downtown.
9. Encourage the San Antonio Business Development Foundation to review the possibility of acquiring low income housing tax credits, and historic tax credits generated by downtown developments.
10. Encourage the Department of Housing and Urban Development (HUD) to develop new urban revitalization strategies which:
 - Incorporate successful elements of other programs;
 - Revitalize the nation's central business districts and inner cities;
 - Focus on housing creation and development.



Figure 23

11. Facilitate the development of new infill multifamily housing in single use or mixed-use developments on vacant tracts in the downtown.

Policy 5b: Allocate housing dollars to downtown.

1. Review and potentially increase the downtown allocation of dollars from sources such as the San Antonio Housing Trust Fund.
2. Make Community Development Block Grant (CDBG) funds available for downtown housing projects.
3. Encourage additional investment in downtown housing developments, or acquisition of properties for future housing stock.
4. Promote affordable housing in the downtown by making available City and federal funds to meet the goals and objectives of a comprehensive downtown housing plan.
5. Encourage the use of City and federal funding as a part of its total financing for housing for all income groups.

Policy 5c: Advocate downtown for major public and private facilities such as schools, hospitals, sporting facilities and other institutions with particular emphasis upon educational opportunities.

1. Promote the development of major public and private facilities which support the downtown neighborhood character and historic resources.
2. Encourage the development of major public and private facilities in the downtown area, supporting the critical massing of these facilities rather than their dispersal.
3. Provide incentives, abatements and tax phase-in opportunities to major facilities either looking to relocate downtown or to existing facilities with plans to improve their downtown facilities.

4. Assist the San Antonio Independent School District (SAISD) and/or a conglomeration of area school districts to establish an arts magnet or other magnet high schools in the downtown area.
5. Encourage the development of an expanded performing arts district.

Policy 5d: Continue to improve access to downtown by various modes of transportation including the construction of a multi-modal transportation hub.

1. Adopt and implement a coordinated and comprehensive transportation master plan for the downtown area which addresses parking, pedestrian and vehicular circulation, delivery of goods and services, and transit operations.

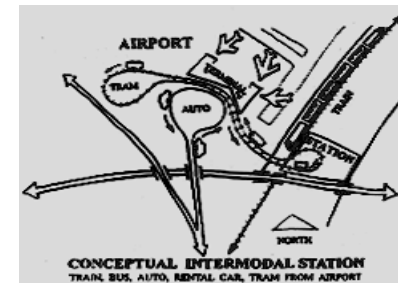


Figure 24

2. Create pedestrian ways, people -mover systems, and bicycle trails to connect downtown with adjacent neighborhoods, open spaces, retail, medical and other support facilities.
3. Encourage the inclusion of housing in the development of future multi-modal transportation hubs.

Policy 5e: Encourage retail development downtown.

1. Establish an expedited permitting and inspections procedure for retail and other commercial finish-out projects.
2. Encourage downtown financial institutions to promote new retail activity through continued participation in programs offering Small Business Administration (SBA) participation and better-than-market-rate interest loans.

Policy 5f: Increase the attractiveness of downtown retail by supporting programs that increase security, accessibility, and desirable shopping opportunities.

1. Continue to fund and increase funding to the downtown foot and bicycle patrol.
2. Establish a public and private partnership to promote retail development in appropriate locations downtown such as in the Houston Street business district and in the Historic Civic Center.

Policy 5g: Maintain downtown San Antonio as the major office center for the region.

1. Encourage development of vacant parcels and parcels with underutilized buildings as office space.
2. Make all reasonable efforts to retain existing public, commercial and corporate offices. Work to encourage the relocation of commercial and corporate offices from both within and outside the City to the downtown.
3. Maintain City tax phase-in incentives for property owners to retain and attract long-term major corporate tenants and owners to the downtown area.
4. Maintain the current level of security and maintenance in the downtown area, and make every effort to increase these services as the downtown office population grows.

Policy 5h: Take advantage of technological innovations to enhance downtown development.

1. Encourage the development of a state-of-the-art transportation system for downtown.
2. Continue to accommodate the expansion of technological services such as cable and fiber optics to all areas of downtown.

Policy 5i: Encourage the construction of parking facilities in the downtown area to promote mixed-use and commercial activity centers and to be compatible in use, scale and material with the surrounding natural and built environment.

1. Encourage placement of parking facilities in locations which will support residential development downtown.
2. Discourage development of parking garages adjacent to the River Walk, and the City's plazas and parks.
3. Focus on preserving the housing stock and integrity of neighborhoods when selecting sites for parking facilities.
4. Analyze downtown's existing and potential growth and activity centers, and strategically construct parking facilities to accommodate maximum parking availability and efficiency.



Figure 25

E. NATURAL RESOURCES

San Antonio's wealth of natural resources have contributed to the City's cultural heritage and development patterns. The convergence of prairie, plains, and plateau landscapes, united by flowing streams of abundant, clean water and situated above a great underground reservoir, has drawn people to this region from prehistoric times to the present, and has shaped settlement patterns and economic development. Dedicated protection of this unique combination of high quality natural resources is key to maintaining the City's future economic vitality and high quality of life for all citizens.



Figure 26

Natural Resources Goals

- Goal 1** *Preserve the unique, rare and significant features of San Antonio's natural environment.*
- Goal 2** *Integrate environmental quality protection into all phases of local planning and policy implementation.*
- Goal 3** *Achieve a sustainable balance between the conservation, use and development of San Antonio's natural resources.*

- Goal 1** *Preserve the unique, rare and significant features of San Antonio's natural environment.*

Policy 1a: Develop new and utilize existing partnership programs between public agencies and private citizens to monitor the City's air and water quality.

1. **Watershed.** Cooperate with local and state agencies to develop or expand scientifically based watershed monitoring and education programs that involve citizen groups, school districts and neighborhood associations.
2. **Water.** Encourage the conservation of the City's surface and ground water resources through public education programs and information programs and protective regulations.
3. **Air.** Cooperate with state, regional and local agencies, industry associations and other appropriate groups to monitor compliance with EPA's standards for emissions and to develop control strategies.

Policy 1b: Develop and implement a management plan for land use activities which includes the best management practices, based on scientific study, that will protect the recharge and drainage zones of the Edwards Aquifer from pollution.

1. Aggressively implement the water quality recommendations included in the 1994 report, *The Edwards Aquifer: San Antonio Mandates for Water Quality Protection* and any subsequent revisions.
2. Incorporate comprehensive watershed management considerations in revisions of land use and development standards.
3. Support new development designs that incorporate street, drainage and lot layouts which reduce storm runoff, pollutant loading, and the need for landscape irrigation.
4. Adopt urban drainage standards which reduce non point source pollution and minimize downstream flooding.
5. Continue to enforce, and strengthen if necessary, requirements for underground storage tanks.
6. Identify significant recharge features and accurately record their location onto subdivision plats using current computer technology.
7. Protect recharge features through such measures as acquisition, zoning restrictions, and buffering.
8. Consider impacts of transportation on the recharge zone when revising and implementing the Major Thoroughfare Plan.
9. Utilize vegetated buffer zones along 100 year flood plains and significant creeks.
10. Establish standards for vegetation clearing and maintenance.
11. Maximize open space and minimize impervious cover through all available means.

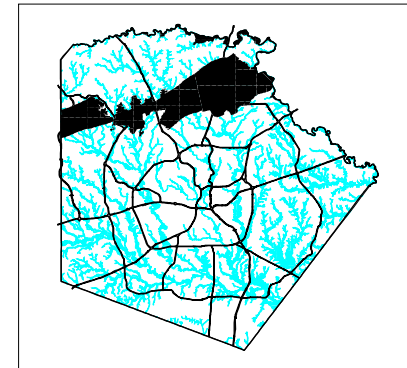


Figure 27

12. Eliminate exfiltration and overflows from the public wastewater collection system through a planned replacement program and a variety of flow management activities.
13. Study the impact of septic systems on water quality, and expand the septic tank inspection program in cooperation with the County.
14. Study the correlation between land use and stormwater quality and set standards in accordance with the findings.
15. Encourage the development of Habitat Conservation Plans for areas of the Edwards Aquifer Drainage and Recharge Zones associated with rare, unique or sensitive biota.
16. Seek implementation of the City's and San Antonio Water System's pollution regulation jurisdiction into the extraterritorial jurisdiction.
17. Utilize mechanisms such as land banking to provide incentives to public and private entities to mitigate impacts at a higher ratio than the minimum required.
18. Cooperate with public and private entities to develop education programs for homeowners, businesses and visitors concerning water quality protection.

19. Adopt local guidelines and support regional guidelines for construction activities in the Edwards Aquifer Drainage and Recharge Zones area.

Policy 1c: Work with elected representatives, other governing bodies, and public interest groups to develop a comprehensive management plan for water resources including the development of additional sources of clean water for the San Antonio area.

1. Continue to forge strong partnerships with regional interests to study and evaluate water supply options for San Antonio and the region.
2. Maximize public participation in water resources management planning and work to implement the recommendations of the Mayor's Citizens Committee on Water Planning and Policy Development.
3. Integrate the recommendations of *the Open Space Plan*, *The Edwards Aquifer: San Antonio Mandates for Water Quality Water Protection*, *Watershed Management Plan*, *Parks Plan*, and other applicable plans into a unified urban design and natural resources plan.
4. Implement a scientifically based, comprehensive natural resources management and development plan which includes, but is not limited to, consideration of:
 - impact of pollutant loading due to demographic changes;
 - water rate restructuring;
 - construction and development standards for sensitive areas;
 - water quality and quantity monitoring;
 - inter-basin transfer and storage;
 - water conservation;
 - conjunctive reuse;
 - impact of the tourist industry;
 - impact of current and projected military and industrial activities;

- regulatory mandates;
- environmental assessment;
- jurisdictional and utility agreements;
- reuse and recycling;
- water marketing.

5. Reduce water consumption through aggressive implementation of conservation policies and programs.
6. Encourage an aggressive water reuse (recycling) program.

Policy 1d: Encourage retention of the 100-year floodplains as natural drainage ways without permanent construction, unnecessary straightening, bank clearing or channeling.

1. Encourage the ecological management of floodplains and promote their use as open space, such as greenways, parks, wildlife habitat, and pedestrian-friendly linkage corridors.
2. Adopt strong stormwater management practices throughout the drainage area which include site specific measures such as:
 - on-site stormwater retention and detention;
 - reduction in impervious cover;
 - natural bank contouring;
 - floodplain preservation and buffering;
 - preservation of riparian habitat;
 - stormwater harvesting sites for reuse purposes.
3. Develop a system to access and utilize databases with historical floodplain information.
4. Analyze each watershed for baseline conditions and take appropriate actions to maintain or improve conditions.



Figure 28

Policy 1e: Establish policies and regulations to minimize waste generation through effective waste reduction, reuse, and recycling; and through expanding demand for recycled products.

1. Encourage public agencies and businesses to actively recycle and purchase products made from recycled paper, plastic, glass and other recyclable products.
2. Develop and provide cost-effective recycling programs in existing and new neighborhoods, and educate homeowners on how the program works.
3. Prepare a comprehensive program to manage brush, yard waste, sludge and similar materials for the purpose of reducing or reusing solid waste.
4. Expand City-integrated solid waste reduction strategies such as “pre-cycling”, alternative disposal methods, waste exchange programs and household hazardous waste collection.



Figure 29

Policy 1f: Develop and implement a comprehensive, regional hazardous materials handling, transportation and remediation plan which includes enforcement procedures and non-compliance penalties.

1. Cooperate with appropriate agencies to develop clearly marked routes away from environmentally sensitive areas for transport of hazardous materials, when feasible.
2. Design and construct structural controls along designated hazardous materials routes or in environmentally sensitive areas to trap hazardous materials or filter runoff.
3. Develop a spill response protocol and mitigation plan to address accidents involving hazardous materials.
4. Support legislative efforts to establish a point of origin tax on hazardous materials and designate funds for mitigation and pollution prevention purposes.
5. Educate the public on the handling and transportation of hazardous materials.

Policy 1g: Promote the safe storage of hazardous materials in locations that do not endanger neighborhoods.

1. Identify and establish appropriate locations and standards for the storage of hazardous and toxic materials.
2. Consider during the zoning process and when issuing building permits, the proximity of residential neighborhoods to the storage of hazardous materials.

Policy 1h: Work with the local business community, neighborhood groups, and appropriate state agencies to provide mechanisms for disposal of residential hazardous and toxic materials such as pesticides and cleaning solutions.

1. Support and encourage use of the City of San Antonio's Household Hazardous Waste Collection facilities.
2. Encourage retail outlets to sell non-toxic alternatives.
3. Encourage retail outlets of hazardous materials to provide a mechanism for their collection and disposal.
4. Establish ordinances that strengthen legal remedies against the illegal disposal of hazardous and toxic materials.
5. Continue implementing a National Pollution Discharge Elimination System Storm Water Quality Program which includes notification procedures, educational programs, target waste, contact phone numbers, centralized drop-off sites, and pick-up crews.

Policy 1i: Develop programs to reduce noise generation throughout the City.

1. Improve and maintain standards for noise levels that are appropriate to the area's land uses (residential, commercial, industrial).

2. Enhance Noise Code compliance by increasing the number of noise monitoring units and improving the City's ability to respond quickly to complaints.

Goal 2 *Integrate environmental quality protection into all phases of local planning and policy implementation.*

Policy 2a: Establish a strong natural resources protection policy for San Antonio.

1. Support the preservation and improvement of the current quality of San Antonio's air, land, and water resources and revise current City codes, regulations and practices to reflect this policy.
2. Cooperate with appropriate entities to enforce existing codes, ordinances, and regulations dealing with protection of natural resources.
3. Create guidelines for demolition and construction which protect trees and other vegetation.
4. Maintain San Antonio's air quality attainment status through implementation of strategies recommended by the City of San Antonio Air Quality Task Force, and by working in cooperation with regional and state officials.

Policy 2b: Assist in the development of a comprehensive, regional natural resources plan.

1. Participate with other agencies and organizations to develop a long-range, comprehensive, regional natural resources conservation and integrated planning process which encourages citizens to make long-range conservation commitments.
2. Develop a comprehensive natural resource planning process which encourages the retention and preservation of natural topographic features for public and private development.

3. Inventory, rank, and organize San Antonio's land-based natural resources such as significant recharge features, endangered species habitat, and open space.
4. Develop a process to determine the impacts of demographic trends on all natural resources.
5. Establish a feasible land banking system to address protection, management and scientifically based mitigation for losses of recharge potential, wildlife habitat, and other natural resources.
6. Actively pursue passage of legislation to expand and financially support water quality monitoring and enforcement capabilities in the region.
7. Pursue appropriate legislation to extend the City's regulatory authority in its extraterritorial jurisdiction for the purpose of implementing a comprehensive natural resources plan.

Policy 2c: Improve the efficiency of the City's environmental review functions to assist all new development projects and redevelopment initiatives to meet federal, state, and local environmental standards and permit requirements.

1. Ensure that data generated and compiled by City departments and agencies is easily accessible to other local, regional and state agencies.
2. Revise the Unified Development Code to address the protection of natural resources and compliance with environmental regulations.

Policy 2d: Develop ordinances which preserve integrity of the natural settings of neighborhoods, communities, open spaces and parks, and develop clear procedures for their enforcement.

1. Continue to implement and update, as necessary, the landscape and tree ordinances for public and private properties to emphasize preservation of established

native vegetation and use of locally native or adapted drought tolerant species.

2. Continue to encourage property owners, neighborhood associations and school districts to work with natural resource agencies and environmental organizations to develop and disseminate information about the natural environment of their area.



Figure 30

Goal 3 *Achieve a sustainable balance between the conservation, use and development of San Antonio's natural resources.*

Policy 3a: Develop programs to attract environmentally sensitive industry to San Antonio and to encourage local industry to adopt water conserving and minimal impact technologies in their operations.

1. Continue to develop incentive packages including strategies such as tax deferments, and special services, to attract and support environmentally sensitive industries.
2. Promote education of the community concerning minimal impact technologies, and encourage their use by local businesses.
3. Work with local developers, builders, environmental organizations, chambers of commerce, industrial associations, and environmental groups to produce and distribute a directory of environmentally sensitive construction products and technologies.
4. Provide incentives for companies to reduce water and energy consumption, and to reuse or recycle water.
5. Provide incentives for companies that install new equipment that maintains or improves air quality.

Policy 3b: Develop and publish an environmental handbook with information regarding the least harmful technologies, environmental standards, permit requirements, evolving technologies, and provide technical assistance to assess the impact of projects.

Policy 3c: Develop incentive programs to reduce energy and water consumption.

1. Work in cooperation with public and private utility and water providers to continue to encourage

conservation of water and energy and other natural resources through effective inverted rate structures (incrementally higher per unit costs as usage increases.)

2. Continue to support rebate programs for customers who replace existing equipment with new equipment that reduces energy and water consumption.
3. Cooperate with other agencies to provide incentives for water use reduction, and to provide a public education program promoting xeriscape landscaping as a means of water conservation.
4. Support state-wide legislative initiatives to develop and implement a "point-of-sale" fee system which reflects the cost of collection, clean-up and disposal of products.
5. Implement a plan for use of recycled water in City and other facilities.
6. Expand programs to encourage individuals and businesses to replace high water-using vegetation with water saving landscapes.

Policy 3d: Promote public and private partnerships to reduce natural resource consumption through aggressive conservation, reuse, and recycling programs.

1. Continue to cooperate with citizen groups and private industry to expand curbside recycling throughout San Antonio.
2. Work with private industry, and appropriate public agencies to institute and maintain aggressive recycling programs in all City facilities which would include giving preference to recyclable and reusable materials when purchasing.

3. Pursue a regional environmental enterprise facility which would locate landfill operations together with materials recovery facilities, processing plants, education and research centers, and transportation hubs.
4. Replace fleet vehicles with cost-effective, alternative fuel and technology vehicles when practical, and actively encourage other public and private groups to do likewise.
5. Encourage use of other modes of travel besides the single occupancy vehicle.
6. Establish a yard waste recycling program.
7. Work in cooperation with public and private utility providers to encourage energy efficient design and practices in residential and commercial buildings.
8. Establish standards for collection and use of gray water or reclaimed (recycled) water for non-potable uses.
9. Encourage use of individual water collection storage facilities to collect rain water for the purpose of irrigation and other non-potable uses.
10. Update building codes to include mandatory use of water and energy conservation equipment.
11. Support legislation that requires return deposits on appropriate items, restricts sale of non-recyclable, non-compostable or toxic products, and otherwise aims at litter reduction.
12. Incorporate xeriscaping into the City's own landscaping.

Policy 3e: Encourage cooperation among natural resource management agencies, other professionals and local school districts in developing environmental education materials and outreach programs.

1. Educate the public on local sub-watersheds through programs such as the "Know Your Watershed" program.

2. Develop a "Sense of Place" project to enhance understanding of the unique history, environmental context, and land uses of different areas in the City.
3. Institute programs to instill "common courtesy" practices to correct environmentally negative behaviors such as litter and noise pollution.



FIGURE 31

"Man shapes himself through decisions that shape his environment."
— Renee Dubois

F. URBAN DESIGN

Urban Design determines how a City looks, “feels” and functions. It embodies the design, planning, and integration of utility infrastructure, transportation, historic resources, community services, and natural resources. Striving for good urban design can shape San Antonio into a cohesive and attractive array of neighborhoods, commercial centers, and public amenities.

Historical and cultural resources are essential components in defining the unique character of San Antonio. These resources contribute to the scale, color, texture and sense of time and place revered by San Antonians and visitors alike. Therefore, it is appropriate to preserve and enhance the remaining historical and cultural resources, and to incorporate them into future development.



FIGURE 32



FIGURE 33

Urban Design Goals

- Goal 1** *Preserve and enhance the City's urban design.*
- Goal 2** *Preserve and enhance the City's historic resources.*
- Goal 3** *Develop and maintain a diversified and balanced citywide system of parks and open space.*
- Goal 4** *Plan, locate and maintain infrastructure and utilities to facilitate and maintain safe, healthy and sustainable environments for human activity.*
- Goal 5** *Develop policies for various transportation modes that will increase access to employment centers, community services, and cultural, recreational, educational and commercial facilities; and decrease the reliance on single occupancy vehicles.*

Goal 1 *Preserve and enhance the City's urban design.*

Policy 1a: Define, preserve and promote neighborhood centers which include schools, libraries, stores, transit centers and community service facilities in accessible, pedestrian friendly environments.

1. Identify and designate neighborhood and urban centers as part of an overall citywide land use plan.
2. Design and renovate public facilities with transit access points as central features to enhance neighborhood centers as pedestrian friendly environments.
3. Based on a comprehensive land use plan, encourage more intensive development in and near neighborhood centers with less intensive development between neighborhood centers, and implement these changes through zoning.
4. Locate major activity facilities such as libraries and police sub-stations in neighborhood centers to create a sense of place.
5. Consider the integrity of neighborhood centers when the transportation system is upgraded or built.
6. Install appropriate signage to call attention to community activity centers.

Policy 1b: Develop urban design policies and standards which integrate and coordinate planning for historic and cultural resources, public facilities and services, and private development, infrastructure, transportation, arts and cultural resources, libraries, parks and recreation, health and human service facilities.

1. Create and adopt urban design guidelines and standards that will enhance the quality of life in San Antonio, and which specifically encourage the following:

- Preservation and enhancement of the City's important historic and cultural characteristics, including architectural styles and historic districts, as well as existing residential and commercial districts, and neighborhood centers.
 - Distinctive physiographic, natural, and scenic features.
 - Pedestrian safety and comfort, transit access, street level amenities, and circulation between neighborhood centers.
 - Greater density and diversity of development consistent with these urban design policies.
 - Creation of City gateways and entry points,
 - Improved design and attractiveness of the City's highway, street, transit and pedestrian networks, and of its open spaces and greenbelts.
2. Encourage public art in all public and private projects.
 3. Provide design standards for streetscape improvements including appropriate landscaping, furnishings, signage/graphics and pedestrian paths, along with gateways, landmarks, and markers at strategic access/transition points.
 4. Adopt an urban design review process for giving physical design direction to urban growth, conservation and character.
 5. Establish a process to involve the community in programming and designing public spaces.
 6. Develop unique and specific design standards for areas throughout the City, including neighborhoods and the downtown.

Policy 1c: Encourage patterns of urban development that provide a full range of housing choices and promote a sense of community, urban vitality and the efficient provision of infrastructure.

1. Develop a comprehensive land use plan based upon the goals and policies of this Plan, using a public planning process.
2. Develop zoning regulations that would allow mixed-use development (i.e., residential and commercial) to be placed in the same building.
3. Support and promote residential development that will include a mix of multi-family units and single family homes in varying sizes, types and price ranges.
4. Encourage street patterns that promote multiple pedestrian and vehicular access and do not contribute to collector street congestion.
5. Review and revise the City's Zoning Code and Sign and Landscape Ordinances to establish development standards consistent with this Master Plan.
6. Create alternative development standards, such as a Traditional Neighborhood Development Ordinance, which will enable the design and construction of neighborhoods and districts that fulfill the objectives for urban vitality, sense of community and the efficient provision of infrastructure.



Figure 34

Policy 1d: Develop criteria and procedures for infill development which will enhance the character of neighborhoods.

1. Involve neighborhoods in developing neighborhood-specific plans that define the character and pattern of development for their neighborhood, and that establish infill development guidelines.
2. Offer economic and infrastructure incentives to encourage infill development.

Policy 1e: Apply strategies which will result in all existing and new streetscapes being accessible, safe, and stimulating.

1. Provide and encourage safe streetscapes and public facilities by using strategies including the following—
 - Keep activity areas and circulation routes well lighted.
 - Permit zero setbacks for commercial and multi-family developments.
 - Provide highly visible streets, sidewalks and trails.

Policy 1f: Ensure that City facilities such as libraries, community centers, transportation centers and parks are well utilized.

1. Encourage mixed-use zones around existing and new City facilities to foster a greater mix of activities and social interaction.

Policy 1g: Prepare design and construction policies and standards for utility and transportation infrastructure, capital improvement projects, public facilities and development projects that reinforce neighborhood centers and provide diverse, pedestrian-friendly neighborhoods.

1. Encourage area neighborhood and community groups to participate in the discussion of the design and location of public facilities.
2. Provide for adequate security and maintenance in the design of public projects, especially parks and open space.
3. Set aside a minimum 1 percent of all City capital expenditures from all capital projects for landscaping.



Figure 35

Goal 2 Preserve and enhance the City's historic resources.

Policy 2a: Compile and maintain a comprehensive and dynamic historic resource inventory program which includes federal, state, and local landmarks, properties, and districts.

1. Initiate a continuing survey program with county participation, to document individual historic resources for local landmark, state archeological landmark, and National Register designation.
2. Survey all existing designated historic districts at least every five years in order to update the information on individual historic resources, and make the inventory available to the public on a timely basis.
3. Publish an inventory of historic districts and resources, and include maps and a brief history of each district. Include the River Walk, Acequias, Caminos Reales, Spanish Land Grant boundaries and Mission Trails in the historic resources inventory.
4. Require as part of the neighborhood planning process, the identification of potential historic resources and historic districts.
5. Include information on the benefits of historic designation and technical support available from governmental and non-profit organizations in the Neighborhood Resource Kit.

Policy 2b: Actively encourage preservation and renovation as a first priority whenever possible.

1. Reuse historic buildings rather than build new ones when considering expansion of City facilities.

2. Educate staff involved with promoting the physical development of the City about current historic preservation resources, funding, and tax incentive programs.
3. Educate key staff involved with the physical development of the City about federal, state and City preservation laws, regulations and ordinances.
4. Review building codes, fire codes and permit approval processes to determine if they can be modified to facilitate the redevelopment of historic structures without compromising safety.
5. Support state and federal legislation which would provide for the transfer of tax abatements from historic structure renovations, as credits to be applied to other structure or business activities.
6. Lobby state and federal governments to institute governmental underwriting of historic property renovations through authorizing additional tax credits for historic preservation projects.
7. Encourage architectural design competitions or projects to stimulate new ideas in the renovation and use of historic structures.



FIGURE 36

Policy 2c: Build on San Antonio's unique history.

1. Consider historic acequia courses as routes for designated pedestrian and bicycle paths with preservation or reconstruction.
2. Consider extension of the River Walk as feasible and appropriate.
3. Cooperate with other groups to identify and designate the historic routes of the Caminos Reales as a statewide historical and cultural network.
4. Cooperate with other entities to identify historic battlefields and military sites and where feasible, integrate them into the City park system.
5. Identify the boundaries of the Spanish Land Grant which remain as distinctive physiographic features and streets, and establish urban design standards which reflect the area's historical significance, and which enhance pedestrian and bicycle activity and promote reinvestment opportunities.

Policy 2d: Fund and staff City preservation activities to ensure enforcement of existing codes.

1. Increase funding for the historic preservation and code enforcement activities as the work load increases.
2. Provide educational programs, publications and videos, to inform owners of the special requirements of improving and maintaining historic resources.
3. Provide ongoing training to staff from the Departments of Building and Inspections and Code Compliance on the special conditions encountered in the inspection of historic resources.

Policy 2e: Provide incentives for preservation of privately-owned historic properties, promote the preservation of City-owned historic properties, and consider the creation of a historic preservation fund for City-owned historic properties.

1. Provide incentives for preserving and enhancing **privately** owned historic properties through—
 - Creating revolving low interest loans for maintenance and improvement of properties eligible for historic designation.
 - Offering technical assistance to owners of eligible or designated historic properties regarding application for grants and low interest loans.
 - Creating additional tax abatements or tax phase-ins for residential properties.
 - Creating local historic rehabilitation tax credits.
 - Providing information on historic property preservation resources.
 - Adoption of the Uniform Building Conservation Code.
2. Provide mechanisms to preserve and enhance **City-owned** historic properties through—
 - Accepting support from organizations willing to sponsor historic preservation upkeep of City-owned properties.
 - Encouraging the creation of endowment funds to be used for historic, City-owned properties.
 - Creating an historic preservation fund to be used to finance ongoing historic preservation, adaptive reuse and rehabilitation.
 - Consider rehabilitation of underutilized City-owned historic properties for community uses.
3. Create special incentives for preservation in low and moderate income neighborhoods.
4. Minimize the need for demolition by facilitating sales of endangered historic properties to buyers interested in preserving and/or renovating those properties.



Figure 37

Policy 2f: Promote partnerships between public agencies and conservation and neighborhood organizations to achieve preservation objectives.

1. Include sessions regarding historic preservation during the annual neighborhood conference, and other appropriate forums.
2. Continue to solicit input from public agencies, conservation and neighborhood organizations to identify needs and priorities for maintenance and renovation of historic resources.
3. Ensure that all City Departments and agencies whose work has an impact on historic resources, include appropriate preservation objectives in their goals or mission statements.



Figure 38

Goal 3 *Develop and maintain a diversified and balanced citywide system of parks and open space.*

Policy 3a: Utilize a planning process which encourages civic participation in the creation of a City park, recreation and open space plan which will:

- a) **Coordinate the acquisition and development of public and private parks and open spaces;**
- b) **Develop master plans for existing City parks;**
- c) **Complete the development and revitalization of existing parks;**
- d) **Ensure that parks are fully accessible to all citizens.**
 - 1. Develop and maintain an inventory of existing and potentially significant park and open space lands, and use the expertise of other entities in their evaluation.
 - 2. Encourage conservation and protection of identified properties through leases, conservation or scenic easements, overlay zoning districts, protective covenants, tax abatements, or acquisition (by purchase or donation).
 - 3. Develop a process to amend and implement the Open Space Plan and to designate open space lands.

- 4. Develop a requirement that subdividers of land provide recreational opportunities for City residents through the dedication of park land, or fees in-lieu of dedication.
- 5. Broaden the use of academic institutions and school organizations to participate in the identification of neighborhood needs for parks and open space.
- 6. Study the feasibility of increasing the numbers of large urban parks (e.g., Brackenridge) which would be adequately funded, operated, and patrolled.

Policy 3b: **Plan and develop a citywide system of linear parks and hike and bike trails which incorporate drainage ways and open spaces which link parks, schools, institutions, and neighborhoods.**

- 1. Identify existing and planned drainage ways, abandoned railroad rights-of-way, utility corridors and open spaces which are located near or between schools, institutions and neighborhoods.
- 2. Continue to develop hike and bike trails through the City's park system to connect neighborhoods, places of employment, school campuses, and historical and cultural attractions, where possible.
- 3. Work with schools, neighborhood groups, and institutions to ensure that hike and bike trails, and linear parks are designed, constructed and maintained to meet national safety and accessibility standards.
- 4. Develop a compact, durable map or booklet of maps illustrating the system of linear parks and hike and bike trails.

- Promote special events to encourage the use of bicycling, walking and jogging as alternative forms of transportation and recreation.



Figure 39

Policy 3c: Broaden park acquisition and management priorities to include special natural feature areas and passive recreational opportunities, while protecting ecosystems and limiting development in environmentally sensitive parks and open space.

Policy 3d: Develop and maintain parks, open space, and recreational opportunities in all parts of the community.

- Develop, as appropriate, existing municipal park acreage which is underdeveloped, and provide adequate maintenance.
- Acquire and develop new park and recreation facilities in areas which are under-served.

Policy 3e: Involve citizens in the design, development, and maintenance of parks and open spaces.

- Continue to encourage volunteer organizations to maintain parks and open spaces.
- Expand communication with citizen groups to anticipate changing needs and interests in the provision of parks and open space.

Policy 3f: Increase partnerships to encourage the shared use of public and private properties—particularly flood plains, open space and recreational facilities located at schools and institutions.



Figure 40

- Promote joint use of school facilities for parks, recreation, and open space.
- Offer appropriate incentives to individuals or associations who provide or maintain public parks in their neighborhoods, to continue them in public use.



FIGURE 41

Goal 4 *Plan, locate and maintain infrastructure and utilities to facilitate and maintain safe, healthy and sustainable environments for human activity.*

Policy 4a: Establish a master plan and a review process to coordinate the efficient distribution of infrastructure and utility systems under the auspices of the Planning Commission.

1. Work with utility departments and agencies to develop a public utilities and infrastructure master plan that will consider long range utility needs which reflect the City's growth and development strategies.

Policy 4b: Use incentives to encourage development in underutilized urban areas.

1. Consider alternatives to existing setback, right-of-way, and other platting and zoning requirements to encourage development.
2. Consider rezoning underutilized areas to accommodate and promote appropriate redevelopment, while being cognizant of the surrounding areas' environment.

Policy 4c: Create streetscapes which emphasize both pedestrians and vehicles.

1. Encourage the design and use of rear alleys in residential neighborhoods to reduce "points of conflict" between automobile and pedestrian traffic.
2. Increase minimum standards for pedestrian infrastructure including sidewalk width, location and lighting. Establish an administrative variance procedure to provide relief from sidewalk requirements where appropriate.



Figure 42

3. During the construction of all major thoroughfares and the reconstruction of existing major thoroughfares, install medians unless not feasible.
4. Minimize the use of continuous turn lanes when feasible.
5. Locate traffic control boxes, transformers, mailboxes, telephone guy wires and other obstructions off the sidewalk.
6. Encourage utility and telephone line locations to be in the rear of property, underground, or otherwise give aesthetic and economic consideration to alternative locations.
7. Establish urban design guidelines for capital improvements such as roads, drainage corridors and community centers, which facilitate and accommodate increased pedestrian use and safety.
8. Establish an attractive graphics and signage system for all publicly owned signs, except for those controlled by state and federal jurisdiction/ vegetation.

9. Encourage adherence to crime prevention practices through environmental design standards for streetscape projects.

Goal 5 *Develop policies for various transportation modes that will increase access to employment centers, community services, and cultural, recreational, educational and commercial facilities; and decrease the reliance on single occupancy vehicles.*

Policy 5a: **Develop a transportation plan that promotes safety and links neighborhood destinations throughout the City and allows residents access to regional destinations.**

1. Provide incentives which promote the use of mass transportation systems to employment centers and regional destinations.
2. Encourage development of High Occupancy Vehicle lanes on freeways.
3. Study the feasibility of alternative transportation modes (e.g., rail, subway, bicycle) which will link suburban centers to downtown and other major destinations.
4. Require traffic queuing analysis for proposed parking facilities and gates to private streets to ensure that traffic queues do not back into cross streets.
5. Consider locating an inter-modal transportation center to serve commuters, tourists, and residents in areas with transit dependent populations such as downtown, neighborhood centers, and large commercial districts.
6. Provide roadway improvements that facilitate delivery of emergency, police and fire services.

Policy 5b: **Develop a system of complementary transportation modes which supports safe and efficient movement of people and goods, which results in an efficient pattern of urban development, including active and vital neighborhoods.**

1. Develop a long-term comprehensive transportation needs assessment.
2. Provide and encourage transportation options which emphasize convenience, safety, environmental quality, and efficiency.
3. Develop traffic control measures such as minimizing or sharing of driveways.
4. Evaluate and revise traffic engineering standards, as appropriate, to provide for traffic circles, local and collector offset street intersections, parallel and head in parking, and bike lanes.
5. Develop criteria for requiring transportation impact analyses of public and private projects.
6. Encourage resident and employment growth within walking distance of the downtown area and neighborhood centers to support an inter-modal transportation system.
7. Establish transportation goals and strategies for the downtown area, neighborhood centers, and large commercial areas that consider multiple alternatives for solutions to the region's transportation problems.
8. Identify and evaluate the environmental implications of major public and private transportation projects.

Policy 5c: **Promote a transportation system which efficiently coordinates the distribution of people to major destinations.**

1. Encourage VIA Metropolitan Transit in conjunction with the Metropolitan Planning Organization (MPO), to study the feasibility of light rail, commuter rail, bus, subway, and any other alternative methods of mass transportation.

2. Encourage public transit to provide direct access from all parts of the City to community and regional health care facilities.

Policy 5d: Expand the overall capacity for the movement of people by including alternative transportation modes in the design of the City's infrastructure and utility systems.

1. Incorporate alternative transportation modes into the design of the existing transportation network.
2. Actively support a regional transportation system that expands capacity by using linked transportation networks such as light rail and bus networks, high occupancy vehicle lanes, bicycle network, and pedestrian-ways.

Policy 5e: Encourage the use of traffic demand management strategies and intelligent vehicle highway systems.

1. Promote Advanced Traffic Management Systems (ATMS) to provide real-time means for motorists to effectively monitor traffic conditions, adjust traffic operations quickly, and respond to incidents.
2. Continue optimizing the coordination of traffic signals throughout the City to facilitate the flow of traffic.
3. Promote public and private sector ride-sharing, flexible working hours, parking management innovations, and mixed-use developments as means of reducing the demand for peak period vehicular trips.
4. Promote multi-jurisdictional cooperation in Intelligent Transportation System projects, including emergency incident coordination, parking enforcement, traffic signal timing, and roadway detours for construction and incident management.

Policy 5f: Assign a priority to the maintenance of streets and sidewalks including the feasibility of a dedicated funding source.

1. Increase funding for street repair and for planned preventive maintenance, working towards an average ten year cycle.
2. Seek equitable contributions from heavy users, such as the transit authority, for street and road repair.
3. Consider the use of alternative surface materials to increase durability.
4. Allow private contributions and participation in the repair or maintenance of public streets.
5. Consider performance of contractors, professional service firms, and suppliers of materials for previously constructed streets, in awarding future street construction contracts.
6. Work with the County to establish design requirements for streets and road construction so that streets have a lifetime expectancy of at least 20 years.

Policy 5g: Provide additional parking where needed, but ensure that it is integrated into the surrounding environment.

1. Provide incentives to encourage private construction and ownership of structured parking facilities in those areas with the highest need.
2. Consider providing publicly funded parking facilities in high demand areas where privately funded and owned facilities are not feasible.
3. Update parking code requirements to ensure that parking facilities reflect the surrounding natural, architectural and historic characteristics.

4. Promote mixed-use off-street parking facilities whereby two or more distinguishable land uses have a common parking area.
5. Enact reasonable maximum parking ratios.

Policy 5h: Promote the safe use of bicycles as an efficient and environmentally sound means of recreation and transportation by encouraging a citywide network of lanes, trails, and storage facilities.

1. Develop and implement a comprehensive and community based bicycle transportation plan which serves all areas of the City.
2. Consider bicycling in the design and construction of public streets.
3. Assess the feasibility of joint pedestrian and bicycle usage in existing public facilities, and promote such usage where feasible.
4. Promote partnerships among public agencies, businesses, bicycle organizations and citizens to improve bicycle access and facilities.
5. Include bicycle parking requirements in City regulations for cultural and recreational facilities and other major destinations.
6. Encourage VIA to integrate bicycling with public transit (e.g., bicycle racks on front of VIA buses).
7. Advocate bicycle issues by applying for grants, encouraging citizen participation in promoting bicycling opportunities, promoting bike safety and education, and overseeing implementation of master plan policies regarding bicycling.
8. Identify the City's bicycle lanes and trails and publish a bicycle map for the public.
9. Establish recreational bicycle lanes, trails, and parking where appropriate, within City facilities.
10. Continue to develop safety regulations as needed for the safe use of bicycles.

Policy 5i: Develop a safe and convenient pedestrian travel network with sidewalks, walkways and trails integrated into the transportation system and neighborhood centers.

1. Ensure that all new sidewalks comply with City codes, and are designed to be functional and unobstructed, linking neighborhoods, residential areas and neighborhood centers together.
2. Provide incentives for developers to exceed minimum standards for the pedestrian infrastructure.
3. Pursue all funding options (e.g., bonds, TIP, ISTEPA) for the construction of major sidewalks, walkways and trails.
4. Encourage a cooperative sidewalk program between schools and the neighborhood, to enhance safety, appearance and access for area residents.
5. Promote safety on the pedestrian networks by—
 - eliminating physical barriers for the movement impaired
 - maximizing visual contact between the network and surrounding areas
 - modifying zoning to promote high activity uses adjacent to the network
 - providing buffers from vehicular traffic, and
 - enhancing signage for pedestrians

Policy 5j: Encourage growth within walking distance of downtown employment centers and within walking distance of future high capacity transit terminals in neighborhood centers.

1. Encourage the location of transit terminals near high traffic centers.
2. Integrate transit authority decisions and transit facility planning into City public works planning and design.
3. Work with the transit authority to integrate security features in transit terminals and along high traffic vehicular and pedestrian networks.

4. Promote mixed use development in the downtown area and neighborhood centers that ties directly into transit facilities and reinforce the pedestrian character of the area.
5. Include urban design as an integral part of all new construction and improvement of transit centers, streets, and pathways in the City.

“The city is a fact in nature, like a cave, a run of mackerel or an ant-heap. But it is also a conscious work of art, and it holds within its communal framework many simpler and more personal forms of art. Mind takes form in the city; and in turn, urban forms condition mind.”

—Lewis Mumford

Policy 5k: Accommodate the specific needs of disabled individuals in all transportation modes.

1. Bring City transportation facilities into ADA compliance.

Policy 5l: Develop strategies and initiatives to increase opportunities for international transportation of people and goods to strengthen San Antonio's position in global economic and cultural markets.

1. Support national and state legislation including the designation of NAFTA highways, with the proposed effect of increasing international trade.
2. Work to ensure that NAFTA highways go through San Antonio, when feasible.
3. Encourage infrastructure development in targeted areas in an effort to encourage international trade and transport.
4. Pursue airport improvements and other strategies which would serve to attract international flights to the San Antonio International Airport, Kelly Air Force Base and other airport facilities.
5. Explore and implement options to facilitate and increase freight traffic into San Antonio.

IV. MASTER PLAN GLOSSARY

Activity Centers: Places (individually or collectively) such as schools, libraries and parks where individuals and organizations congregate for the purpose of leisure, discussing community affairs, attending cultural and educational programs or shopping.

Adequate Funding: A level of financial support which ensures that a public agency can meet minimum standards of the City Code and the intent of the Master Plan goals, objectives and policies.

Affordable Housing: A unit of housing which does not exceed in cost 30% of the gross household income, including utilities and maintenance, for families as defined by the United States Department of Housing and Urban Development (HUD).

At-Risk Population: Those living at or below the poverty line as defined by the Department of Housing and Urban Development (HUD).

Bioengineering: Using the dynamic capacities of living plant materials, in combination with non-living materials, to stabilize stream banks and edges against erosion.

Business Assistance Focus Center: The clearinghouse for business assistance with the City of San Antonio Economic Development Department, the regional Office of the U.S. Small Business Administration, the University of Texas at San Antonio Small Business Development Center, San Antonio Business Development Fund, State Comptroller's Office, and Service Corps of Retired Executives. Provides services to businesses looking to diversify or expand. Services include counseling and financing.

Capital Improvements: New or expanded public improvements that are of relatively large size, expensive and permanent. Some common examples are streets, public libraries, water and sewer lines and park and recreation facilities.

Capital Improvement Plan or Program (CIP): A plan for the construction of capital improvements that includes their timing and cost.

Central Business District (CBD): (Often same as Downtown) An area within a City which has a centralized, high concentration of retail and service businesses, governmental offices and facilities, financial districts, professional offices, hotels and motels, cultural, recreational and entertainment establishments, colleges and universities, residences, appropriate industrial activities, and transportation facilities.

San Antonio's Central Business District is the central area of the City starting at the intersection of Salado and El Paso Streets; north on Salado to its intersection with Frio Street; thence northeast in a straight line to the intersection of IH-10 and Caldwell; south on IH-10 to IH-35; northeast on IH-35 to a perpendicular point connecting with Cherry Street; south on Cherry Street to Durango Boulevard; west on Durango to the San Antonio River; south along the San Antonio River to Arsenal to El Paso Street to Salado.

Community: A large, well-known district, recognized by outsiders as one area, but which has internal neighborhoods of some importance to residents.

Community-Based Development Corporation (CBDC): An organization which meets all conditions of a non-profit corporation (see Non-Profit) and the conditions of a CDC (see Community Development Corporation).

Community Center: A building or buildings used for recreational, social, educational and cultural activities, usually owned and operated within a one and one-half mile radius from the residents it serves.

Community Development Corporation (CDC): A Corporation:

- 1) established by investors or membership, which develops housing, fosters economic growth and revitalization, creates small businesses, including minority-owned businesses, and supports other community development initiatives;
- 2) operates within a defined neighborhood or area, including low and moderate income areas, under-served rural communities, and governmental-designated redevelopment areas, such as within towns, cities, counties, or states; and
- 3) the profits, dividends, tax credits and other distributions from equity investments, or interest income received by the CDC are devoted to activities that primarily promote the public welfare.

Community Housing Development Organization (CHDO): An organization which meets all conditions of a non-profit (see Non-Profit) and:

- 1) does not include a public body
- 2) has standards of financial accountability that conform to Attachment F of OMB circular No. A-110 (Rev.) "Standards for Financial Management Systems"
- 3) has among its purposes the provision of decent housing that is affordable to low and moderate income persons
- 4) maintains accountability to low income community residents by:
 - a) maintaining at least one-third of its board's membership for residents of low income neighborhoods and
 - b) providing a formal process for low income, program beneficiaries to advise the organization in its decisions regarding the design, siting, development, and management of affordable housing
- 5) has a demonstration capacity for carrying out activities assisted with HOME (federal) funds

- 6) has a history of a minimum of one year, of serving the community within which housing to be assisted with HOME funds is to be located

Community Services: Those services which promote the public health, safety and common welfare, including police and fire protection, educational institutions, libraries, health care facilities, and arts and cultural facilities.

Declarant: The person or legal entity that executes the governing instrument covering the establishment, maintenance, and operation of a residential subdivision, planned unit development, condominium or townhouse regime or any similar planned development. The term governing the administration or operation of a property owners' association, to property adopted rules and regulations of the property owners' association, or to all lawful amendments to the covenants, bylaws, instruments, rules, or regulations.

Degradation: Pollution of a representative sample which unreasonably reduces the quality of such water, air, land or other natural resource. The quality of such representative sample is unreasonably reduced when it is rendered harmful, detrimental, or injurious to humans, animal life, vegetation, property, the public health, safety or welfare or impairs the usefulness or public enjoyment of the water, air, land or other natural resource for any lawful or reasonable purpose.

Developer: The legal owner of land who holds entitlement for the use, improvement or construction on that land. The developer may be an individual property owner, a partnership of individuals, or a company or corporation.

Disadvantaged Business Enterprise: A business or other legal entity that qualifies as both a minority, woman or minority and woman business enterprise and a small business enterprise as defined in City ordinance.

Downtown: See Central Business District.

Drainage Area: About 4,400 square miles in 13 counties: Edwards, Real, Bandera, Kerr, Gillespie, Kendall, Blanco, as well as parts of Kinney, Uvalde, Medina, Bexar, Comal and Hays Counties. The drainage basins in this area funnel stormwater runoff into streams that flow across the recharge area. Since most aquifer recharge occurs through stream beds, this funneling effect is an important function of the drainage area.

Drainage Zone: The area wherein surface water runoff drains into creek beds 0-10 miles upstream of the recharge zone.

Driver Industries: Industries that create jobs by (1) exporting goods and services outside of the City; (2) bringing people into the City to purchase goods or services; or (3) replacing imported goods and services.

Economic sector: a specific industry or group of inter-connected industries.

EDF or SAEDF: San Antonio Economic Development Foundation, Inc.

Endangered Historic Properties: Those buildings, objects, sites, site improvements, appurtenances or structures of historical, cultural, architectural or archaeological importance whose existence is threatened or imperiled by circumstances that would ultimately lead to the demolition or destruction of that property.

Environmentally Sensitive Industry: An industry which causes minimal disruption to ecosystems and habitats, optimizes use of natural resources, and operates in a way to minimize adverse environmental impacts and contribute to the sustainability of the region.

Extraterritorial Jurisdiction (ETJ): For the City of San Antonio which is a home-rule City with a population of over 100,000, the ETJ is the unincorporated area that is contiguous within a five mile radius of the City corporate boundaries.

Flood Plain: The channel and the relatively flat area adjoining the channel of a natural stream or river which has been or may be covered by floodwater. Land immediately adjoining a stream which is inundated when the discharge exceeds the conveyance of the normal channel.

GIS: Geographic Information Systems (GIS) are computer based tools for capturing, integrating and presenting geographically related data items. This data includes but are not limited to: natural resources, population information, zoning information, housing development, utility locations, and roadways.

Goal: an ideal future end, condition or state related to the public health, safety or general welfare toward which planning and planning implementation measures are directed.

Industrial Base: Those industries which make up a community's economy; industries creating the most impact and job creation.

Industry: A distinct group of productive or profit-making enterprises including forestry, fishing, hunting and trapping; mining; construction; manufacturing; transportation; communication, electric, gas and sanitary services; retail and wholesale trade.

Infill Development: New construction activity occurring on vacant parcels located within an area which is predominately developed.

Infrastructure: Facilities and services needed to sustain any type of development- residential, commercial or industrial activities. Includes water and sewer lines, streets, electrical power, fire and police stations.

Intelligent vehicle highway systems: refers to a multi-level cooperative public and private effort to develop and implement new technologies to improve transportation efficiencies. Included among these will be Advanced Traffic Management Systems, e.g., rapid detection of traffic jams and Advanced Traveler Information Systems, e.g., in-vehicle navigation information based on current traffic jams.

Land Use Plan: A plan that graphically depicts existing and future land uses and intensities. It visually discerns land use compatibility and spatial relationships, establishes the physical form of the community and identifies urban design opportunities. A land use plan serves as a guide in the preparation of zoning ordinances and zoning district maps.

Master Plan: The comprehensive plan for the physical development of the City, as prescribed in the City Charter. The Master Plan includes any unit or part of such plan separately adopted and any amendment to such plan or part thereof.

Minimal Impact Technologies: Processes and products which optimize use of natural resources and produce minimal residuals. function as neighborhood or specialty shopping centers).

Multi-modal: Capable of accommodating a variety of transportation modes, such as buses, automobiles, rapid transit, rail, bicycles and pedestrians. A multi-modal transportation hub is a facility for the transfer of passengers or goods between different modes of transportation.

Natural Resources: Elements relating to land, water, air, plant and animal life, and the interrelationship of those elements. Natural resource elements include soils, geology, topography, flood plains, vegetation, wildlife, surface and groundwater and aquifer recharge zones.

Neighborhood: An area of a community with characteristics that distinguish it from other community areas. It may be defined by physical barriers such as major highways and railroads or natural features such as rivers. It may also be distinguished by unique architectural, historical, social or ethnic characteristics.

Neighborhood Centers: The pivotal placement and clustering of land uses that support the life and identity of a neighborhood including housing, parks, schools, libraries, fire stations and shopping centers. Ideally, neighborhood centers are designed on a human scale to encourage pedestrian access and use.

Neighborhood Planning Process: A procedure by which neighborhood residents and property owners can develop neighborhood plans suitable for recognition by the Planning Commission and City Council.

Non-Profit: An organization that:

- 1) is organized under state or local law;
- 2) has no part of its net earnings inuring to the benefit of any member, founder, contributor, or individual;
- 3) is neither controlled by, nor under the direction of, individuals or entities seeking to derive profit or gain from the organization; and
- 4) has a tax exempt ruling from the Internal Revenue Service under 26 U.S.C. 501(c) of the Internal Revenue Code of 1986.

Objective: A specific end, condition or state that is an intermediate step toward attaining a goal. An objective should be achievable and when possible measurable and time specific.

Passive Recreation: Any unstructured leisure time activity pursued for its own value (e.g. hiking and nature study.)

Policy: A specific statement that guides decision making. Policies are statements of intent for actions to be taken in pursuit of a given objective.

Recharge Zone: In relation to the Edwards Aquifer, it is an area where the stratigraphic units constituting the Edwards Aquifer crop out, and including the outcrops of other geologic formations in proximity to the Edwards Aquifer, where caves, sinkholes, faults, fractures, or other permeable features would create a potential for recharge of surface waters into the Edwards Aquifer. The recharge zone is identified as that area designated as such on official maps located in the offices of the Texas Water Commission and the appropriate underground water conservation district.

Regional Shopping Center: Contains a wide range of retail and service establishments, occupies 50 to 100 acres of land, has at least one or more anchor stores, and contains over 400,000 square feet of leaseable space. It usually has direct freeway access and draws clientele as much as a 45-minute drive away.

San Antonio Business Development Fund(SABDF): is a lending fund created by a consortium of local banks and the City to support small, minority- owned businesses in San Antonio. The SABDF is authorized to and may provide:

- Investments in equity and debt financing to assist the development and financing of businesses, with emphasis on small, minority- and women- owned businesses and the creation and retention of jobs, with focused consideration on low and moderate income residents (collectively “Portfolio Companies”) and
- The planned development of business relationships between the Portfolio Companies and the SABDF investors.

SBA - Small Business Administration

Sector Plan: A comprehensive plan for a defined geographic area of the City that is larger than a neighborhood.

Sense of Place: The characteristics of a location that make it readily recognizable as being unique and different from its surroundings. A feeling of belonging to or being identified with a particular place.

Special Needs Population: For the purpose of providing affordable housing, this term refers to the physically and mentally disabled, the elderly and the homeless.

Special Purpose Districts: A district created by act or vote for a specific purpose with the power to levy taxes.

Specific Plan: A specific plan is a zoning classification which allows for the creation of a custom land use plan and development criteria for a given geographic area. A specific plan may detail a) the location and density of land uses; b) the list of permitted and conditionally permitted uses; c) development standards such as building setbacks, building heights, lot coverage, and parking requirements; d) public infrastructure such as a circulation system, street improvements, street lights and drainage systems; e) architectural guidelines including architectural styles, themes and building materials and f) landscape guidelines such as types of trees and planting materials for public parkways and private front yard setbacks.

Streetscape: A design term referring to all the elements that constitute the physical makeup of a street and that, as a group, define its character, including building frontage, street paving, street furniture, landscaping, awnings and marquees, signs, and lighting.

Strip Center: Commercial or retail development, usually one store deep, that fronts on a major street.

Traditional Neighborhood Development Ordinance. An alternative style of developing neighborhoods which includes a mixture of land uses, reduced building setbacks, and often, narrower roadways in combination with broader sidewalks and increased densities. Traditional Neighborhood Development Ordinances typically have the following components:

Urban Code. Defines the types of buildings which may be built and specifies requirements for height, area, build-to lines, minimum frontage and maximum lot coverage. There should be an emphasis on increasing relative density and decreasing the area of land required for automobiles.

Zoning Plan. Specifies locations and which types of buildings may be built, and outlines procedures for introducing non-coded building types and altering adopted patterns to meet changing patterns of use.

There should be an emphasis on allowing compatible uses rather than on completely separating uses.

Architectural Code. Specifies and defines allowable configuration and scale of buildings. The Architectural Code would include any design criteria needed to protect and preserve historic buildings and for historically appropriate infill construction.

Landscape Code. Categorizes the species of trees and shrubs which may be planted on public tracts of land, including parks and right-of-ways, as well as encouraging private front yard planting compatible with the specified planting categories.

Vehicular/Transportation Plan. Identifies street types and transportation modes, and defines design criteria for all street elements such as signage, bus stops, lighting, etc.

Administrative Plan. Establish administrative procedures to implement the Plan, including a single review authority which will centralize and expedite the review process, while ensuring public review and comment.

Traffic Demand Management Strategies: A set of programs aimed at reducing the volume of traffic and the distance of a trip by influencing the manner in which people travel to work. Examples of traffic demand strategies include carpooling, congestion pricing, and providing a financial subsidy for transit riders.

Underutilized Property: Property with land or buildings that are at least 50 percent vacant or that are abandoned, dilapidated, or otherwise impaired by physical deficiencies.

Underutilized Urban Area: An area suitable for development or redevelopment uses that will encourage residential stability and economic vitality.

UNIFORCE: A regional, joint venture organization of businesses and public and private educational institutions which identifies the needs of the job market and promotes training and internship programs.

Urban Centers: Characterized by mixed or concentrated commercial, public and residential uses at a regional scale which capture the highest practical proportion of projected regional population while supporting the development of an efficient and effective high capacity transit system.

Urban Design: A process to creatively shape the City's physical form, image or identity. An integral part of the process of City and regional planning. It is primarily and essentially three dimensional design but must also deal with the non-visual aspects of environment such as noise, smell, or feelings of danger and safety, which contribute significantly to the character of an area.

Urban Design includes a concern for the relationship of new development to existing city form as much as to the social, political and economic demands and resources available. Urban Design incorporates broad community and professional involvement and has strong concern for what should be done in response to a given set of needs at a scale and level of complexity ranging from streetscapes; to individual buildings; to neighborhoods; to the form of the whole city.

UTSA-MBDC - University of Texas at San Antonio Minority Business Development Center. Provides business consulting services to existing and prospective minority-owned businesses. Services are provided on a cost share basis to businesses located in Bexar, Comal, Wilson and Guadalupe counties. Businesses must be at least 51 percent minority owned to be eligible for services. The program is a partnership between UTSA and the U. S. Department of Commerce Minority Business Development Agency.

UTSA-SBDC: University of Texas at San Antonio Small Business Development Center. Provides management and technical assistance to small businesses through counseling and classes. The program is a partnership between UTSA and the U. S. Small Business Administration.

Xeriscape: The practice of conserving water and energy through creative landscaping using good landscape design, limiting lawn areas, irrigating efficiently, improving soils, using mulches, choosing low water use plants and employs other good maintenance practices.

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