



**SA TOMORROW SUB-AREA PLANNING:
MEDICAL CENTER AREA REGIONAL CENTER PLAN**

ADOPTED: OCTOBER 3, 2019

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1 Introduction

Process and Timeline

The process of developing the Medical Center Area Regional Center Plan was approximately 2 ½ years from project chartering to City Council adoption. Planning Department staff worked with a wide range of community members that included neighborhood organizations and representatives, business and property owners, employers, educational and medical institutions, and partner organizations and City departments to create a realistic and implementable plan for this important Regional Center.

Phase 1: Project Chartering

April - June 2017:

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

Phase 2: Analysis and Visioning

June 2017- January 2018:

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

Phase 3: Plan Framework

October 2017-January 2019

The third phase of the project focused on working with the community and stakeholders to establish the Plan Framework. The Plan Framework components include Land Use, Housing, Economic Development, Mobility, Amenities and Infrastructure, and Focus Areas/Corridors.

Phase 4: Recommendation and Implementation Strategies

June 2018-February 2019:

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

Phase 5: Documentation and Adoption

February-September 2019

The last phase of the project was devoted to converting this project website into the final ePlan for the Medical Center Area Regional Center, creating the Executive Summary, and guiding the plan through the

approval and adoption process. The Project Team met with City departments and other partners to develop critical next steps to support implementation of the plan.

Stakeholders

The Medical Center Area Regional Center planning process included a range of engagement activities such as interviews, workshops, meetings, town hall events, and community meetings with stakeholders from the following groups:

- Alamo Area Council of Governments (AACOG)
- Alamo Area Metropolitan Planning Organization (AAMPO)
- American Institute of Architects (AIA)
- Apple Creek Home Owners Association
- City Council District 7
- City Council District 8
- Castle Hills Forest Home Owners Association
- Churchill Estates Homes Association
- City of Balcones Heights
- City of Leon Valley
- City of San Antonio Development Services Department
- City of San Antonio Department of Sustainability
- City of San Antonio Economic Development Department
- City of San Antonio Neighborhood and Housing Services Department
- City of San Antonio Transportation and Capital Improvements Department
- City of San Antonio Metropolitan Health District
- City of San Antonio Office of Innovation
- City of San Antonio Office of Sustainability
- City of San Antonio Parks and Recreation
- Clarity Child Guidance Center
- CUDE Engineers
- Disability SA
- Deerfield Homeowners Association
- Dreamhill Estates Neighborhood Association
- Edwards Aquifer Authority
- Elm Creek Owners Association
- Great Northwest Community Improvement Association
- Harmony Hills Neighborhood Association
- Kaufman | Killen
- Methodist Healthcare Ministries
- Methodist Health Systems
- Mockingbird Hill Neighborhood Association
- North San Antonio Chamber of Commerce
- Northside Independent School District (NISD)
- Northside Neighborhoods for Organized Development (NNOD)
- Oakhill Neighborhood Association
- Pape-Dawson

- Pre-K for SA
- Rockwell Village
- San Antonio Independent School District
- San Antonio Medical Foundation
- San Antonio Public Library
- San Antonio River Authority (SARA)
- San Antonio Water System (SAWS)
- South Texas Medical Center Alliance
- South Texas Medical Center Infrastructure Committee
- Stewart Title Company
- TBG Partners - San Antonio
- Texas Department of Transportation (TxDOT)
- Texas Public Radio (TPR)
- The Village at Rustic Oaks
- University of Texas Health Science Center San Antonio (UTHSCSA)
- UTHSCSA Police Department
- United Services Automobile Association (USAA)
- Vance Jackson Neighborhood Inc.
- VIA Metropolitan Transit

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The Selection Process

Each of the SA Tomorrow sub-area plans was developed with regular input and participation from local residents, business owners, property owners, institutional representatives, and other key partners and stakeholders. In addition, a formal Planning Team was created for each sub-area that provided more frequent, in-depth, and consistent advice and guidance throughout the planning process. The composition of the Planning Team for each area is drawn from the representatives and stakeholders described above, and varies depending on the existing uses, assets, challenges and opportunities associated with each area. While the Medical Center Area Planning Team list does not include all who were invited to participate, it does include those who served as alternate and replacement representatives for participating organizations.

2 Existing Conditions

A History of the Medical Center Area

The Medical Center Area is a modern place with a rich history.

The Medical Center Area was originally largely dairy farmland until the evolution of the U.S. highway system gave rise to the dominance of the automobile and suburban lifestyle. Subsequently, the area began to develop with large-lot single-family subdivisions which sparsely populated the area's landscape in the 1950s.

After World War II, San Antonio was the largest city in the United States without a medical school. By this time, land owners, the University of Texas Board of Regents, The San Antonio Medical Foundation, and Bexar County realized the area's potential to become a major health care center for the South Texas region. Following the establishment of a number of hospitals and medical schools, the area began to emerge as the Medical Center we know today. Building on the success of the medical institutions, additional commercial and higher-density residential development followed.

The Medical Center Area is an example of solid, cohesive efforts to provide exceptional medical care and education to the State of Texas, of the strength to evolve with growing needs of the city, and the resilience to maintain the unique character of the area for years to come.

[See **Exhibit 1 – Existing Conditions Atlas**]

[See **Figure 2 – Plan Location Map**]

[See **Figure 1 – Study Area Map**]

Assets

The Medical Center Area supports a diverse job market. Although, 47 % of jobs are health care related, the area also integrates support industries such as technology services, educational services, and science research, as well as services and amenities such as restaurants, coffee shops, and grocers. The area is also home to USAA, the city's largest private employer. Situated along Loop 410 and Interstate Highway 10, the Medical Center Area's location is a major asset as it allows for multiple bus transit routes in and out of the area, as well as easy access to Downtown San Antonio. The area's central location allows convenient access to important medical services from all parts of the city.

Challenges

Traffic congestion is a major challenge for the Medical Center Area. Concentrated populations of both employees and residents create congestion throughout the day, with particular problems during morning and afternoon commutes. With key medical facilities relatively spread out along the main corridors, much of the traffic congestion is related to employees, patients, and visitors moving between facilities, and attempting to find available parking.

The lack of public open spaces is another challenge for residents, visitors, and employees of the area. Pedestrian safety is also a key concern. Although sidewalks exist throughout the majority of the area, they do not fully connect to neighborhoods, transit facilities, or other key destinations. In addition, not

all sidewalks have a safe buffer from traffic, and where crosswalks exist, they often cross wide, high traffic intersections which are not always accessible or convenient for the mobility impaired.

Opportunities

The Medical Center has a dense population of employment and talent. Providing support to this area through alternative transportation options, building on existing partnerships, and providing informal recreational opportunities will continue to catalyze the “live, work, and play” vision and make the area even more attractive to hospitals, research institutions, visitors, and residents. With easy access to medical services, potential for additional connected green spaces, and easier pedestrian mobility, the area has the potential to become the healthy example of a well-functioning area that provides a nurturing environment for residents, employees, patients, and visitors.

Sub-Area Plans and Existing Neighborhood and Community Plans

Sub-Area Plans, such as the Medical Center Area Regional Center Plan, are intended to provide a more coordinated, efficient and effective approach to planning in San Antonio. In contrast to other Regional Centers and Community Areas, only a few of the neighborhoods and homeowner associations in the Medical Center Area opted to participate directly in the development of the Plan. In addition, there are no existing adopted Neighborhood or Community Plans to incorporate into the Medical Center Area Regional Center Plan. Planning Department staff worked with broader neighborhood coalitions, such as Northside Neighborhoods for Organized Development (NNOD), to identify general opportunities, challenges, and priorities for residential areas in the Plan area.

3 Vision and Goals

What is a Vision Statement?

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

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

Establishing the Vision and Goals

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

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

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

Results from the exercises and surveys are available in the website Documents Library and as an appendix to the Plan. In some cases, results have been summarized.

To facilitate public information and community participation, the Medical Center Area Regional Center website was created and made available to the general public. Power Point presentations, meeting summaries and other materials were made available to the public on the website. The website includes a section for leaving comments which are sent directly to the project manager.

Exercise 1: Draft Assets, Challenges, and Opportunities

At the initial kick off meeting, the Planning Team discussed assets, challenges, and opportunities in the Medical Center Area, as well as strategies for outreach efforts. Results of Exercise 1 were posted to the website's Documents Library. This information helped inform draft plan vision elements, priorities & goals.

Exercise 2: Draft Vision Elements

During the second Planning Team meeting, team members were asked to participate in an exercise to begin to develop the vision and goals for the area. Participants were asked what the major themes, opportunities, and issues the plan should address. Planning Staff facilitated a discussion on the major themes so planning team members could openly discuss and elaborate on. The results of the discussion were recorded on flip charts and available to the planning team.

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

Exercise 3: Develop Area Vision and Goals

During the first Medical Center Area Community Meeting, attendees participated in two facilitated small group exercises similar to those previously completed by the Planning Team. First, participants used a map, color-coded stickers, and sticky notes to discuss and document the elements in the area that they would like to "Preserve, Add, Remove, or Keep Out" which is known as a PARK exercise. They were then asked to look at all the elements that were identified in the PARK exercise and begin to identify themes and issues.

The second exercise asked community members to draft a statement describing how they envision the future of the Medical Center Area. Facilitators encouraged the attendees to think about elements such as housing, connectivity, mobility, parks and open space, shops, restaurants, employment and other amenities- or what they had reviewed through the Existing Conditions Atlas. Small group members identified common themes and words amongst the group's individual vision statements. From these common themes, each group completed a summary of their ideas which was then read aloud by one spokesperson from each group to the entire audience. Results of Exercise 3 were posted to the plan website. These results directly informed the draft vision and goals statement.

Exercise 4: Review Draft Vision and Goals

The purpose of Planning Team Meeting #3 was to review stakeholder input from the PARK and Visioning exercises from Community Meeting #1, as well as consider themes and analysis findings, reviewing and discussing the draft vision and goals.

The results were included into the revised draft vision and goals statement, which further refined the Medical Center Area's vision and goals statement for the draft plan.

Exercise 5: Review and Confirm Draft Vision and Goals

During Planning Team meeting #4 there was a recap on the revisions that had been made to the vision and goals to date and the revised vision and goals were reviewed for approval by the Planning Team. There was also a discussion on the concepts that could be included in the final version- which was confirmed with the Planning Team after the 4th meeting. The Planning Team members were informed that the newly revised version of the vision and goals would be presented to the public for comments.

The results of the exercise posted to the plan website, these results helped to refine the Medical Center Area's vision and goals statement for the draft plan.

Exercise 6: Finalize Draft Vision and Goals

The revised draft vision and goals were presented at Community Meeting #2. Feedback from attendees was strongly encouraged and discussed. The participants welcomed and supported the draft vision and goals.

These results finalized the Medical Center Area's vision and goals statements for the draft plan, subject to further public requests for additional changes.

Vision

The Medical Center Area Regional Center strives to be a world-leading medical care, research, and education district, setting the educational example of an innovative, vibrant, healthy, attractive and inviting community for not only the healthcare community to enjoy, but for residents and visitors alike.

The Medical Center Area will set the standard for a healthy community by offering variety of public gathering spaces, outdoor recreation options, housing and transportation choices, with a vibrant, accessible, mixed-use environment that attracts the highest quality talent and delivers a high quality of life for everyone.

Goals

Goal 1: Enhanced Mobility Options

- Develop a multi-modal network that provides options for pedestrians, cyclists and public transit riders that provides stellar connectivity to other major employment hubs as well as the rest of the city.
- Encourage innovative traffic congestion solutions and parking management strategies.
- Increase pedestrian safety through street design.

Goal 2: Facilitate Parks and Open Spaces

- Capitalize on natural assets and underutilized areas to provide centralized public open and green spaces that promote healthy living and community wellness, and that are inviting to area residents, workers, and visitors.
- Encourage the addition of parks, open spaces, and public plazas that are accessible for patients, visitors, and community members.

Goal 3: Promote a Healthy Environment

- Promote urban design standards that create healthy and sustainable environments.
- Encourage vibrant, accessible, mixed-use activity nodes that serve the needs of the surrounding neighborhoods for area workers and visitors.

Goal 4: Foster Innovation

- Foster an innovative economic environment that leverages world class medical service care providers, education, and research to generate business creating and attract patients, employees, students, and investment from throughout the world.

4 Plan Framework

Establishing the Plan Framework and Recommendations

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

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

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

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

Plan Framework

During the first Planning Team meeting, the team discussed assets, challenges and opportunities in the Medical Center Area. At the second Planning Team meeting, staff presented existing conditions related to demographics, employment, land use, transportation and mobility, public investment, amenities and access, and natural systems within the Medical Center Area.

These discussions and exercises created a foundation for future discussions related to the Plan Framework. The existing conditions presentation was shared during the first Medical Center Area Community Meeting, attendees also participated in a mapping exercise that was incorporated into the framework diagram.

Focus Areas

At the third Medical Center Area Planning Team meeting, the Planning Team completed an exercise to identify areas within the Medical Center Area that they would like to see improvements, additional parks, plazas, corridors, and streetscape improvements among other items. These elements were drawn on trace paper over transportation and amenities maps. The Planning Team members worked in small groups to complete and present these maps.

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

The Planning Team further refined the focus areas at their 4th Planning Team meeting. For the selected focus areas, the Planning Team identified purpose, future character, appropriate building heights and areas of transition. This exercise was also completed at Community Meeting #2.

Land Use

The Planning Team met for their 6th meeting to discuss future land use and review the initial draft future land use map. The meeting began with an overview of the proposed land use classifications to be used throughout San Antonio, the methodology behind the draft maps, and then a presentation of the draft land use map created by city staff. A follow-up discussion on future land use to address requested edits and staff considerations was discussed again at Planning Team Meeting # 7. After the adoption of the Land Use Categories in October 2018, Planning Department staff reconvened with the Planning Team to review the new categories and discuss its impacts in the plan area. The Planning Team supported the revisions to the draft land use map.

The draft land use map was made available to the public for comments at the third and final Community Meeting on March 26, 2019. Participants were encouraged to fill out comment cards about the proposed land use designations, recommendations and strategies. The public was also invited to review the proposed land use map and submit additional comments through the Medical Center Area project website.

Housing

The Planning Team met for Meeting #5 to discuss preliminary housing concepts and strategies. The Project Team presented and facilitated a discussion on housing objectives, case studies, and strategies applicable to the plan boundary. Planning Team members explored key issues and potential strategies such as affordability, opportunity, safety, sustainability, and quality of life. Notes from the discussion were recorded on flip charts.

Economic Development

Also during Planning Team meeting #5, the Planning Team members explored economic strengths (including the large institutions in the plan area); weaknesses (such as the area's high reliance on automobile access and retail food options); economic opportunities for the area (including connecting health to the built environment); and finally, economic challenges and ideas to support new business creation and continuing to support the area's healthcare mission. The notes from this discussion were recorded on flip charts for future reference.

Mobility

Using the plan framework exercise from the 4th Planning Team meeting, Community Meeting #2 participants were asked to complete two activities to help City Staff prioritize different routes for different types of transit, and to see what type of street features are desired by the community.

Major corridors were identified on the mobility framework diagram. Participants then voted using stickers with bus, car, and bicycle icons to symbolize what mode of travel they thought needed to be prioritized on each street. The other activity featured two major thoroughfares in the area. Participants

then chose elements such as bike lanes, turn lanes, and medians to design streets for their preferred modes of transportation.

Mobility was discussed in more depth during Planning Team #7. A variety of transportation options were considered when planning for the Medical Center Area. Attendees were asked to discuss priority areas for mobility and asked to provide solutions to the issues or concerns they had raised during the discussion. Trails, transit routes, bicycle routes, streetscape improvements, pedestrian safety, and traffic congestion were discussed in order to create layered multimodal transportation network.

Amenities and Infrastructure

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

After seeing examples of the elements that create complete neighborhoods, Planning Team members discussed which elements were most critical and should be prioritized to create complete neighborhoods and corridors in the Medical Center Area. After the presentation on complete neighborhoods, the team broke out into two groups for a mapping exercise to identify areas for amenities and pedestrian improvements, followed by a review of the exercise results.

Plan Framework Overview

[See **Figure 3 – Plan Framework Map**]

The Plan Framework map identifies and shows the interrelatedness of key physical concepts and strategies in the plan. These include priority focus areas, mixed use corridors, recommended streetscape improvements, enhanced trail connections, pedestrian crossings, gateway opportunities, and priority mobility routes. These recommended physical improvements and investments are complemented by other supportive plan strategies related to infrastructure, mobility, and preserving green space.

The Medical Center Area Regional Center focuses growth and new development in appropriate areas, where land is available. The plan framework map is supportive of additional trails and mobility routes throughout the plan area to serve not only as recreational opportunities, but also as alternatives to vehicular traffic.

Improved pedestrian and bicycle infrastructure are key priorities close to existing neighborhoods, and also provide safe pedestrian environments, especially close to high traffic areas. Key corridors will be improved to create pedestrian-friendly environments for residents and businesses as well as increase safety and comfort for all. Greenways that follow and extend from existing creeks will connect open spaces, parks, and community destinations and create opportunities for environmental protection and environmentally-sensitive development.

Land Use

[See Figure 4 – Future Land Use Map]

Future Land Use

The Medical Center Area Regional Center Land Use Plan supports the [SA Tomorrow Comprehensive Plan, Multimodal Transportation Plan, and Sustainability Plan](#). It also draws on recommendations from the [SA Corridors Strategic Framework Plan](#) and implements the Vision, Goals, and Plan Framework for the Medical Center Area. The Future Land Use Plan encourages growth and increased density at various scales in mixed-use centers and focus areas and along key transit and community corridors. It provides opportunity for higher density mixed-use associated with the major highways, but also preserves the character and form of existing neighborhoods. Growth along Interstate-10 (I-10) is designated as either commercial or as mixed-use, in keeping with the North Sector Plan already in place.

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

Residential Areas

The Medical Center Area Regional Center contains a broad range of housing options, especially compared to other parts of San Antonio. The largest concentrations of residential uses are focused in the southern portion of the plan area, southwest of Babcock Road and southeast of Louis Pasteur Drive. Several pockets of higher density housing are also found north and east of the UT Health Science Center Campus

Most of the neighborhoods south of the Medical Center campus are established, and generally built out. They are classified as Low Density Residential or Urban Low Density Residential. The Oak Hills Neighborhood, Dreamhill Estates Neighborhood and a few others are classified as Low Density Residential, whereas the majority of the other neighborhoods are classified as Urban Low Density Residential, due to smaller lot sizes. Urban Low Density areas also allow a broader variety of housing options, such as duplexes, compact lot single family units and bungalow courts. They also permit neighborhood commercial uses. All of the neighborhoods along the southwest edge of the plan area are designated Urban Low Density Residential, as is the area south of the Oak Hills Country Club. There is also a pocket of Urban Low Density Residential north of Wurzbach Road and just west of I-10. This area, although composed of predominantly single-family residential properties, is surrounded by higher density uses, and needs to be able to accommodate a higher level of density than some of the other single-family areas in this regional center.

Multi-family and higher density single family properties are generally classified as Medium Density Residential or High Density Residential. Medium Density Residential is generally used to designate townhomes, duplexes, triplexes, and other “missing middle housing”, as well as multi-family properties such as apartments and condominiums that are only a few stories in height. There are three general areas where land has been classified as Medium Density in this planning area: west of Oakdell Way / Babcock Road, the Preston Peak area south of Medical Drive and west of Fairhaven Street, and along Cinnamon Hill Drive, between Gus Eckert Road and Hamilton Wolfe Road. High Density Residential is used to classify properties with an even higher density of units, typically in taller buildings. These higher density areas are helpful in absorbing anticipated population growth, which is one of the goals of a

regional center. High Density Residential properties are found along Gus Eckert Road, south of USAA Boulevard and west of Fredericksburg Road. There are also pockets of High Density Residential behind the designated Regional Commercial areas fronting I-10, along Callaghan Road and along Horizon Hill Boulevard. High Density Residential is typically sited close to regional-scale commercial and mixed-use development, due to comparable traffic impacts and intensity of use and activity.

Mixed-Use Centers and Corridors

The Medical Center Area Regional Center land use plan encourages more dense and intense land uses in appropriate areas including mixed-use centers, designated focus areas and primary corridors. Each mixed-use area should have different qualities, design, and intensity based on surrounding uses, the type of the roadways in the area, and the amount of available land. The land use plan accounts for this by utilizing three different mixed-use categories, each of which encourages a different mix of allowable uses, density, and intensity, thus promoting developments that best serve the needs of, and complement, the surrounding areas. Mixed-use areas can also support appropriate transitions to adjacent neighborhoods while spurring local economic vitality. In the Medical Center Area, there are mixed-use designations at different scales, including neighborhood mixed-use, urban mixed-use, and regional mixed-use. All mixed-use areas prioritize pedestrian and bicycle access, and the creation of great public spaces. Mixed-use areas are also intended to support various levels of transit service based on density and expected level of activity.

Regional Mixed-Use

The Regional Mixed-Use areas are intended to be centers with the highest intensity of uses and activity, serving nearby neighborhoods and regional interests alike. The residential components of projects in these areas are typically high density, incorporating first floor retail and commercial uses. A Regional Mixed-Use area is intended to serve as a hub for transportation and mobility, and as a value reference point for surrounding properties and future development. There are two areas designated as Regional Mixed-Use in this planning area: at the very center of the plan area, along Wurzbach Road and Medical Drive, and along the northwestern boundary of the plan area, near Fredericksburg Road and Huebner Road.

Urban Mixed-Use

Urban Mixed-Use is the predominant land use designation in this plan area. Urban Mixed-Use integrates residential and commercial uses, creating walkable places with access to transit and a variety of active uses throughout the day. Most of Fredericksburg Road frontage properties are classified as Urban Mixed-Use, as are those along Huebner Road and Wurzbach Road east of Fredericksburg Road. Smaller pockets of Urban Mixed-Use can be found along other major roads within the plan area.

Neighborhood Mixed-Use

Neighborhood Mixed-Use is designated only in two places within the Medical Center plan area, both along Wurzbach Road. The first is at the intersection of Wurzbach Road and Evers Road. The second is along Wurzbach Road at Tourant Road, including the Woodland Ridge Apartments and the two churches on the northern side of the road. The density and intensity for Neighborhood Mixed-Use is lower than in Urban or Regional Mixed-Use, though a broad mixture of uses is permitted. These areas generally have smaller buildings and a lower level of activity, amenities, and transit service. The focus is on service to immediately adjacent neighborhoods, providing walkable areas at a scale that complements surrounding neighborhood development. This classification also serves as a transition between neighborhoods and higher intensity uses.

Commercial Areas

Commercial areas of the Medical Center Area are classified as either Regional Commercial or Community Commercial. These areas are designated for purely commercial uses, including existing and potential shopping centers. Regional Commercial areas are found along I-10 and Loop 410. These are large-scale commercial projects that generate a higher traffic demand and have larger lot sizes. Community Commercial is the designation for areas allowing strictly commercial uses, but with less intensity of use and of traffic generation. The only portion of the plan area designated as Community Commercial is near the intersection of Loop 410 and Fredericksburg Road.

Employment Areas

While designated mixed-use and commercial areas will support a variety of businesses and employment opportunities, there are three land use designations in this area that typically have a significant impact on employment: Business/Innovation Mixed Use, Employment/Flex Mixed-Use and City, State and Federal Government Uses.

The Texas Department of Transportation (TxDOT) San Antonio District Headquarters, located along Loop 410 west of Babcock Road, is the only City/State/Federal Government Property in the plan area. It is bound on both sides along Loop 410 by Regional Commercial uses, and the neighborhood behind it is designated as Urban Low Density Residential.

Land designated as Employment/Flex Mixed-Use is intended to allow for a broad range of permitted uses, so that industrial, commercial, and residential uses can be compatibly integrated at a small to mid-scale project. This would allow for adaptive re-use of older industrial or tech flex properties for creative work spaces, cottage industrial or fabrication uses, and residential uses including live-work lofts with apartments located above work spaces. Property to the north of the intersection of Loop 410 and Bandera Road has been designated as Employment/Flex.

Most of the property within the area formally designated as Medical Center is designated as Business/Innovation Mixed-Use. Data centers, technological learning centers, medical campuses, and research/development institutions are appropriate for these spaces. Properties classified in this way are often larger parcels, and many have higher security and power requirements than other forms of mixed-use. Other areas classified as Business/Innovation Mixed-Use include the USAA campus and the properties at the southeast corner of the Loop 410 and Fredericksburg Road intersection.

Parks and Open Space

Properties designated as Parks and Open Spaces serve recreational and environmental purposes for the Medical Center Area. Uses include trails, city parks, recreational fields, and riparian areas. Land along Huebner Creek and Zarzamora Creek is designated as Park and Open Space, as is Denman Estate Park, the Rock Creek drainage easement near Wurzbach Road and Gardendale, and the Cinnamon Creek drainage easement.

Land Use Recommendations

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

Land Use Recommendation #1: Ensure that properties in areas designated as Regional Mixed-Use are zoned to accommodate a high intensity of development activity, so that they can serve as a hub for this regional center.

SA Tomorrow designated 13 regional centers to help absorb a significant portion of projected population and employment growth over the next 20 years. This will require higher densities and a higher intensity of uses in the Medical Center Area. Much of this plan area is designated as Urban Mixed-Use or Regional Mixed-Use. After the plan is adopted, properties in the Regional and Urban Mixed-Use areas may need to be rezoned, in order to accommodate this growth.

Mixed-use projects and areas could be rezoned using existing Mixed-Use (MU), Transit-Oriented Development (TOD), or Form-Based Zoning (FBZD), or using future zoning districts that may be designed to correspond to these mixed-use areas. Setbacks, building heights and site design standards vary based on the context and planned intensity of use. Areas designated as Regional Mixed-Use in the center of this plan area have the capacity to absorb a considerably higher level of density than other mixed-use areas, especially those that provide a transition to, or directly serve, lower density residential areas.

Land Use Recommendation #2: Examine the zoning of properties at the southwestern tip of the plan area and rezone if necessary, to allow uses appropriate for the Employment/Flex Mixed-Use designation.

Employment/Flex Mixed-Use allows for an integration of a broad range of uses, including some industrial uses with storefront space and with residential uses. This encourages a flexible live/work environment with an urban mix of residential and light service industrial uses. Rezoning may be needed to ensure that this type of environment can be achieved. Currently, most of the properties in the Employment/Flex Mixed-Use area in the southwest corner of the Medical Center plan area are zoned for industrial and commercial use. Though commercial uses are permitted for the Employment/Flex Mixed-Use category, other zoning designations may be helpful in encouraging desired uses and urban form, such as IDZ districts or other new mixed-use zoning districts developed in the future.

The southwest corner of the plan area intersects with the ongoing Bandera Road Corridor Plan at the Loop 410 and Bandera Road intersection; land use recommendations from the Medical Center Area Regional Center Plan should guide land use decisions for this portion of the Corridor Plan.

Land Use Recommendation #3: Ensure properties in Medium and High-Density Residential areas to ensure that this regional center is able to absorb projected future population growth.

Land Use designations in the Medical Center Area need to accommodate forecasted population changes and maximize its ability to absorb future growth. To this end, it will also be important to ensure that properties in Medium and High-Density Use areas are zoned appropriately. This may require rezoning to a higher level of residential density for multi-family areas. Strategic upzoning of multi-family properties can also help to stimulate revitalization and redevelopment of older properties, making this a more competitive area for new projects.

Land Use Recommendation #4: Promote and preserve higher intensity commercial uses, such as office buildings, hotels, and larger retail centers along the I-10 frontage.

The properties near the intersection of Loop 410 and I-10 can support higher levels of density based on available infrastructure and the regional reach of these two highways. It is important not to permit uses in this area that do not capture the value associated with this location. Regulatory tools and incentives

should be put in place that preserve the value potential of this area and encourage appropriate redevelopment.

Future Land Use Categories

As described above, the Medical Center Area Regional Center Plan includes a range of land use designations that represent the unique character of the area, while encouraging and supporting development patterns that reflect the goals of the SA Tomorrow Comprehensive Plan and the preferences of the Medical Center Area community. Listed below is the full list of land use categories adopted by City Council into the Unified Development Code (UDC), Chapter 35, on October 11, 2018. Each category listed includes a description, general guidance on where the land use designation is most appropriate, and a list of allowable zoning districts.

Residential Estate

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

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

Low Density Residential

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

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

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

Urban Low Density Residential

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

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

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

Medium Density Residential

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

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

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

High Density Residential

High Density Residential includes low-rise to mid-rise buildings with four (4) or more dwelling units in each. High density residential provides for compact development including apartments, condominiums, and assisted living facilities. This form of development is typically located along or near major arterials or collectors. High density multi-family uses should be located in close proximity to transit facilities. Certain nonresidential uses, including, but not limited to schools, places of worship, and parks are appropriate within these areas and should be centrally located to provide easy accessibility. This classification may be used as a transitional buffer between lower density residential uses and nonresidential uses. High density residential uses should be located in a manner that does not route traffic through lower-density residential uses. Permitted zoning districts: RM-4, MF-25, MF-33, MF-40, MF-50, MF-65, MH, MHC, and MHP.

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

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

Neighborhood Commercial

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

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

Community Commercial

Community Commercial includes offices, professional services, and retail uses that are accessible to bicyclists and pedestrians and linked to transit facilities. This form of development should be located in proximity to major intersections or where an existing commercial area has been established. Community commercial uses are intended to support multiple neighborhoods, have a larger market draw than

neighborhood commercial uses, and attract patrons from the neighboring residential areas. All off-street parking and loading areas adjacent to residential uses should include landscape buffers, lighting and signage controls. Examples of community commercial uses include, but are not limited to, cafes, offices, restaurants, beauty parlors, neighborhood groceries or markets, shoe repair shops and medical clinics. Permitted zoning districts: O-1.5, NC, C-1, and C-2.

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

Regional Commercial

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

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

Neighborhood Mixed-Use

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

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

Urban Mixed-Use

Urban Mixed-Use contains a mix of residential, commercial, and institutional uses at a medium level of intensity. Urban Mixed-Use development is typically larger-scale than Neighborhood Mixed-Use and

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

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

Regional Mixed-Use

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

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

Employment/Flex Mixed-Use

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

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

Business/Innovation Mixed-Use

Business/Innovation Mixed-Use accommodates industrial uses with office, commercial, and residential uses, all within a cohesive setting, on a larger scale and within larger footprints than the Employment/Flex Mixed-Use category. Industrial arts workshops, high tech fabrication, processing and assembly, and other industrial uses are permitted, in addition to commercial uses. Vocational training, technological learning centers, medical campuses, and research/development institutions are also appropriate for these spaces. Additional environmental performance standards should be employed for properties designated as Business/Innovation Mixed-Use, such as hours of activity, loading, noise levels and lighting, to ensure that the intensity of the industrially oriented uses is comparable to that of the other non-residential uses. The mix of uses may be either vertically or horizontally distributed. Live/work housing options are permissible in Business/Innovation Mixed Use areas to ensure access to housing options and services within close proximity of business innovation areas for the local-workforce. Business/Innovation mixed use should incorporate transit and bicycle facilities to serve the training and employment base. Permitted zoning districts: RM-4, MF-18, MF-25, O-1.5, O-2, C-2, C-3, L, I-1, MI-1, BP, AE-1, AE-2, AE-3, and AE-4.

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

Light Industrial

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

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

Heavy Industrial

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

Agricultural

Agricultural includes crop agriculture, ranching, and related agribusiness practices. Single-family detached houses and detached accessory dwelling units are permitted on agricultural and ranch lands at very low densities or in conservation subdivisions that will not interfere with agricultural operations. Limited commercial uses directly serving agricultural and ranching uses, such as farmers markets, nurseries, stables, bed and breakfasts are permitted. To maintain scenic qualities, natural vegetative

buffers, deeper setbacks, increased signage control, earthen drainage channels, and more restrictive access management standards are desired along major scenic corridors. Floodplain protection and buffer zones along creeks and rivers are instrumental in retaining rural character. Permitted zoning districts: RP and FR.

Parks/Open Space

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

City/State/Federal Government

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

Focus Areas

[See Figure 5 – Focus Area Framework Map]

The focus areas within the Medical Center Area Regional Center were identified by the Planning Team and the community as areas that have capacity for growth and change. While each area is unique, they all present opportunities, given their location within the Regional Center, to accommodate population and employment growth while simultaneously fulfilling the SA Tomorrow goal of creating compact walkable places where San Antonio residents can live, work, and play.

The biggest challenges identified by the community and the Planning Team are the disconnect between existing uses, and the difficulty of moving throughout the area, whether by foot, bus, vehicle, or any other means of transit. These obstacles were highlighted in every community and Planning Team discussion throughout the planning process. These five focus areas – the center of the Medical Center Area, the Babcock/Huebner/Floyd Curl Area, the Wurzbach Road and Babcock Road Area, the USAA Boulevard Area, and the Fredericksburg Road Mixed-Use Corridor - have potential for new development, including infill and redevelopment opportunities, and potential for streetscape redesigns needed to meet future needs and resolve the largest issues within the Regional Center. Each focus area is unique, as it achieves different components of SA Tomorrow as well as the Medical Center Area Regional Center goal of transforming the district into a live, work, play community.

To achieve this goal the community and Planning Team determined that it is imperative to enhance the area by increasing connectivity, walkability, safe access to public transit stops, availability of green spaces, and the amount and range of housing stock available; as well as creating a more cohesive district identity. The identified focus areas can be reactivated and designed to achieve these goals due to their existing conditions and locations within the Regional Center.

Focus Area #1: The Center of the Medical Center Area

The Center of the Medical Center Area is generally located around the intersection of Medical Drive and Wurzbach Road, in the focal center point of the Medical Center Area Regional Center. This area has a concentration of medical facilities that operate 24 hours a day and close proximity to the UT-Health Center San Antonio School of Dentistry to the north, and the main UT-Health Center San Antonio campus to the south. The area is characterized by large healthcare facilities and supporting industries, such as pharmacies. The buildings are densely built, up to 10 stories.

Vision

The vision for the Center of the Medical Center Area is to be a central gathering place. The area will serve as “The Heart of the Medical Center Area” and be convenient, accessible and safe any time of the day. Its proximity to major facilities creates the potential for employees, visitors, and residents to easily gather in the area and enjoy opportunities to be outside and seek moments of relaxation and respite in a relaxed environment. Publicly accessible amenities, such as parks, plazas, or parklets could provide informal recreation and gathering spaces needed in the area. Overall it should support a “campus feel” that welcomes guests and employees to informally gather and lounge in its public spaces. Meditative gardens or walking trails could connect to the area and support the overall goal of having and promoting a healthy environment. Adequate downward lighting should also be considered to promote safety for visitors, employees, or residents at all hours of the day and night.

The focus area should also support an iconic structure that creates an identity for the Medical Center Area Regional Center that would help define an aesthetic unique to the area. Public art should also be a consistent theme in this focus area, as well as others identified in this plan, to help create a distinct and recognizable district identity.

Parking in the Medical Center Area, and especially in this central focus area, should be centralized and complemented with easy options for navigating and commuting between different facilities without the use of a car. This “park once” approach will help minimize congestion on area roads, improve air quality, and support the healthy and active environment that stakeholders desire for the area.

Focus Area #2: Babcock/Huebner/Floyd Curl Area

The area near Babcock Road, Huebner Road, and Floyd Curl Drive currently has mixed, medium density buildings, but also has vacant land that does not fall within San Antonio Medical Foundation deed restrictions which would restrict the use of the property to medical, educational, and or research use only. The area currently has retail uses, restaurants, and clinics. The Huebner Creek tributary is also in the middle of the area.

A new housing development has been proposed to build 100+ single family units in the area. The design will promote common open spaces for the new neighborhood, highlight Huebner Creek as a community amenity, and promote a healthy environment through encouraging use of the outdoor trail system.

Vision

The vision for the area encourages active recreation. The area can support trail connectivity within the Huebner Creek tributary, down to Leon Valley. Due to the proximity to the tributary, some of the area cannot support development, but could encourage additional open space and trail development. Trail development will provide a unique asset to the new housing development as well as the existing residential uses to the south and connect the neighborhoods with each other. The area could be a mix of natural and functional open spaces that promote the overall vision of having a healthy and connected Medical Center Area.

New development to the area will provide a transition from the commercial and healthcare facilities towards the residential uses to the south of the focus area. Future buildings should be residential or mixed-use with medium density up to four or five stories, and include options such as townhomes, to provide additional housing options complementary to the new single-family development and the apartment complexes in the area.

Focus Area #3: Wurzbach Road and Babcock Road Area

Babcock Road is a seven-lane road that informally serves as a border between less dense residential areas to the south, and more intense medical uses to the North, such as the Veterans Affairs (VA) hospital on Wurzbach Road. Wurzbach Road is also a high traffic road that is the only thoroughfare that extends north and south through the entire Medical Center Area Regional Center plan.

The intersection of these two busy roads is wide and poorly lit at night. The intersection is an informal gateway into the medical uses in the Regional Center and should welcome and encourage safe pedestrian access to the area. The Bob Ross Senior Center is also located near the intersection.

Vision

The vision for the intersection at Wurzbach Road and Babcock Road is a safe and inviting environment with mobility options that make the area accessible for people of all ages. The intersection will be a safe, walkable area between established facilities such as the VA hospital, the Bob Ross Senior Center, and the neighborhoods to the south. Future development should consider protecting the existing trees along Wurzbach Road and any streetscape improvements should provide additional tree canopy. Streetscape improvements will be required to provide wider sidewalks and shade trees to protect pedestrians and VIA transit riders within the entire focus area. In addition, the crosswalks at the intersection of Wurzbach Road and Babcock Road must be improved and designed to incorporate public art consistent with an overall campaign to create a district identity across the Medical Center Area.

Future development could support a maximum building height that complements surrounding uses and transitions into residential areas. All new development should be set back from the road to provide a more welcoming environment for pedestrians. Additionally, all commercial and retail uses should be located on the street frontage to promote ground level activation. To ensure the street frontage is pedestrian friendly and a safe and comfortable environment, parking should be located in the rear of all new buildings and developments. Rear parking also prevents additional congestion on Babcock Road for vehicles entering or leaving the area.

Focus Area #4: USAA Boulevard Area

The area bounded by USAA Boulevard to the south and Research Drive to the north is another mostly vacant space within the Medical Center Area Regional Center. The area is in close proximity to McDermott Elementary School (Northside Independent School District), six single story office spaces in the northeast portion of the site, and the USAA Campus across Fredericksburg Road to the east. There are several multifamily residential complexes on the northern and southern boundaries of the focus area. An overhead power line easement separates the east and west side of the area and the Huebner Creek tributary runs perpendicular to the power line easement.

Vision

The vision for the USAA Boulevard Area is one that provides a mix of housing types and supporting office and retail uses. Its location adjacent to several major roads, proximity to both the heart of the medical district and USAA, and surrounding multifamily uses make this site ideal for more intense development that can help accommodate expected population growth in the Regional Center. Future development should encourage mixed-use projects and additional density that offers a variety of housing choices. The site should be designed to include an appropriate buffer or transition in intensity close to the elementary school.

Unbuildable areas such as the power line easement and Huebner Creek tributary should be leveraged to provide additional green space, trail connections, and public gathering space for the community. Additional trail connections will provide safe, alternative modes of transportation throughout the area and connect to the elementary school, the USAA main campus, and transportation corridors. Future building heights should be compatible with existing nearby buildings, which do not exceed four stories.

Focus Area #5: Fredericksburg Road Mixed-Use Corridor

Fredericksburg Road is the longest road in the plan area and runs from the most northern point of the Medical Center Area (Huebner Road) to the southern boundary leading into the City of Balcones

Heights, crossing through two major intersections, at Wurzbach Road and Callaghan Road. This mixed-use corridor is one of the twelve thoroughfares identified in the [SA Corridors Strategic Framework Plan](#). Development along the corridor includes a wide range of uses, including the USAA main campus, office buildings, apartment complexes, and retail uses. The current condition of the corridor is predominantly automobile oriented with poor pedestrian circulation. VIA operates several bus routes that run along or intersect with Fredericksburg Road, including a Primo route.

Vision

The vision for the Fredericksburg Road Mixed-Use Corridor is a safe, mixed-use community that provides a quality example of Transit-Oriented Development (TOD). Future land use designations along the corridor facilitate higher density uses that provide residential, retail, employment, and services options close to major employers within the Medical Center Area. Higher density land use also supports transit ridership, which helps alleviate traffic congestion. Future buildings shall range from two to six stories, with transitions to lower building heights in sections of the corridor adjacent to established residential neighborhoods, such as southeast of Callaghan Road.

Future improvements to the corridor should include expanded and enhanced transit service, and wide, accessible sidewalks and multi-use paths. Streetscape improvements should include landscaped elements that are not only attractive, but also provide safety, shade, and comfort for transit users and other pedestrians.

Parking facilities should consist of compact surface lots behind or between buildings and shared structured parking for larger developments. New developments should incorporate updated access management strategies that limit the number of driveways that can pose a heightened potential for automobile, pedestrian, and bicyclist conflict points. Residential complexes should consider creating safe and efficient sidewalks connecting residents to the transit stops along the corridor..

Focus Areas Recommendations

Focus Areas Recommendation #1: Update zoning and design standards to support the unique vision for each focus area, create high-quality places, support transportation choices, and avoid impacts to sensitive natural features.

- Current zoning and development regulations allow for mixed uses at a larger scale for phased or planned developments.
- Zoning districts and their accompanying development regulations that allow small to medium scale mixed use projects should promote development that is consistent with the goals of having mixed use, pedestrian friendly environments.

Focus Areas Recommendation #2: Ensure focus areas and other area amenities can be easily and safely accessed and used by all modes of travel. The Medical Center Area community is highly supportive of creating a safe, accessible, and distinct area that is unique and welcoming to visitors, residents and employees.

- Main corridors and focus areas must provide a safe environment for all users with a strong focus on the pedestrian.
- Multi-modal transportation and transit ridership will benefit from increased pedestrian connectivity as all riders must be able to safely access the transit center and bus stops.

- Protect existing trees and increase the amount of on-street landscaping and street trees to create a more pedestrian-friendly environment. Landscaping and trees provide shade and refuge from the extreme summer heat and will allow pedestrians to move more comfortably through the Medical Center Area Regional Center.

Focus Areas Recommendation #3: Promote the Community Vision of setting the example of a healthy community within the Medical Center Area Regional Center.

- Provide healthy food options for residents and visitors to encourage a healthy lifestyle. The Medical Center Area Regional Center has numerous restaurants, but many are fast food chains with few offerings for healthy eating.
- Provide opportunities for future community spaces or existing open spaces accessible to the public to be utilized as a farmers market.
- Use underutilized drainage ways, creeks, and utility easements to expand the greenway trail system in the Regional Center. There is currently a limited amount of green space recreational opportunities within the Medical Center Area. Additional green spaces will become destinations for the community and surrounding areas, increasing overall activity within the Medical Center Area.
- Additional amenities such as small parks or meditation gardens will support the goal of having a safe and healthy environment.
- Design and develop green spaces with low impact development (LID) techniques that help reduce regional flooding issues.

Focus Areas Recommendation #4: Balance development and investment in focus areas to provide mixed-use opportunities with a variety of housing types.

- A key goal of the Medical Center Area Regional Center planning process is to provide more housing options for those who work and attend school in the Medical Center Area. It is crucial that the variety of housing options also be accessible for all socioeconomic levels.
- The new housing developments located within the focus area should not be designed as a traditional single-family neighborhood with a single residential housing opportunity. Rather the developments should be developed to fit the context of the surrounding area to enhance connectivity opportunities for residents and provide a mixture of housing opportunities.

Mobility

[See **Figure 6 – Mobility Framework Map**]

Background and Vision

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

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

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

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

As the heart of healthcare, education and research institutions in the city, the Medical Center Area Regional Center plays a critical role in the growth and health of the region. The Medical Center Area strives to be a world leader in medical care, research, and education while setting an educational example of a community space for all to enjoy. Multimodal infrastructure investments to transform streets into great public places, such as additional bicycle and pedestrian resources, as well as VIA Metropolitan Transit rapid transit investments, are needed to better serve existing residents, accommodate new residents, and effectively connect the Medical Center Area Regional Center to the greater San Antonio region.

Enhancing mobility options is central to the mobility vision for the area. The past focus on prioritizing automobiles has left many parts of the area with limited bike facilities, poor access to parks, few crosswalks, and incomplete sidewalks. With a focus on improving mobility for people walking and bicycling, the Medical Center Area Regional Center will become a healthy and connected community, where local residents can access destinations near their homes without having to drive. Improved connections to nearby trails, such as the existing South Texas Medical Center Foundation trails on undeveloped land, and the nearby regionally significant Leon Creek Greenway, will provide seamless connections linking the Medical Center Area to the UTSA Area Regional Center to the north, the western portions of San Antonio, and numerous residential neighborhoods while ensuring safe paths for pedestrians and bicyclists.

Infrastructure such as sidewalks, streetscaping, and complete streets, will also support transit usage to and from this area, allowing pedestrians last mile connections between transit stations and their destination. VIA Metropolitan Transit's Primo and Rapid Transit Corridors are expected to provide frequent, reliable service, including a north-south and east-west connection, to better connect the Medical Center Area Regional Center to the economic activity of downtown, UTSA Area Regional Center, and the Stone Oak Area Regional Center.

Medical Center Area Regional Center's Mobility Needs

The Medical Center Area Regional Center has become a robust activity center and is continuing to emerge as a national leader in health care innovations, providing an opportunity to emphasize access and mobility solutions. Key transportation needs identified for this sub-area include the following:

- Safety of the transportation network, for all users, but especially pedestrians and bicyclists;
- Multimodal improvements focused on the transportation network transformation to serve the combination of people choosing to walk, bicycle, take transit, rideshare, or travel in their own vehicle;
- Better connections between the South Texas Medical Center area and the broader San Antonio area; and
- Reduction of congestion hot spots for emergency and transit vehicles.

To address the transportation needs in the Medical Center Area Regional Center, a set of high-level recommendations has been developed to address these needs, and a set of strategies have been identified to implement the recommendations through projects, policies, and partnerships. These recommendations and strategies are indicated on the Mobility Recommendations map. These mobility recommendations will be further refined in a coordinated manner with the City's Department of Transportation and Capital Improvements (TCI) and other relevant partners such as Texas Department of Transportation (TxDOT), VIA Metropolitan Transit (VIA), and the Alamo Area Metropolitan Planning Organization (AAMPO).

Mobility Recommendations

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

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

The Medical Center Area has a wealth of opportunities for improving transportation and safety. Transportation investments that focus on safety, such as improving crossings and investing in complete streets can have a significant positive impact throughout the Medical Center Area Regional Center. In

particular, the [2018 San Antonio Severe Pedestrian Injury Areas Report](#) (pages 37-40) identifies six Severe Pedestrian Injury Areas (SPIAs) within or adjacent to the Medical Center Area Regional Center that should be priorities for study and investment:

- Babcock Road from Snowden Road to Merton Minter;
- Callaghan Road from Horizon Hill Boulevard to Rock Creek Run Street;
- Fredericksburg Road from Bluemel Road to Cliff Oaks;
- Fredericksburg Road from Magic Drive to Lakeridge Drive;
- Wurzbach Road from Fredericksburg Road to Bluemel Road; and
- Wurzbach Road from Von Scheele Drive to Medical Drive.

Additional analysis of pedestrian, bicycle, and vehicle crash data, along with community input, also identified additional points of conflict between people and vehicles that should be studied for future improvements. Major highways, such as Interstate-10 (I-10) and Loop 410, and their associated frontage roads, create barriers for many pedestrians and bicyclists. The unwelcoming environment of fast speeds and limited amenities limits travel options for those walking or bicycling. Major roadways, like Fredericksburg Road, Wurzbach Road, Callaghan Road, Babcock Road, and Huebner Road have insufficient accommodations and less than ideal conditions for pedestrians and bicycles to travel on and cross safely. In addition, numerous driveways create many potential conflict points between automobiles, pedestrians, and bicycles. Employing strategies to reduce these points of conflict can increase safety in the study area.

Investments that focus on safety, such as the Vision Zero tools listed above, can have a significant positive impact throughout the Medical Center Area, and especially in these identified conflict areas. Reducing speeds in appropriate areas can also greatly improve safety for all users, by reducing the likelihood and intensity of crashes.

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

Multimodal and connected networks are key aspects to providing mobility for all users, regardless of ability or financial status. Transit improvements ensure areas are accessible while bicycle and pedestrian infrastructure provide last-mile connections to and from transit and key destinations. Urban design elements, such as driveway relocation, street calming, and complete streets, further support these improvements while providing safe and inviting spaces.

Complete Streets

Complete streets are envisioned for the Medical Center Area Regional Center, providing safe road designs for vehicles, pedestrians and cyclists alike. The following streets are recommended for TCI to study for complete streets improvements:

- Fredericksburg Road from Loop 410 to Wurzbach Road;
- Wurzbach Road from Babcock Road to I-10;
- Louis Pasteur Drive from Babcock Road to Floyd Curl Drive; and
- Hamilton Wolfe Road from Babcock Road to Fredericksburg Road.

These streets will also connect to recreational trails and parks, such as the existing South Texas Medical Center Foundation trails, and the nearby regionally significant Leon Vista Trailhead of the Leon Creek Greenway.

Priority Streetscape Improvements

Streetscape improvements are also being recommended for corridors including:

- Floyd Curl Drive from Huebner Road to Louis Pasteur Drive;
- Hamilton Wolfe Road from Babcock Road to Fredericksburg Road;
- Wurzbach Road from Babcock Road to I-10;
- Louis Pasteur Drive from Babcock Road to Floyd Curl Drive; and
- Fredericksburg Road from Callaghan Road to Wurzbach Road.

A vision for these corridors is one where people walking, biking, taking transit or rideshare, or driving brings street-level activity that creates safer and more vibrant streets.

Priority Trails

Key trails nearby or within the Medical Center Area Regional Center, like the existing San Antonio Medical Foundation trails, Leon Vista Trailhead of the Leon Creek Greenway, and the Floyd Curl Greenstreet Project provide critical continuous arteries of separated pedestrian and bicycling infrastructure network, connecting numerous parks, retail locations, schools, and libraries. The critical access points to these regional amenities provide opportunities to improve connections for people walking, strolling or bicycling with deliberate side paths or on-road infrastructure like crosswalks, sidewalks and bicycle facilities.

Preferred Bicycle Routes

In many parts of the Medical Center Area, bicyclists currently ride in mixed-traffic on high-speed and high-volume roads. Additional bike infrastructure, such as designated lanes, is highly recommended where feasible and as part of complete streets and other improvement projects. These measures will improve riding conditions for today's commuters and welcome newer, less confident bicyclists, otherwise unaccustomed to riding alongside vehicles. The provision of bicycle parking and bike share at transit stops provides an important connection for people wanting to access transit by bicycle and helps to address the 'last mile' challenge, helping people connect from their destinations to and from transit.

Based on input from the Medical Center Area Planning Team and other community stakeholders, the plan identifies priority bicycle routes for the Medical Center Area including:

- Floyd Curl Drive from Huebner Road to Fawn Meadows;
- Wurzbach Road from Medical Drive to Evers Road;
- Eckhert Road from Huebner Road to Babcock Road; and
- Callaghan Road from Fredericksburg Road to Pinebrook Drive.

Corridors identified for complete streets along Fredericksburg Road, Wurzbach Road, Louis Pasteur Drive, and Hamilton Wolfe Road would also incorporate cycling infrastructure as a component of the design based on future studies by TCI to determine feasibility and the types of facilities needed.

Mobility Recommendation #3: Manage transportation demand by creating walkable places and by supporting efficient vehicular flow and transit operations through targeted interventions.

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

vibrancy of the region’s economic centers, the community needs easy, reliable, and congestion-proof choices for traveling to and from work, school, and key destinations.

While congestion can be viewed as a sign of economic health, delays caused by congestion waste valuable time and create transportation emissions that reduce air quality. The transportation industry has learned ‘we cannot build our way out of congestion’, however a series of targeted operational and multimodal interventions can provide more travel options and reduce the demand on our roadways. Key investments to reduce congestion and conflict zones that delays transit can help transit move more rapidly on San Antonio’s roadways and stay on schedule. These improvements, paired with other VIA Metropolitan Transit investments in service, can help make transit a more attractive travel option. This recommendation is responsive to the Sub-Area Plan’s community goal of “Enhanced Mobility Options” and the SA Tomorrow Comprehensive Plan’s Transportation and Connectivity Goals. These strategies can support the vibrancy of the region’s economic centers, by connecting residents with easy, reliable, and congestion-proof choices to and from work, school, and key destinations.

Key improvements that could improve transit mobility include peak hour or school zone bus-only lanes that give priority to buses in times of peak traffic; queuing jump traffic signals to allow buses a chance to get ahead of the traffic; special event priority lanes that give priority to buses during traffic surges of planned events; and bus bulbs to allow buses to pick up passengers without entering/exiting traffic. Studies will need to be conducted to determine the appropriateness for each strategy for the areas of local congestion.

As indicated on the Mobility Recommendations Map, the priority locations for more study include:

- Wurzbach Road and Fredericksburg Road;
- Loop 410 Frontage Roads from I-10 to Evers Road;
- Fredericksburg Road from Loop 410 to Callaghan Road;
- Fredericksburg Road from USAA Boulevard to Huebner Road;
- Babcock Road from Wurzbach Road to Medical Drive;
- Wurzbach Road from Babcock Road to Medical Drive,
- Wurzbach Road from Gardendale to I-10; and
- Huebner Road from Research Drive to I-10.

Operational improvements to help with the flow of vehicular traffic include comprehensively addressing the traffic signal upgrade program on major corridors; partnering to develop a subarea transportation management center; and developing a parking management strategy.

- **Traffic signals upgrade** – by addressing major corridors in the Medical Center Area in a comprehensive manner, improvements could help ease heavy congestion during both morning and afternoon peak periods.
- **Subarea Transportation Management Center** – a collaboration of Medical Center institutions to develop a virtual subarea Transportation Management Center (TMC) supports the unique needs of the Medical Center operations. Developed in partnership with the City’s Traffic Systems Management and Operations, TxDOT TransGuide, and VIA, a Medical Center TMC would provide a hub of real-time information for Medical Center travelers. A virtual TMC could allow information to be gathered automatically and transmitted to locations at each institution within the Medical Center. Some level of staffing is required, however, in order to allow actions to be taken in real time.
- **Parking Management Strategies** – by providing information on parking availability at key locations, as well as traffic conditions, and utilizing guide signs to help visitors find their way to

desired parking areas, parking management solutions help route one-time or infrequent visitors to these parking areas more efficiently.

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

Two future VIA Metropolitan Transit Rapid Transit Corridors are anticipated to operate east-west on Wurzbach Road and north-south on Fredericksburg Road and Medical Drive require prioritized transit-supportive policies and infrastructure, such as reduced parking requirements, and cohesive networks of sidewalks, crosswalks and curb ramps improvements to provide safe connections to the transit lines for people walking, bicycling, or getting dropped off in a vehicle.

Providing last mile connections between transit and key destinations, such as jobs and public spaces, improves mobility throughout the area while supporting walkability and safety for all transportation users. These improvements are outlined by the community's goals and objectives for the Medical Center Area Regional Center and are applicable to the future rapid transit corridors operating east-west along Wurzbach Road, and north-south along Fredericksburg Road. Key components of VIA Metropolitan Transit's approach of making a place transit-supportive are streets designed for pedestrians, improving the safety of all users, and supporting compact, mixed-use developments providing access to a variety of services reachable on foot.

Every person that gets on or off a bus or other transit vehicle is a pedestrian. Safe, comfortable, and direct access to transit for people walking or biking to a transit station or stop will improve their experience as a transit rider and will increase the number of people choosing walking, bicycling, and taking transit as their preferred travel choice. These improvements also contribute to the overall quality of neighborhoods and communities.

Mobility Concepts

The recommendations in this plan will help create a user-friendly multi-modal network that provides access to amenities, link Medical Area employees, visitors, residents, and students to the greater San Antonio area and supports planned activity centers and land uses. The general concepts below serve as guiding principles for the more detailed Mobility Recommendations listed above.

Complete Streets

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

Complete Streets studies and subsequent implementation should take into account best practices from guidance provided in the National Association of City Transportation Officials (NACTO) Design Guidelines, and NACTO Transit Street Design Guide for roadways that will include VIA Primo or Rapid Transit Corridor Service. Improvements should also include lighting, landscaping, and green infrastructure where possible, and other placemaking features such as artistic elements. Implementing these policies and projects will ensure all people, regardless of income or ability, can access high-quality transportation services and can live car-free and access services, jobs and recreation.

Additional resources to implement strategies for better streets include: The Bicycle & Pedestrian Program of the Federal Highway Administration's Office of Human Environment (provides extensive bicycle and pedestrian resources and guidance); [The Smart Growth America National Complete Streets Coalition](#); [Complete Streets: Best Policy and Implementation Practices](#) (based on the evaluation of 30 communities across the U.S.); and the Toolkit: [Complete Streets in the Southeast](#) (developed through a partnership amongst AARP Government Affairs, Smart Growth America, and the National Complete Streets Coalition).

Priority Bicycle Routes and Streetscape Improvements

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

Improved Pedestrian Crossings

Safety is central to planning for the Medical Center Area Regional Center's development as a walkable center. Analysis of previous pedestrian crashes in this sub-area has identified roads segments most in need of additional pedestrian accommodations. Improved access to VIA Metropolitan Transit service is also a key factor for improving existing and locating new crossings.

Resources to implement strategies for intersections include the FHWA Office of Safety Proven Safety Countermeasures, <http://safety.fhwa.dot.gov/provencountermeasures>; NCHRP Report 500: Volume 12, A Guide for Reducing Collisions at Signalized Intersections; and NCHRP Report 500: Volume 5, A Guide for Addressing Unsignalized Intersection Collisions

Dedicating more space in the roadway to bicyclists and pedestrians by adding landscaping, buffered sidewalks along the roadway can improve the level of comfort for vulnerable users. According to the FHWA, adding dedicated space for sidewalks results in a 65-89% reduction in crashes involving pedestrians walking along roadways.¹ Bicycle and pedestrian facility design and materials have advanced considerably over the last decade. Many of San Antonio's peers have tested and reported the results of new applications. From new ways to separate bicycle lanes with LED lit bollards, to landscaping and planters or raised medians or lanes, San Antonio has many options to implement the safety strategies in a way that meets the goals of the Medical Center Area Regional Center Plan to improve safety on the transportation system and improving walkability.

Resources to implement strategies for pedestrians and bicycles can be sourced from the City of San Antonio Vision Zero Action Plan, as well as national resources such as the NACTO Design Guide to Transit Corridors. For resources on proven approaches to crash reduction, see:

- The Federal Highway [Administration Crash Reduction Factor Toolbox](#);
- National Highway Traffic Safety Administration. Countermeasures That Work: A Highway Safety Countermeasure Guide for State Highway Safety Offices, Seventh Edition, 2011. Washington, D.C.: U.S. Department of Transportation. 2013;
- NCHRP Report 500 Volume 18: A Guide for Reducing Collisions Involving Bicycles;
- [Crash Modification Factors Clearinghouse](#);

¹ Source: <https://safety.fhwa.dot.gov/provencountermeasures/walkways/>

- FHWA Proven Safety Countermeasures. Federal Highway Administration, Office of Safety, Washington, DC, 2012;
- Handbook for Designing Roadways for the Aging Population. Federal Highway Administration, Office of Safety, Washington, DC, 2014;
- [Separated Bike Lane Planning and Design Guide](#); and
- The NACTO Urban Bikeway Design Guide (part of the Cities for Cycling initiative).

Frequent, Reliable, and Accessible Transit

Providing great transit service and a walkable environment allows users to choose travel options besides driving alone - alleviating a primary cause of congestion. Supporting alternative modes of transportation provides the community with easy, reliable, and congestion-proof choices for traveling to and from work, school, and key destinations and helps to fulfil the Medical Center Area's Enhanced Mobility Options goal statements:

- Develop a multi-modal network that provides options for pedestrians, cyclists and public transit riders that provides stellar connectivity to other major employment hubs as well as the rest of the city;
- Encourage innovative traffic congestion solutions and parking management strategies; and
- Increase pedestrian safety through street design.

These strategies also alleviate congestion along corridors within the community and this becomes more viable when alternatives are convenient, such as through improved access to transit and pedestrian-friendly infrastructure.

VIA's Rapid Transit Corridors will create additional transportation choices in the area with new investments in very frequent transit service that quickly move people to their destinations. This additional transit service will provide more direct connections between the Medical Center Area, Downtown, UTSA Area Regional Center, and the Stone Oak Area Regional Center. Studies are determining the exact routing and phasing of construction.

Complete streets and placemaking investments near transit corridors and access points are important to improve people's ability to utilize transit through safe and pleasant community connections. In addition, future transit investments should be supported by transit supportive policies and infrastructure, such as reduced parking requirements, and a cohesive network of sidewalks, crosswalks, and curb ramp improvements that can provide safe connections to the transit line for people walking, bicycling, or getting dropped off in a vehicle.

Linked Mobility and Land Use

As communities evolve and grow, so do the demands on the mobility system. The location and type of growth in an area or along a corridor help determine the demand on the transportation network and the viability of various transportation options. Likewise, transportation helps shapes the desirability and type of development in an area. Aligning this relationship shapes future development and growth patterns and directly supports the community's goals and objectives of improving walkability, increasing access to transit, and enhancing access to economic areas and other key destinations. Such alignment of land use and mobility also helps implement VIA's 2040 Strategic Plan for Station Areas, supporting transit-supportive land use surrounding transit stations. As the Medical Center Area Regional Center adds residents and employees based on the updated land use plan, impacts on the mobility needs of these new people and those of current employees, residents, and students need to be considered. Land uses encouraging mixed-uses and higher density developments are recommended along Wurzbach Road, Medical Drive, Fredericksburg Road, and Huebner Road. With these more

intense land uses, these major roadways can anticipate additional pedestrians, bicyclists, transit riders, cars, and freight delivery trucks of various sizes. Studies will need to determine common paths and volumes of pedestrian, bicycle, automobile, transit, and freight travel to ensure the area has sufficient infrastructure and careful prioritization of modes to help people safely reach their destinations.

Gateway Opportunities

To build on the strong community identity of the Medical Center Area Regional Center, several places provide opportunities for unique gateways. Gateways provide a sense of place and welcome residents and visitors with art and architectural elements which reflect neighborhood history and culture.

There are several locations for gateways in the core of the Medical Center Area Regional Center. Gateways at Fredericksburg Road and Wurzbach Road, Wurzbach Road and Babcock Road, and Fredericksburg Road and Medical Drive are ideal locations to welcome visitors and residents and distinguish the Regional Center's identity. The intersection of Medical Drive and Wurzbach Road provides a central location to create a public space and enhance the identity of the area.

Amenities and Infrastructure

[See Figure 7 – Amenities and Infrastructure Framework Map]

Introduction

The Medical Center Area Regional Center is large healthcare, finance, insurance, and education employment center in the City of San Antonio with approximately 64,000 employees. Specifically, the Regional Center consists of 45 healthcare and medical-related facilities, including 12 hospitals and five specialty institutions, and is also home to USAA, one of the City’s largest employers.

Approximately 60% of employees in the Regional Center also live in the area, which signifies that many employees commute from other parts of the City. In order to retain residents and attract more employees and residents, it is crucial that the Medical Center Area incorporate opportunities for live, work, and play opportunities.

An important component of creating more live, work, and play opportunities is to integrate more infrastructure and amenities within the area. The existing South Texas Medical Center Master Plan expansion focuses efforts on improving the current Floyd Curl Drive by adding pedestrian and bicyclist safety and enhancement features including wider sidewalks, full cycle track, bicycle and roadside signage, median landscape improvements, and a connection to the off-road trail system within the University Health System Campus, a federal funded project by City of San Antonio and the Texas Department of Transportation (TxDOT) in 2017.

This type of improvement is applauded and needed in the area; however, the Master Plan is only one part of the overall improvements needed. Other goals include creating a district identity by adding distinguishable identifiers and amenities, including a greenway trail and social gathering spaces. Collectively, these improvements will individualize the Regional Center area and create more of a community amongst the residents, employees, and visitors.

Amenities and Infrastructure Recommendations

Amenities and Infrastructure Recommendation #1: Create linear parks that leverage the natural features and drainage ways of the Medical Center Area.

Proximity and access to nearby green spaces and places of recreation is a major missing component in the Medical Center Area; open space currently only accounts for 4% of the land. The area is bounded by highways to the northeast and east, and existing residential and commercial development has not provided opportunities for or incorporated development of green space. There two small parks within the Regional Center, Denman Park and Oak Hills Park, as well as the San Antonio Medical Foundation Trails, which are open to the public. Increasing the number of, and access to, green spaces and trails will enhance the quality of life for residents, employees, and visitors of the Regional Center.

Underutilized creek spaces, such as the Huebner Creek tributary, can be redeveloped and linked with the surrounding greenway trail systems. The Huebner Creek tributary is prone to flooding, especially northwest of the Regional Center, including the Huebner-Onion Natural Area Park, located in Leon Valley. The City of Leon Valley Master Plan discourages development along and over the creek area within their city boundaries and the City of San Antonio has designated the area as requiring stormwater detention.

Careful redevelopment of these creeks for recreational use will reduce the potential for increased flooding to due irresponsible development. An increase in natural greenways also contributes to an increase in opportunities for outdoor physical activity and multimodal connectivity throughout the Center.

Amenities and Infrastructure Recommendation #2: Provide indoor and outdoor spaces for social or community gathering.

The Medical Center Area Regional Center currently does not have enough opportunities for residents, visitors, and employees in the area to come together at central social or community gathering spaces. The addition of uses such as food markets, farmers markets, healthy restaurants, plazas, and community gardens will contribute to creating well-loved gathering spaces. Key areas for implementing this strategy are the Wurzbach Road corridor between Floyd Curl Drive and Medical Drive, and the Medical Drive corridor between Fredericksburg Road and Ewing Halsell Drive.

Examples of successful social or community gathering spaces that can be used as inspiration when designing similar spaces in the Medical Center Area are the Farmers Market at Pearl Brewery, HemisFair Park, Huebner Oaks Farmers Market, and Mission Marquee Plaza.

As the area is the education hub for the medical field, it is important to promote health in all facets of life, including food consumption. One of the best ways to reduce health issues is with healthy eating. New social and gathering spaces can be locations for farmers markets and hubs for clusters of healthy restaurants.

The addition of social or community gathering spaces may also lead to pedestrian enhancement of the streetscape and increased pedestrian safety to encourage nearby residents to visit these focal spaces by foot. Enhancing the pedestrian experience and safety is consistent with Amenities and Infrastructure Recommendation #4.

Amenities and Infrastructure Recommendation #3: Increase the presence of the tree canopy coverage and improve landscaping along streetscapes and public community areas.

The connection between beautification, functionality, and walkability of a street is the common presence of landscaping and significant tree canopy. The Medical Center Area Regional Center has many major thoroughfares classified as Primary Arterial Type A or Secondary Arterial Type A, according to the City's Major Thoroughfare Plan. These arterials are the largest types of non-freeway roads, with the highest capacity and highest utilization rate. Although automobiles are well accommodated through the Regional Center, it is important to note that there are many that still travel throughout the area by foot, whether for recreation or need. In order to provide a friendlier environment for pedestrians and thus reduce the need for vehicular usage for short trips within the Center itself, it is vital to have landscaping and tree canopy coverage over these major arterials.

The South Texas Medical Center Master Plan found that there was a major need to transform the Floyd Curl Drive corridor, which runs directly through heart of the Center in a northwest to southeast direction. Floyd Curl Drive also connects Methodist Hospital, University of Texas Health Science Center of San Antonio, University Hospital, St. Luke's Baptist Hospital, South Texas Research Facility, University of Texas Health San Antonio School of Dentistry, and Methodist Plaza. The proposal known as the *Floyd Curl Green Street* was proposed to begin at Louis Pasteur Drive to the south and end Hamilton Wolfe Road to the north. The project commenced in the early part of 2018 and was complete by the close of the year. The proposal for *Floyd Curl Green Street* includes a two-way cycle track, a buffer between

bicyclists and cars, and landscaping that creates a multimodal environment that can safely be used by bicyclists, pedestrians, and motorists.

Hamilton Wolfe is also identified as an area that would be improved by a street tree canopy. Hamilton Wolfe begins at Babcock Road, intersects Floyd Curl, and ends at the intersection at Fredericksburg Road. A street tree canopy will be more inviting to pedestrians and cyclists using Hamilton Wolfe as an east-west connection in the north central portion of the plan area.

Amenities and Infrastructure Recommendation #4: Increase pedestrian safety and lighting along main corridors.

The current infrastructure within the Regional Center was developed with the safety of motorists as the primary focus for the roadways and major corridors. The secondary focus was usage for pedestrians. There is a shortage of corridors that allow one or two pedestrians to safely use sidewalks as a means of transportation or recreation at the same time. Many of these sidewalks are too narrow, have utilities located in the center blocking usage, or do not meet ADA requirements. In aligning with Amenities and Infrastructure Recommendation #3, it is crucial to increase opportunities for pedestrian usage.

The Medical Center Area currently has a residential population of 39,000 residents and that population figure is expected to increase by an additional 35,000 residents by the year 2040. Accommodating this type of growth not only demands more housing stock and more multi-modal transit options, it also requires that existing infrastructure be enhanced.

Pedestrian safety can be achieved by increasing the width of sidewalks to make them usable for all persons, ensuring sidewalk paths are continuous and not broken, or providing a larger buffer between the roadway and a sidewalk by adding a bicycle lane or landscaped path. The City's SA Tomorrow Multimodal Transportation Plan recommends pedestrian refuge islands every half mile on Babcock Road and extending sidewalks north of Huebner Road. Within the Fredericksburg Road Corridor, the plan also recommends midblock pedestrian crossings with refuge islands. In addition to these improvements, it is vital to include other pedestrian enhancements, including, but not limited to lighting, well designed crosswalks, and ADA compliant curb ramps. Finally, areas that are not well lit tend to be more prone to crime and put pedestrians at risk during the evening.

The need for enhanced pedestrian safety in the Medical Center Area is also driven by its role as a major hub for VIA Metropolitan Transit's bus routes. More than ten bus routes intersect in the area, including major routes 520, 534, 100, and 101, bringing in riders from all surrounding areas of the City.

Amenities and Infrastructure Recommendation #5: Create a district identity by incorporating character-defining features into the Center.

Each regional center within the City is unique. The Medical Center Area Regional Center Plan recommends creating a framework that guides and creates cohesive development. A major component of that cohesion is creating character-defining features that help define and differentiate the function, aesthetic, and lifestyle of the area.

A neighborhood or district is often distinguishable by its historic design or unique features or characters. The Medical Center Area Regional Center, as indicated in its name, is the hub of most major medical employment and educational institutions within the City. The Regional Center is unique because it is defined by its uses, rather than by the existing character of the area. In contrast to other parts of San Antonio defined by more consistent residential areas, the Medical Center Area is made up of

disconnected residential neighborhoods, commercial strip centers, minimal green space, and inward-looking employment facilities.

To help define the Medical Center Area as a distinct, recognizable, and desirable part of the City, it is essential that character-defining features are incorporated into the Center. These features, including wayfinding signage, public art, or the public spaces of Recommendation #2 should be focused in the core area of the Regional Center, bounded by Hamilton Wolfe Road to the north, Fredericksburg Road to the east, Louis Pasteur Drive to the south, and Babcock Road to the west.

Amenities and Infrastructure Components

Parks, Trails, and Open Space

The Medical Center Area Regional Center has a limited amount of publicly accessible green space. The green space inventory includes two public parks, Denman Park and Oak Hills Park, the San Antonio Medical Foundation Trails, which are open to the public and privately-operated running trails at the USAA Campus. The City's Parks and Recreation Department has proposed extending their current greenway trails program into the Regional Center by activating parts of the Huebner Creek tributary, which will encourage more recreation and increase connectivity.

Enhanced Streetscape

The Regional Center includes many major corridors that must accommodate motor vehicles, pedestrian, bicycle, and public transit usage. In order to make pedestrian and bicyclist activity safer, it is crucial to enhance the streetscape by widening sidewalks, adding more defined crosswalks, increasing/adding street lighting, and incorporating more landscaping and street trees. The community wants to be able to safely access nearby uses, including greenways and restaurants, and these features are crucial to creating this type of environment.

Community Amenities

Regarding community amenities, the community expressed a strong interest in new healthy food options, outdoor gathering spaces, and incorporating district defining character design. The layout and uses of the community are disconnected because each use was individually created. These amenities and design features will create a cohesive feel to the community and serve existing residents as well as encourage visitors to enjoy the Center.

Catalytic Projects

[See Figure 8 – Catalytic Projects Map]

Wurzbach Road & Babcock Road

The intersection of Wurzbach Road and Babcock Road is an important focus area linking two key corridors in the Medical Center Area. Babcock Road is a seven-lane road that acts as an informal transition between residential uses and less dense commercial buildings to the south and the traditional medical offices and major facilities to the north.

USAA Boulevard

The USAA Boulevard site is located on the north side of USAA Boulevard, between Fredericksburg Road, Huebner Road, and Research Drive. The area north of USAA Boulevard is mostly vacant, and the area to the south is predominantly developed with multi-family complexes.

Introduction

The catalytic project concepts for the Medical Center Area Regional Plan are located in areas well situated for development and redevelopment. Each project area is unique, and each will play a major role in the functionality and connectivity of the Regional Center. The Wurzbach Road and Babcock Road site is already fully developed, but with many underutilized properties, as well as streetscape and right-of-way spaces that can be improved to increase safety and comfort of all users. The USAA Boulevard site is primarily vacant and makes up a large part of the 9% vacant land percentage in the Medical Center Area. Each catalytic project concepts shows one scenario of what future development could like in this area, and how it could serve the community and complement the greater vision for improving quality of life in the area.

As with all regional centers, the Medical Center Area was initially identified as a major employment center. In contrast to other regional centers, the area has a relatively high residential population in balance with the number of employees. This balance makes the area especially well-suited to creating a regional center that truly offers a live, work, play lifestyle to residents of all incomes. This type of lifestyle is only functional if residents and employees in the Regional Center have opportunities to efficiently move throughout the area by foot, bicycle, mass transit, or motor vehicle. These locations were chosen since they have prime influence over the connectivity, walkability, mixed-use development opportunities, and green space enhancements that can improve quality of life in the area. The sites also showcase both the opportunities that may arise from redeveloping existing uses, as well as opportunities for new development if vacant land is developed with the vision expressed by the community in mind.

Note: These sites were identified and chosen as candidates that could best illustrate concepts that could have a transformative impact in catalyzing the community's vision for the Medical Center Area. The intent of these visualizations is to inspire similar development concepts across the entire Sub-Area to implement the vision rather than to necessarily imply that this is the only desired result on these specific sites. While these examples are aspirational, other designs and concepts could achieve similar results with respect to enlivening the streetscape and creating a safer pedestrian environment.

Catalytic Projects Recommendations

Catalytic Projects Recommendation #1: Create a safe pedestrian environment at the Wurzbach Road and Babcock Road site while designing for multiple modes of transit.

As one of the key gateways between lower density residential areas and higher intensity medical and educational facilities, the intersection of Wurzbach and Babcock roads is an ideal location to showcase streetscape and intersection enhancements that improve pedestrian and bicycle safety along these key corridors. Underutilized parcels adjacent to the intersection provide opportunities for new development that complements and contributes to the public right of way improvements while providing context sensitive transition in scale and intensity. A well-designed set of buildings at this critical intersection could reinforce the vision of the community to promote a vibrant and safe environment that delivers a high quality of life for all users. Potential new development can also help fulfill other goals of this plan including provision of more flexible and modern office and work spaces desired by small and start-up companies looking to relocate to or grow within the area.

Catalytic Projects Recommendation #2: Support medium intensity mixed-use development at the USAA Boulevard site that adds a variety of housing options to the area and integrates recreation and natural space amenities available to area residents.

The USAA Boulevard site is one of the largest available vacant sites in the Medical Center Area Regional Center and should be leveraged with development that meets multiple goals of this plan and the SA Tomorrow Comprehensive Plan. A variety of medium-density housing types can be accommodated on the site, allowing more residents the opportunity to live close to major Medical Center Area employers and VIA transit services along Fredericksburg and Huebner roads. Careful site design can preserve and utilize existing natural features and utility easements to increase multimodal connectivity to and from the site and provide outdoor recreation amenities serving this and other nearby communities.

Catalytic Project #1 - Wurzbach Road and Babcock Road

Description

The Wurzbach Road and Babcock Road site is one of the most trafficked intersections in the Regional Center and is a short distance from several major area institutions, including the University of Texas Health Science Center, Audie L. Murphy Memorial Veteran Affairs Hospital, and University Hospital. In addition, the intersection services several VIA bus routes, including Route 534, one of the busiest bus routes in the Medical Center. VIA's Vision 2040 Long Range Plan calls for the 534 bus route on Babcock Road to be upgraded to a Primo line to accommodate population growth demands. The intersection is also located less than half a mile from the Medical Center Transit Station.

The site design looks at the intersection and nearby right-of-way, as well as several adjacent parcels that could be good future redevelopment sites as the area evolves in the future. The current uses around the intersection include gas stations, the Bob Ross Senior Center, and a small office park. The roadway and intersection improvements described in this concept, along with projected higher transit use, will likely spur redevelopment of other properties at the intersection and along the Wurzbach and Babcock corridors.

The design concept workshop conducted for the Wurzbach Road and Babcock Road intersection primarily focused on enhancing the streetscape design and illustrating building concepts that fostered a

safe and active pedestrian environment. Proposed streetscape improvements include building frontages that have higher degrees of transparency to promote “eyes on the street,” as well as measures to increase pedestrian safety, walkability, and use of transit alternatives – all primary objectives for the Regional Center.

The main challenge in redeveloping the streetscape is that the Babcock Road right of way is approximately 100 feet wide, although it is permitted up to 120 feet wide since it is classified as a Primary Arterial Type A road in the City’s Major Thoroughfare Plan that was adopted for 2019. The roadway also consists of seven lanes at the intersection. Wurzbach Road is currently designed with approximately 80 feet of right-of-way at the intersection. There is potential for this roadway to be expanded to 86-feet of right-of-way since the roadway is classified as a Secondary Arterial Type A in the City’s Major Thoroughfare Plan. The current conditions of the streetscape demonstrate that the roadways were constructed with motorists as the primary users. Consequently, the wide roadways and minimal presence for traffic-calming devices makes the environment unfriendly and intimidating for pedestrian use.

Vision

The vision for Wurzbach Road and Babcock Road is to support the Regional Center’s goal of being more pedestrian and bicyclist friendly while also emphasizing needed improvements to motor vehicle and mass transit circulation. As mentioned, the streetscape of Wurzbach Road and Babcock Road was designed primarily to facilitate the efficient movement of cars. The vision is to transform the intersection and immediate streetscape to be more welcoming to a variety of users, including pedestrians, bicyclists, and transit riders.

In order to increase safety for pedestrians and enhance transit potential at the site, the vision focuses on retrofitting Babcock Road to incorporate dedicated center bus lanes and bus stops. Dedicated bus lanes emphasize the presence and importance of public transit and increase the efficiency of bus routes, since interference with vehicular traffic would no longer be an issue. The dedicated bus lanes are purposely located in the center of the roadway to not only emphasize the importance of the public transit, but to also create a safe refuge for pedestrians crossing this wide and relatively high-speed roadway. Including the dedicated bus lanes will reduce the amount of traffic lanes from three in each direction and one center turn lane to only two traffic lanes in each direction. Reducing the amount of vehicular traffic lanes and separating the vehicular traffic with dedicated center bus lanes, coupled with more pedestrian activity on the street if adjacent sites are redeveloped to better engage the street, will help reduce the speed of motorists because it creates the sensation that they are moving within a more enclosed space, which will cause them to be more aware of their surroundings.

The concept of adding dedicated center bus lanes creates an emphasis on the presence of public transit, but in order to create more of an active streetscape it is especially important to enhance the experience of pedestrians by adding prominent crosswalks. The reduction in traffic lanes frees up right-of-way space that can be used to widen sidewalks, add more landscaping and potentially incorporate existing landscaping into the design of any proposed redevelopment. Landscaping, including street trees, is a key component for creating a walkable environment because it beautifies the corridor and makes the space enjoyable. It also provides protection and relief from the environment during the very hot Texas summers.

This concept of Wurzbach Road and Babcock Road has not been studied for traffic or engineering feasibility and is only one potential option for the redevelopment of a key component of the Medical

Center Area. However, the vision provides one concept as a starting point for discussions that seek to imagine the potential of the site in the future.

[See paired existing conditions photographs and conceptual illustrations: **Figure 9 and Figure 10**]

Catalytic Project #2 – USAA Boulevard

Description

The USAA Boulevard site is a large swath of vacant land approximately 39 acres in size. It is one of the largest areas of vacant land in the Regional Center. Most of the site is undeveloped and this area is a large part of the 9% of vacant land available in the Medical Center Area.

The project area has over 1,700 feet of frontage along USAA Boulevard and extends to portions of Huebner Road and Research Drive. The site is located near USAA, McDermott Elementary, numerous multi-family developments, and commercial uses. The Medical Center Area lacks mixed-use developments that incorporate a range of housing types (multi-family, townhouse, and single-family options), commercial uses, and office uses. This type of development can help provide connectivity in the most northern portion of the Regional Center where major corridors, such as Fredericksburg Road and Huebner Road can sometimes impede non-automobile mobility.

Vision

The future of the USAA Boulevard area is envisioned as a mixed-use area with housing, commercial, and office opportunities, creating the perfect combination for a live, work, play center. The area could support a range of housing types due to its central location and the low amount of traffic on USAA Boulevard. The proposed medium density housing mix would contain multi-family, townhouse, and single-family options, with the multi-family directly abutting USAA Boulevard to provide a buffer and privacy for the townhouses and single-family residences.

Mixed-use buildings (possibly even incorporating structured parking) are envisioned along Huebner Road, between the intersections with USAA Boulevard and Research Drive, and along a portion of Research Drive southeast of Huebner Road. The mixed-use development should be a maximum of four stories with the maximum height facing Huebner Road and Research Drive. The office uses will be located along those roadways and the residential and commercial uses would be located within the development and facing toward the drainage way and utility easement that bisect the site.

The drainage way and utility easement have been reimagined to provide a public green space. This public green space will connect the housing community fronting USAA Boulevard to the truly mixed-use buildings that will front Huebner Road and Research Drive. This will create a social gathering area along the green space and serve as an expansion to the proposed Huebner Creek tributary improvements.

[See paired existing conditions photographs and conceptual illustrations: **Figure 11 and Figure 12**]

Housing

Housing Snapshot

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

The Medical Center Area Regional Center has had a renewal of housing growth since 2010, growing by 1.2% annually from 2010 to 2016 and adding 1,900 households. Characteristics of households in the Medical Center Area vary considerably from the City overall and households are much smaller on average, with an average household size of 2.05 compared to the City average of 2.73. As well, 57% of households in the area are non-family households, compared to only 35% in the City and 31% in the San Antonio-New Braunfels Metropolitan Statistical Area (MSA). The Regional Center has a population that is much younger than the region overall, including a higher proportion of residents age 25 to 34 years old. The younger population and smaller households are a reflection of the educational institutions in the center and the large employment base.

The Medical Center Area housing stock is significantly different from the rest of the City, driven in part by the smaller household sizes and younger overall population. The area has far fewer single family detached homes, and much more rental housing. Only 13% of housing units are single family detached homes, compared to 64% in both the City and the MSA. There is much more multifamily housing in the area, with 51% of units in structures with 10 or more units (18% in the City, 13% in the MSA). There are also large differences in housing tenure and the characteristics of households between the Medical Center Area and the region. 84% of housing units in the Regional Center are renter-occupied, much higher than the 47% in the City and 38% in the MSA.

Average home values in the Medical Center Area are similar to the County overall. The average single-family home value is \$164,500, only slightly higher than the County average of \$163,000. The average home sale price from 2016 to 2018 was \$159,000. While there has not been much new single-family construction, some recently built homes west of Babcock Road have listed and sold for closer to \$200,000.

Similar value trends appear in rental housing. Average rent in the Medical Center Area is \$883 per month (\$1.07 per square foot); lower than the County average of \$921 per month (\$1.11 per square foot). For new construction (developments built in 2010 or later) in the area, however, rents average \$1,225 per month (\$1.36 per square foot), on par with the County average for new construction. There have been five new apartment developments completed since 2010, totaling 1,504 new units. An additional four projects are under construction, and will add 567 more units to the area.

Housing affordability challenges for current residents of the Medical Center Area Regional Center reflect county-wide averages. Twenty five percent of homeowners are cost burdened (meaning they pay more 30% of their income on housing), which is approximate to the County-wide average of 23%. Less than half (45%) of renters are cost burdened, which is the same as the County-wide average of 45%. Households with lower annual incomes (below \$35,000) are more likely to be cost burdened in the Regional Center. There is an existing presence of income-restricted affordable housing units including four low income housing tax credit projects and four public housing projects owned by the San Antonio Housing Authority.

Housing issues and strategies were primary topics of discussion at Community Meeting #2 and Planning Team Meetings #5 and #8 and were prominent topics of community and stakeholder input throughout the planning process. Community Meeting and Planning Team Meeting Summaries are available in the documents library of the Medical Center Area Regional Center Plan webpage.

Housing Challenges in the Medical Center Area Regional Center

The Medical Center Area has recently been attracting multifamily and some single family attached and detached housing development throughout the area with some in mixed-use areas. New development for residential is primarily infill and redevelopment, which is more challenging. Development regulations related to new development are either oriented towards suburban, greenfield development or urban/downtown infill development. The regulations sometimes do not fit within the context of the Medical Center Area (e.g. zero foot setbacks on major arterials). There is an estimated capacity of approximately 400 acres for residential development on opportunity parcels. Growth forecasts for the area estimate over 7,200 new units by 2040. There are three main challenges in the Medical Center Area Regional Center related to housing:

1. **Reinvesting in Existing Neighborhoods:** Identify programs and tools for existing homeowners to reinvest in their homes and support investment in neighborhoods. Reinvestment in existing multifamily projects is also needed.
2. **Diversifying Housing Options:** The housing options in the Medical Center Area Regional Center are predominately single-family homes or older, garden style apartments. There are a variety of housing types (townhomes, condos, more urban apartments, compact single family) that could be supported and would improve options and walkability that increase the appeal for live/work environments in the area.
3. **Maintaining Opportunity for All Household Types and Incomes:** Cost of new development and demand for the area make rents and prices for new and even existing homes harder for lower income residents to afford. However, there is a significant amount of affordable housing within the area. Preserving this existing base is a challenge.

Housing Recommendations

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

Housing Recommendation #1: Reinvest in existing housing stock and neighborhoods in the Medical Center Area Regional Center.

The majority of housing in the Medical Center Area Regional Center was built in the 1970s and 1980s. The single-family housing stock is primarily from these decades, as newer housing development has been primarily apartments. A large portion of the housing units in the Regional Center are reaching an age where reinvestment is likely needed for both single family and multifamily housing units.

Housing Recommendation #2: Increase the diversity of housing options with a focus on attracting a greater diversity of for-sale housing options.

The mix of housing in the Regional Center is split between primarily older single-family homes and larger, multifamily apartment complexes. There is a lack of medium density housing and housing that is

compact and walkable. A greater diversity of housing product, specifically for-sale housing, can help encourage more of the workforce in the area to live there.

Housing Recommendation #3: Preserve the existing affordable housing stock and increase the amount of affordable housing as the Regional Center continues to grow.

The Medical Center Area Regional Center has a significant and important existing stock of income restricted, affordable housing. This housing helps support the diverse workforce that works in the Medical Center Area. Maintaining this affordability is needed to maintain the diversity in the area and to not increase the amount of workers that have to commute into the Regional Center for work. The Medical Center Area is forecast to continue to grow in employment significantly over the next 20 years. There will be a continued need to ensure households of all income levels can live in the Regional Center to support employers in the area.

Housing Recommendation #4: Better connect and integrate housing within the commercial and employment areas in the Medical Center.

The existing neighborhoods in the Medical Center Area are largely disconnected from the South Texas Medical Center (STMC) and the commercial areas due to the major arterial roads that run through the area. The arterial roads are wide and can be dangerous to cross, which makes accessing commercial areas and the amenities in the STMC difficult for residents if they are not in a car. Newer housing developments are either disconnected, mirroring the development pattern from the 1970s and 1980s, or attempt to better integrate and orient to the streets. However, the development standards in place either force a disconnected, suburban design or a downtown, redevelopment design, both of which are incompatible with the desired goals of the Medical Center Area.

Economic Development

Introduction

The Medical Center Area Regional Center is focused around the South Texas Medical Center, a major cluster of health care activities with 45 medical related institutions, including 12 hospitals and 5 specialty institutions. Healthcare is a major industry in the San Antonio region and employment in the industry accounts for nearly 15 percent of all employment in Bexar County. The Medical Center Area Regional Center accounts for approximately half of the health care jobs in the County. Education is also a major industry, as the Medical Center is home to the UT Health Science Center at San Antonio, which includes 7 schools of healthcare, including dental, biomedical sciences, medical, health professions, nursing, pharmacy, and public health. Additionally, the Regional Center is also home to USAA, one of the City's largest employers.

- The Medical Center Area Regional Center had 58,500 jobs in 2016. Employment in the area is anchored by health care, education, and professional services.
- Nearly 65 percent of employment in the Medical Center Area is in Healthcare and Social Assistance and Healthcare Education industries.

The major employers and health care education institutions in the Medical Center Area create a diversity of jobs available for people with all levels of experience and educational backgrounds. These employment opportunities have attracted a diverse, highly educated workforce and resident base. The center benefits from relatively balanced population and employment density, supporting a true mixture of uses in the area. The Medical Center Area benefits from the coordination of activities by the Medical Center Alliance with support from the San Antonio Medical Foundation. These entities help continue the mission of health care service, research and education within the South Texas Medical Center.

Despite a number of strengths, the area does have some economic weaknesses. The Medical Center Area lacks diversity of industries, with the majority of opportunities oriented to medical services. The area has a high reliance on access via automobile, and as the Regional Center continues to grow, traffic issues may decrease attractiveness of the area. There is a corresponding lack of non-automobile multimodal transportation options available to area residents, employees, and visitors. The retail and restaurant options are primarily convenience oriented, quick service options related to serving visitors and workers. The lack of diversity of uses not oriented to the medical facilities does not encourage people to come to the area other than for medical services or for work. The Medical Center Area also lacks public gathering spaces and has a low number of public parks and public amenities despite higher than average housing and employment density.

Commercial development activity within the Medical Center Area Regional Center has been primarily oriented to serving the growth of the major health care institutions. Retail development demand has been strong, as a result of the employment growth and a resurgence of housing development in the area. However, the retailer mix has been primarily convenience and quick service oriented, and the area would benefit from a fuller range of shopping and dining options. The area has had a steady growth of office space; however, the majority of office space is older, often medical use oriented, and not attractive to new users. Much of the new employment-oriented development space is within larger, single use facilities. The area needs an influx of more diverse and modern spaces to accommodate a greater variety of businesses. Additional office space is also needed to leverage and support potential economic spin-off activity from anchor institutions.

Economic Challenges to Address

There are four main economic challenges in the Medical Center Area Regional Center:

- **Diversifying the Economic Base:** Creating a greater diversity of employers and industries in the area can help support its long-term economic success and help augment the medical related uses.
- **Diversifying Uses and Amenities:** Diversifying the variety of retail, public spaces, entertainment/enrichment opportunities, and services for residents and employees will create activity and interest in the area. Diversification of uses and amenities will support a large visitor base and give more reasons to residents, workers, and visitors to come and stay longer in the center.
- **Providing Modern Workspaces:** Creating opportunities for additional development (or redevelopment) of office and flex spaces will support new business creation and accommodate more modern workspace requirements.
- **Promoting Health in the Built Environment:** The area should reflect the Medical Center Area's health care and wellness mission with a built environment that accommodates and encourages healthy lifestyle choices.

Target/Opportunity Industries

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

- **World Leading Medical Research and Education District** – The Medical Center Area is already a national hub of medical research and education. The area has the opportunity to continue to grow into a model for health care districts.
- **South Texas Medical and Bio-Science Innovation District** - The medical and bio-science research activities in the Regional Center have generated numerous new ideas, products, and businesses. The continued support of these activities can be leveraged to generate an even greater amount and diversity of new innovations coming out of the area. The built environment can better support the growth of new and emerging businesses growing in the Medical Center Area.
- **Live, Work, Play Center** – The Medical Center Area Regional Center already has relatively high employment and population density. The mixture of employment and residential uses is balanced, however the uses are separated and auto-dependent. The area does not provide good connections between areas for work, home, and entertainment and lacks areas with a mixture of uses. The area can quickly evolve into a live, work, play center through investments and improvements that address these separations and barriers, as the needed uses area largely present.

Innovation

Innovation is a major theme of the guiding policy documents for the City of San Antonio including SA Tomorrow and Forefront SA. The innovation economy is the connection of knowledge, technology, entrepreneurship, and innovation as a means to spur economic growth. The goal is to drive higher productivity and innovation. To do so, investments and policy interventions are needed to create partnerships between the public and private sectors to foster increased innovation. In order to understand the economic strengths and weaknesses of the Medical Center Area Regional Center in terms of fostering an environment that supports innovation, an innovation audit was completed to inventory and measure the attributes which contribute to this culture. The Medical Center Area Regional Center has many of the economic, physical and network assets needed to support innovation. There is a significant amount of research and development activity occurring both within the public and private sectors. The innovation audit results suggest that the Medical Center Area's innovation focus should be to create places for workers, businesses, institutions and residents to interact both formally and informally. The area also needs to create a more walkable environment to support the existing population and employment density.

Economic Development Recommendations

Economic Development Recommendation #1: Support the promotion of health in the built environment within the Medical Center Area.

The Medical Center Regional Center has numerous health-oriented businesses and institutions. However, the built environment, transportation systems, and existing uses do not reflect the healthy lifestyle championed by these businesses and institutions. Efforts have been made by the South Texas Medical Center Alliance and the San Antonio Medical Center Foundation, but additional support and investment is needed to make public areas, streets, and amenities a reflection of the health mission of the area.

Economic Development Recommendation #2: Create a wider variety of uses, amenities, and attractions in the Medical Center Area to support and attract a greater diversity of residents, employees, and visitors.

The Medical Center Area has several large, stand-alone businesses and uses. Existing retail and service businesses supporting these employers are primarily convenience and quick service oriented and cannot support the range of resident and employee needs in a major Regional Center. The area also lacks public spaces and amenities (trails, parks, etc.) on a scale that can support the employers and residents of the area and connect them to regional recreation opportunities.

Economic Development Recommendation #3: Promote and support the growth of the Medical Center Area as a bio-science and health research-oriented innovation district.

The research and development activities in the Medical Center Area are significant. There are numerous entities engaged in developing new medical services and products. The area needs to better support the generation of new businesses and investment as a result of these activities. The existing office and employment spaces lack diversity in size and type, are aging, and are not supportive of the needs of smaller and start-up businesses or the workplace needs of modern companies.

5 Neighborhood Profiles and Priorities

What are Neighborhood Profiles and Priorities?

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

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

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

How was it developed?

At the time the Medical Center Area Regional Center Plan was developed, the plan area included 18 single-family residential subdivisions and approximately 100 multi-family developments ranging from duplexes to large apartment complexes. But, only nine neighborhoods, homeowner associations, or condo associations within the plan area were registered with the City.

Although all registered associations were invited to participate in the planning process, some chose to not participate directly in the development of the plan. Two neighborhood associations actively participated in the planning process: the Dreamhill Neighborhood Association and the Mockingbird Hill Neighborhood Association. The Oak Hills Neighborhood Association also assisted by completing the Neighborhood Profiles and Priorities worksheet during their annual meeting. Planning Department staff also coordinated with the Northside Neighborhoods for Organized Development (NNOD), a broad coalition of neighborhoods that represent groups throughout the north side of San Antonio. Although their membership extends far beyond the Medical Center Area plan boundaries, they were able to help summarize strengths, opportunities, challenges, and priorities for neighborhoods and residents across the plan area.

Neighborhood Snapshot

The Dreamhill Estates Neighborhood Association was well represented throughout the process. It is located south of the intersection of Babcock Road and Dorothy Louise Drive. The neighborhood has 114 homes, most of which were constructed in the 1950s and 1960s. The neighborhood features large lot single family homes. The neighborhood has also created the Dreamhill Estates Education Resource Center (DEERC), a 501c3 Non-Profit corporation to conduct its Intergenerational Education Program including funding the construction of the DEERC in 2019. The DEERC will provide a center for classes and meetings for the neighborhoods in the area.

The Mockingbird Hill Neighborhood Association was also an active participant in the planning process. The neighborhood is a small community with small lot, multi-story single family homes that were constructed in the late 1960s and early 1970s. The neighborhood also features one of two city-owned parks in the Medical Center Area, Denman Estate Park. Preserving and enhancing the Denman Estate Park is among the top priorities for the community.

More conventional subdivisions with medium to larger lot sizes were built throughout the 1980s, and 1990s, as the area grew with the success of the medical Institutions and other employment opportunities in the area. Multi-family developments in the area have increased significantly since the late 1990s and continue today. In recent years, dense, luxury type multi-family complexes have been constructed in the area.

Neighborhood Strengths and Character

Strengths

1. Established single-family neighborhoods are well-kept, and residents appreciate amenities such as large shade trees, which enhance the area's vitality.
2. The neighborhoods are located in close proximity to medical services, educational opportunities, and jobs. The area also has convenient access to downtown via Fredericksburg Road or I-10, and access to Loop 410.
3. The Denman Estate Park is frequently used by area residents who walk to and from the park throughout the day.
4. The neighborhoods are ethnically diverse and offer housing options for residents of various income levels.

Neighborhood Opportunities and Challenges

Opportunities

1. Improving connections between residential areas and the commercial nodes, as well as healthcare services within the South Texas Medical Center.
2. Encouraging preservation and enhancement of Denman Estate Park.
3. Increasing housing affordability through the development of different housing types.
4. Reducing the impact of future development by planning for flood control and minimizing the impact on neighboring Leon Valley to the south.
5. The construction of the DEERC will provide a center for education for area residents as well as a meeting venue.

Challenges

1. Improving the transportation system to accommodate true multi-modal options, including increasing pedestrian and bicyclist safety throughout and between neighborhoods.
2. Maintaining tree canopy and providing increased tree coverage along pedestrian routes and within established neighborhoods.
3. Creating more complete neighborhoods that serve all stages of life by providing a variety of housing types and neighborhood services that attract first-time home buyers and allow residents to age in-place.
4. Bridging the “technology gap” between neighborhood residents and younger generations moving to the community, to continue community involvement by senior residents.

Neighborhood Priorities

The feedback received from the Dreamhill Estates Neighborhood Association, Mockingbird Hill Home Owners Association, Oak Hills Neighborhood Association, and NNOD was incorporated and summarized into neighborhood priorities.

Priorities
<p>Neighborhood Character Preserve the character of neighborhoods through the use of buffers, setbacks, and appropriate transitions between different zoning districts.</p>
<p>Environmental Resiliency Promote a healthy environment by protecting and maintaining the existing tree canopy. Plan appropriately for storm water runoff and flood mitigation as development occurs along the Leon Creek Tributaries, while minimizing the impact on Leon Valley to the south.</p>
<p>Housing Choice and Affordability Provide housing opportunities and affordability through the development of a variety of housing types with various densities and increased acceptance of housing assistance programs.</p>
<p>Connected and Safe Transportation System Improve transportation options for vehicles, bicyclists, and pedestrians by facilitating long-term planning and development of transportation systems, including connections between residential areas and the STMC for safe and efficient bicycle and pedestrian access.</p>
<p>Neighborhood Representation Increase neighborhood participation and support a sense of community identity and ownership by empowering residents to create an active organization or association that will advocate for neighborhood interests.</p> <p>Support neighborhood initiatives, such as the DEERC, that provide technology education to empower senior residents to continue active engagement and involvement in City plans and other public issues.</p>

6 Implementation

Plan Purpose

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

Intent of the Plan

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

How to Use This Plan

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

Coordination with Adopted Plans

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

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

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

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

Statutory Requirements

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

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

Implementation – Land Use

Land Use Recommendation #1: Ensure that properties in areas designated as Regional Mixed-Use are zoned to accommodate a high intensity of development activity, so that they can serve as a hub for this regional center.

Strategy 1.1 (Regulatory and Policy)

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

Strategy 1.2 (Regulation and Policy)

Support and potentially initiate rezoning of parcels in the areas designated as Regional Mixed-Use south of Huebner Road and across Fredericksburg Road from the USAA campus to allow the type of vertical mixed-use projects (with first floor retail and commercial and residences above) compatible with and encouraged in this land use. These areas are currently zoned C-2, C-3, MF-25, and MF-33 which do not allow for vertical mixed-use projects.

Strategy 1.3 (Regulation and Policy, Investment)

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

Land Use Recommendation #2: Examine the zoning of properties at the southwestern tip of the plan area and rezone if necessary, to allow uses appropriate for the Employment/Flex Mixed-Use designation.

Strategy 2.1 (Regulatory and Policy)

Support and potentially initiate the rezoning of parcels in the southwest corner of the Plan area that are designated Employment/Flex Mixed-use in order to support the land use and development vision of the Medical Center Area Regional Center Plan.

Land Use Recommendation #3: Rezone properties in Medium and High-Density Residential areas to ensure that this regional center is able to absorb projected future population growth.

Strategy 3.1 (Regulatory and Policy)

Support and potentially initiate rezoning of parcels in areas designated Medium Density Residential and High Density Residential when such rezoning requests support the land use and development vision expressed in the Medical Center Area Regional Center Plan.

Strategy 3.2 (Regulatory and Policy)

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

Strategy 3.3 (Regulatory and Policy)

Utilize flexible zoning tools that are defined in the City’s Unified Development Code, such as density bonuses and Transfer of Development Rights, in the Medical Center Area, particularly in areas designated as Regional Mixed-Use, Urban Mixed-Use and High Density Residential. In some cases, these tools could be used in lieu of rezoning.

Land Use Recommendation #4: Promote and preserve higher intensity commercial uses, such as office buildings, hotels, and larger retail centers along the I-10 frontage.

Strategy 4.1 (Regulation and Policy)

Support and potentially initiate rezoning of undeveloped properties to C-2 or C-3 if the zoning district assigned to them is not one of the districts appropriate for Regional Commercial use.

Strategy 4.2 (Regulation and Policy)

Encourage the highest permitted intensity of commercial, office and residential uses for properties along the I-10 frontage. Properties along the I-10 frontage area are positions to capitalize on location; the highest and best uses are priority for these sites.

Implementation – Focus Areas

Focus Area Recommendation #1: Update zoning and design standards to support the unique vision for each focus area, create high-quality places, support transportation choices, and avoid impacts to sensitive natural features.

Strategy 1.1: (Regulation and Policy)

Amend the Unified Development Code (UDC) to create new zoning districts that will support mixed-use development at a variety of scales, encouraging this type of development as the standard within the focus areas.

Strategy 1.2: (Regulation and Policy, Partnerships, Investment)

Prioritize major amenity and infrastructure improvement projects that support multiple plan recommendations, including those related to mobility, creation of public space, provision of recreation and green spaces, and protection of natural resources.

Strategy 1.3: (Partnerships)

Prioritize appropriate siting, design, and programming of public places in mixed-use focus areas during planning and development review processes.

Focus Area Recommendation #2: Ensure focus areas and other area amenities can be easily and safely accessed and used by all modes of travel.

Strategy 2.1 (Investment)

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

Strategy 2.2 (Regulation and Policy)

Assess and recommend changes to the existing Major Thoroughfare Plan, street standards and development recommendations to shift focus from automobile-oriented requirements to multi-modal oriented standards that prioritize pedestrian, bicycle, and other non-automobile traffic.

Strategy 2.3 (Regulation and Policy, Investment, Partnerships)

Develop a multimodal transportation and transit plan for the Regional Center focus areas.

Focus Area Recommendation #3: Promote the Community Vision of setting the example of a healthy community within the Medical Center Area Regional Center.

Strategy 3.1 (Regulation and Policy; Partnerships)

Provide opportunities for healthy food options and nutritional education by utilizing accessible open spaces as farmers markets.

Strategy 3.2 (Partnerships; Investment)

Use underutilized drainage ways, creeks, and utility easements to connect the existing Howard W. Peak Greenway Trail System into the Medical Center Area. Additional green spaces and trail connectivity will increase overall activity, provide mobility options, and encourage recreational use within the Medical Center Area.

Strategy 3.3 (Regulation and Policy; Investment)

Design and develop green spaces with low impact development (LID) techniques that will help reduce regional flooding issues and mitigate the development impact on neighboring Leon Valley to the south.

Focus Area Recommendation #4: Balance development and investment in focus areas to provide mixed-use opportunities with a variety of housing types.

Strategy 4.1 (Regulation and Policy)

Review the land use map and existing zoning of properties within focus areas and other important mixed-use areas to identify potential City-initiated rezoning needed to encourage mixed-use developments that include a variety of housing types.

Strategy 4.2 (Regulation and Policy; Partnerships; Investments)

Explore opportunities to offer development incentives for projects that incorporate mixed uses with various housing types.

Implementation – Mobility

[See Figure 15 – Mobility Framework Recommendations Map]

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

Strategy 1.1 (Partnerships, Investment)

Continue evaluating and implementing proven strategies and best practices improvements, potentially including traffic calming and complete streets principles, which improve pedestrian, bicycle, and traffic safety and help achieve San Antonio’s Vision Zero goals. Highest priority areas are the identified Severe Pedestrian Injury Areas (SPIAs):

- Babcock Road from Snowden Road to Merton Minter;
- Callaghan Road from Horizon Hill Boulevard to Rock Creek Run Street;
- Fredericksburg Road from Bluemel Road to Cliff Oaks;
- Fredericksburg Road from Magic Drive to Lakeridge Drive;
- Wurzbach Road from Fredericksburg Road to Blumel Road; and
- Wurzbach Road from Von Scheele Drive to Medical Drive.

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

Strategy 1.2 (Regulation and Policy, Investment)

Invest in well-designed crossings that incorporate best practices for safety and placemaking at the intersections of:

- Babcock Road and Wurzbach Road;
- Babcock Road and Hamilton Wolfe Road;
- Babcock Road and Louis Pasteur Drive;
- Floyd Curl Drive and Wurzbach Road;
- Fredericksburg Road and Cinnamon Creek Drive;
- Fredericksburg Road and Wurzbach Road; and
- Fredericksburg Road and Medical Drive.

Strategy 1.3 (Regulation and Policy, Partnerships, Investment)

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

The Mobility Recommendations Map indicates priority locations for the application of this strategy at the following locations:

- I-10 frontage roads from Wurzbach Road to Medical Drive;
- Fredericksburg Road from Magic Drive to Mockingbird Lane and from Louis Pasteur Drive to Bluemel Road;
- Babcock Road from Huebner Road to McLennan Oak Drive; from Eckherth Road to Hamilton Wolfe Road; from John Smith Drive to Wurzbach Road; and from Newgate Drive to Loop 410; and

- Callaghan Road from Torino Drive to I-10; and Wurzbach Road from I-10 to Dean Pannill Drive.

These high-speed roadways have numerous curb cuts, creating unsafe conditions for bicyclists and pedestrians.

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

Strategy 2.1 (Regulatory and Policy, Investment)

Conduct complete streets studies and focus priority investment on key corridors that will have higher volumes from all modes of mobility as the Medical Center Area continues to grow and develop. In particular, the studies should identify opportunities to reduce pedestrian crossing time, increase pedestrian crossing opportunities, and reduce operational speeds. The following street segments are ideal for study and implementation:

- Fredericksburg Road from Loop 410 to Wurzbach Road;
- Wurzbach Road from Babcock Road to IH 10;
- Louis Pasteur Drive from Babcock Road to Floyd Curl Drive; and
- Hamilton Wolfe from Babcock Road to Fredericksburg Road.

Strategy 2.2 (Regulation and Policy, Investment)

Implement on-road infrastructure and wayfinding projects to improve first/last mile connectivity to existing publically accessible trails within the Medical Center Area and to regionally significant trailheads such as the Leon Vista Trailhead north of the Medical Center.

Strategy 2.3 (Regulatory and Policy, Investment)

Continue to complete the bicycle network by implementing priority projects and adding facilities as streets are repaved or reconstructed. As shown on the Mobility Recommendations Map, priority locations to implement this strategy include:

- Floyd Curl Drive from Huebner Road to Fawn Meadows;
- Wurzbach Road from Medical Drive to Evers Road;
- Eckhert Road from Huebner Road to Babcock Road; and
- Callaghan Road from Fredericksburg Road to Pinebrook Drive.

Strategy 2.4 (Partnership, Investment)

Conduct a feasibility study of linear greenway development on creeks and tributaries within the Medical Center plan area.

Mobility Recommendation #3: Manage transportation demand by creating walkable places and by supporting efficient vehicular flow and transit operations through targeted interventions

Strategy 3.1 (Regulatory and Policy, Investment)

Evaluate street and intersection design for transit reliability chokepoints (like school zones, at-grade railroad crossings, and vehicular traffic), and prioritize multimodal investments to ensure reliable alternatives to vehicular travel. Areas with recurring congestion that directly impact transit service reliability include:

- The intersection of Wurzbach Road and Fredericksburg Road;
- Loop 410 frontage roads from I-10 to Evers Road;

- Fredericksburg Road from Loop 410 to Callaghan Road;
- Fredericksburg Road from USAA Boulevard to Huebner Road;
- Babcock Road from Wurzbach Road to Medical Drive;
- Wurzbach Road from Babcock Road to Medical Drive;
- Wurzbach Road from Gardendale to I-10; and
- Huebner Road from Research Drive to I-10.

Potential multimodal improvements that would require study before implementation include:

- Peak hour or school zone bus-only lanes that give priority to buses in times of heavy traffic;
- Queuing jump traffic signals to allow buses a chance to get ahead of the traffic;
- Special event priority lanes that give priority to buses during traffic surges of planned events;
- Grade separated railroad tracks; and
- Bus bulbs to allow buses to pick up passengers without entering/exiting traffic.

Strategy 3.2 (Regulatory and Policy, Partnerships, Investment)

Comprehensively address major South Texas Medical Center corridors in the City’s traffic signal upgrade program. Improvements should be implemented on a corridor basis and take into account improvements to other corridors, as well as future improvements identified in the City’s Multi-modal Plan. Closed-circuit television (CCTV) should be provided at key intersections in and around the area. If the City’s traffic signal program budget is not adequate to provide these, Medical Center institutions may want to consider a partnership with the City to help fund them.

Initial considerations require a review of the current signal upgrade program, development of desired priorities for the Medical Center plan area, formation of a working group with City of San Antonio Traffic Systems Management and Operations (TSMO) personnel for the priority corridors listed below:

- Major north-south corridors serving the area, including Babcock and Fredericksburg roads and Floyd Curl Drive; and
- Major east-west corridors including Huebner, Wurzbach and Hamilton Wolfe roads, and Medical Drive.

Strategy 3.3 (Regulatory and Policy, Partnerships, Investment)

Collaborate to develop a virtual subarea Transportation Management Center (TMC) in partnership with the City of San Antonio TSMO, TxDOT TransGuide, and VIA to include area CCTV feeds and dynamic message signs (DMS) messages provided in real time with additional CCTVs located within the Medical Center.

The key steps for this implementation include forming a working group that includes personnel from Medical Center institutions, the City of San Antonio, VIA and TxDOT; conducting a peer review of similar Campus TMCs to identify operating strategies; and developing an operational concept for a virtual TMC.

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

Strategy 4.1 (Regulatory and Policy)

Implement first/last mile strategies, such as sidewalks, curb ramps, crosswalks, bicycle facilities, etc., at VIA Metropolitan Transit Transfer Areas and Primo and Rapid Transit Corridor station areas, in order to promote access to transit by creating inviting, quality public space at stations where large numbers of

people would benefit from amenities like shade, seating, and safety lighting, as well as placemaking initiatives. Investments focused in station areas should consider the implementation timeline and prioritize areas of both rapid transit and fixed-route services. Based on current analysis, these station areas might include:

- Fredericksburg Road and Wurzbach Road;
- Fredericksburg Road and Medical Drive;
- Fredericksburg Road and Callaghan Road;
- Fredericksburg Road and Loop 410;
- Medical Drive and Wurzbach Road; and
- Medical Drive and Babcock Road, the location of the VIA South Texas Medical Center Transit Center.

Implementation – Amenities and Infrastructure

Amenities and Infrastructure Recommendation #1: Create linear parks that leverage the natural features and drainage ways of the Medical Center Area.

Strategy 1.1 (Regulation and Policy, Partnerships, Investment)

Work with property owners to dedicate the portions of Huebner Creek that run from the western City of San Antonio limits near Apple Green Road, to approximately 700 feet west of Babcock Road and approximately 700 feet east of Babcock Road to Valley Green Road as parkland. Include this parkland area in the City's Howard W. Peak Greenway Trails System to plan to connect the creek with other San Antonio waterways.

Strategy 1.2 (Regulatory and Policy, Investment)

Incorporate low impact development techniques in the Huebner Creek trail improvements to minimize local flooding risks.

Strategy 1.3 (Regulation and Policy, Investment)

Design improvements to Huebner Creek in line with existing greenway trails in the City. The connection of Huebner Creek to existing greenway trails will promote physical activity and beautification of underutilized spaces. Possible sources of funding include continuing the trail sales tax initiative or a bond measure.

Amenities and Infrastructure Recommendation #2: Provide indoor and outdoor spaces for social or community gathering.

Strategy 2.1 (Regulation and Policy)

Amend the City's Unified Development Code to encourage larger setbacks along the areas and corridors identified as potential social or community gathering spaces with the specific intent that these spaces be used for social or community gathering activities.

Strategy 2.2 (Partnership, Investment)

Provide incentives for existing property owners or developers to incorporate public space for plazas, community gardens, or farmers markets.

Strategy 2.3 (Partnership, Investment)

Work with the Metropolitan Health District and the Mayor's Fitness Council to provide incentives for new community markets with fresh produce or healthy restaurants. Incentives will be an ideal opportunity for a new or existing commercial business since increased utility and visitors is a means to generate more revenue.

Amenities and Infrastructure Recommendation #3: Increase the presence of the tree canopy coverage and improve landscaping along streetscapes and public community areas.

Strategy 3.1 (Regulatory and Policy, Investment)

Expand implementation of the South Texas Medical Center Master Plan's Floyd Curl Green Street by extending the green street roadway improvements to Huebner Road. Improved landscaping and addition of street trees are two of the attributes included in the greenway improvements.

Strategy 3.2 (Regulatory and Policy, Investment)

Incentivize additional visible green stormwater management practices in the Medical Center Area focus areas through incentives, density bonuses, or parking reductions.

Strategy 3.3 (Regulatory and Policy, Partnerships, Investment)

Encourage native, drought tolerant vegetation recommended by the City of San Antonio's Arborist. Ongoing education may also include coordination with the San Antonio Parks and Recreation Department and San Antonio River Foundation to organize and host a native tree giveaway event.

Strategy 3.4 (Regulatory and Policy, Partnerships)

Educate the residents and businesses within the Medical Center Area about Oak Wilt disease and Oak Wilt prevention to help protect and preserve the existing tree canopy within the Regional Center.

Amenities and Infrastructure #4: Increase pedestrian safety and lighting along main corridors.

Strategy 4.1 (Regulatory and Policy, Investment)

During bond, property redevelopments, and other street reconstruction projects, actively work with property owners and partner agencies to apply proven strategies that improve pedestrian safety when redeveloping intersections and roadway segments in the Medical Center Area. These features should be implemented at notable intersections within the Regional Center including, but not limited to, the intersection of Gardendale Street and Wurzbach Road, Fredericksburg Road and Wurzbach Road, Fredericksburg Road and Donore Place, Babcock Road and Louis Pasteur Drive, Wurzbach Road and Babcock Road, and Wurzbach Road and Floyd Curl Drive.

Strategy 4.2 (Regulatory and Policy, Investment)

Pedestrian safety improvements at the noted intersections in the Center should also include improved pedestrian lighting. As many parts of the Regional Center are active on a 24-hour basis, it is crucial that sidewalks are well lit with downward facing street lighting.

Amenities and Infrastructure Recommendation #5: Create a district identity by incorporating character-defining features into the Center.

Strategy 5.1 (Partnerships, Investment)

Implement a district brand for the core area of the Medical Center Area.

- Issue a Request for Proposal (RFP) to select a designer to create a cohesive district brand.
- Use bond funds or fundraising to add district themed wayfinding signage, public art, or district signage.

Implementation – Catalytic Projects

Catalytic Projects Recommendation #1: Create a safe pedestrian environment at the Wurzbach Road and Babcock Road site while designing for multiple modes of transit.

Strategy 1.1 (Regulation and Policy, Investment)

Study, design and implement an improved intersection and streetscapes based on Vision Zero principles and other pedestrian and bicycle safety best practices.

Strategy 1.2 (Regulatory and Policy, Partnerships, Investment)

Consider redesigning the Babcock Road corridor with dedicated center bus lanes to accommodate an upgrade of the corridor to one of VIA's Primo Line.

Strategy 1.3 (Regulatory and Policy, Partnerships, Investment)

Work with property owners on improved access management strategies during any reconstruction of Babcock and Wurzbach roads to reduce the number of driveways that can be potential conflict points between automobiles, pedestrians, and bicyclists.

Catalytic Projects Recommendation #2: Support medium intensity mixed-use development at the USAA Boulevard site that adds a variety of housing options to the area and integrates recreation and natural space amenities available to area residents.

Strategy 2.1 (Partnerships)

Work to ensure that new development on the USAA Boulevard site is a model for future development in the area and encourage inclusion of critical aspects of the design intent in the concept designs, including:

- Incorporate a range of housing options within the site including compact single family, townhomes, and apartments or condominiums.
- Incorporate vertical mixed-use buildings that include residential, office, commercial, and hospitality uses.
- Organize development to protect and accentuate potential community greenspaces along the drainage way and CPS energy easement.
- Orient more intense uses and building heights toward Huebner Road and Research Drive; residential uses and lower building heights should be oriented toward the center of the site and the community greenspaces.
- Locate lower density residential uses such as compact single family and townhomes adjacent to the elementary school.
- Incorporate parking into buildings, adjoining structures, or small, dispersed interior lots; and discourage large surface lots and parking between buildings and the street.

Strategy 2.2 (Regulatory and Policy, Investment)

Explore connections from the portion of the Huebner Creek tributary that divides the USAA Boulevard property to the larger San Antonio Greenway Trail System. Incorporate low impact development drainage practices in developments near the creek to mitigate flooding and stormwater issues.

Strategy 2.3 (Partnerships)

Explore feasibility of greenway trail expansion along the CPS utility easement.

Implementation – Housing

Housing Recommendation #1: Reinvest in existing housing stock and neighborhoods in the Medical Center Area Regional Center.

Strategy 1.1 (Regulatory and Policy)

Proactively market existing homeowner assistance programs, such as the minor repairs program and home buyer down payment assistance program, to residents to raise awareness of these programs.

Strategy 1.2 (Regulatory and Policy, Partnerships, Investment)

Outreach to owners of existing multifamily housing complexes to provide information on existing grant opportunities for energy efficiency and other programs to help encourage reinvestment in these complexes.

Strategy 1.3 (Regulatory and Policy, Partnerships, Investments)

Provide financial support for reinvestment as an incentive for providing or retaining a portion of units as income restricted affordable units.

Housing Recommendation #2: Increase the diversity of housing options with a focus on attracting a greater diversity of for-sale housing options.

Strategy 2.1 (Regulatory and Policy, Investment)

Encourage the development of medium and high-density housing products in and around commercial, employment, and transit nodes in the Medical Center Area.

Strategy 2.2 (Regulatory and Policy)

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

Strategy 2.3 (Partnerships)

Work with housing development partners to identify potential locations for senior-oriented housing projects, including projects with affordable senior units.

Housing Recommendation #3: Preserve the existing affordable housing stock and increase the amount of affordable housing as the Regional Center continues to grow.

Strategy 3.1 (Partnerships, Investment)

Provide incentives to, and consider aiding in the acquisition of, existing affordable housing projects nearing the end of the required period of affordability to maintain the existing affordable housing inventory.

Strategy 3.2 (Regulatory and Policy, Partnerships)

Identify and incentivize the development of affordable housing projects affordable to homeowners earning less than 120% of AMI and affordable to renters earning less than 80% of AMI. Explore the acquisition and rehabilitation of older, market-rate multifamily projects as a strategy to increase the inventory of affordable units.

Housing Recommendation #4: Better connect and integrate housing within the commercial and employment areas in the Medical Center.

Strategy 4.1 (Investment)

Invest in safe pedestrian and bicycle connections that increase the access of neighborhoods to the South Texas Medical Center.

Strategy 4.2 (Regulation and Policy)

Develop design guidelines and/or modify the Unified Development Code to allow new infill housing development in the Medical Center Area to better for allow walkable, compact housing development along arterial roads including more flexible development regulations including setbacks.

Implementation – Economic Development

Economic Development Recommendation #1: Support the promotion of health in the built environment within the Medical Center Area.

Strategy 1.1 (Partnerships, Investment)

Partner with the San Antonio Medical Alliance and San Antonio Medical Center Foundation to continue the implementation of STMC Enliven, the Master Plan for the South Texas Medical Center.

Strategy 1.2 (Partnerships)

Partner with the Medical Center health and education institutions to identify ways to provide classes, events, and programs within public spaces in the Medical Center Area.

Strategy 1.3 (Investment)

Explore potential public financing tools that could be applied within the Medical Center Area to fund improvements identified in the STMC Master Plan.

Economic Development Recommendation #2: Create a wider variety of uses, amenities, and attractions in the Medical Center Area to support and attract a greater diversity of residents, employees, and visitors.

Strategy 2.1 (Partnerships, Investment)

Work with building and property owners to attract a more diverse mix of retail offerings with a focus on full-service restaurants, healthy food/grocery providers, entertainment, and fitness-oriented retailers.

Strategy 2.2 (Investment)

Explore ways to attract additional conference and large event space available to multiple groups in the Medical Center Area.

Strategy 2.3 (Partnerships, Investment)

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

Strategy 2.4 (Partnerships, Investment)

Explore ways that older, underutilized medical office spaces can be repurposed and as opportunities for use as shared work spaces, incubator spaces, or to support additional medical education and training providers not present in the Medical Center Area currently.

Economic Development Recommendation #3: Promote and support the growth of the Medical Center Area as a bio-science and health research-oriented innovation district.

Strategy 3.1 (Regulation and Policy)

Work with economic development partners to promote the Medical Center as a bio-tech innovation district to attract entrepreneurship activities and attract venture capital investment

Strategy 3.2 (Partnerships, Investment)

Support the testing and utilization of Smart City technologies, as part of the SmartSA program, to address issues in the Medical Center Area such as traffic congestion and parking demand management.

Strategy 3.3 (Partnerships, Investment)

Work with partners to create a biotech-oriented seed capital fund to support new business formation. Promote and connect the fund to the business community and research institutes in the Medical Center Area.

Appendix: Maps, Figures, and Exhibits

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

List of Maps, Figures, and Exhibits

Figure 1: Plan Location Map

Figure 2: Study Area Map

Figure 3: Plan Framework Map

Figure 4: Future Land Use Map

Figure 5: Focus Areas Framework Map

Figure 6: Mobility Framework Map

Figure 7: Amenities and Infrastructure Framework Map

Figure 8: Catalytic Projects Map

Figure 9: Catalytic Site – Wurzbach Road and Babcock Road

Figure 10: Catalytic Site – Wurzbach Road and Babcock Road Conceptual Illustration

Figure 11: Catalytic Site – USAA Boulevard

Figure 12: Catalytic Site – USAA Boulevard Conceptual Illustration

Figure 13: Housing Snapshot

Figure 14: Cost Burdened Renter Households by Income

Figure 15: Mobility Framework Recommendations Map

Exhibit 1: Medical Center Area Regional Center Existing Conditions Atlas