



Medical Center Planning Team

Meeting #3

Tuesday, October 24, 2017

San Antonio Medical Foundation

10:00 am



Cambridge Systematics, Inc.
Bowtie
Economic & Planning Systems, Inc.
Auxiliary Marketing Services
Mosaic Planning and Development Services
SJPA

Medical Center Project Team

- Carlos Guerra, Project Manager
City of San Antonio
- Jay Renkens, Principal-in-Charge
MIG, Inc.
- Matt Prosser, Co-Project Manager
Economic & Planning Systems



Meeting Objectives

- Review stakeholder input
- Consider themes analysis findings
- Review/discuss draft vision and goals
- Review opportunity areas
- Map Plan Framework



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Project Process and Schedule

SA TOMORROW Medical Center Regional Center Area

city of san antonio Sub-Area Planning

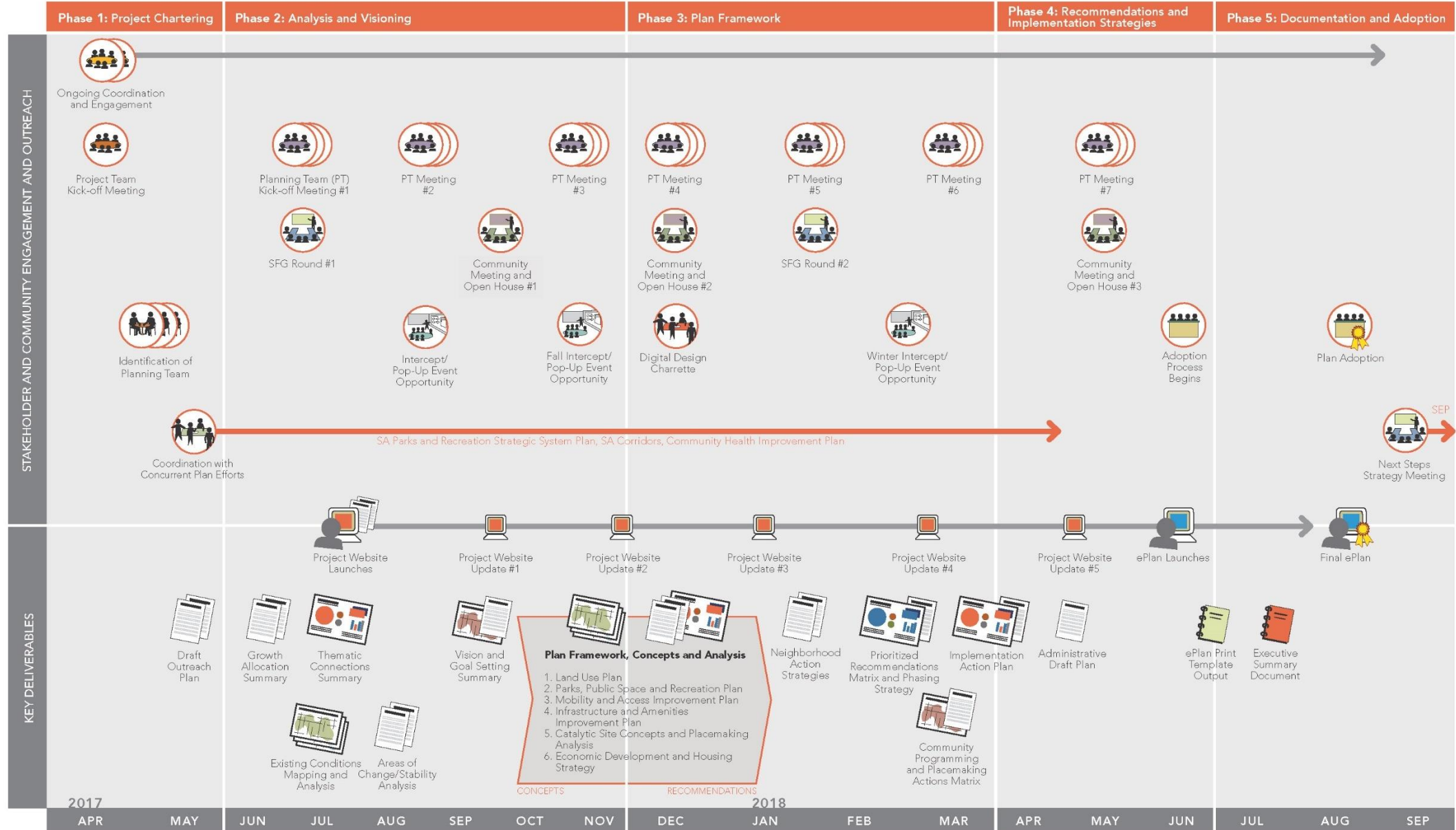


PROCESS SCHEDULE

06/28/2017

PT = Planning Team

SFG = Stakeholder Focus Groups



Project Phases

2

Analysis & Visioning

Existing conditions research; vision/goals framework; stakeholder input; Community Meeting #1

Summer through
early Fall 2017

3

Plan Framework

Opportunity areas; catalytic projects; develop Plan elements; stakeholder input; Community Meeting #2

Fall 2017 through
Winter 2018

4

Recommendations & Implementation Strategies

Action and phasing strategies; draft Plan elements; stakeholder input; Community Open House

Winter through
Spring 2018

5

Documentation & Adoption

Public Hearings, adoption, final summary and ePlan

Spring through
Summer 2018

Outreach Update

- Community Meeting #1
- Discussion with Dream Hill Estates Neighborhood Board
- District 8 Town Hall Event
- Ciclovía



YOU'RE INVITED!

To the District 8 Town Hall with Councilman Manny Pelaez!

October 17, 2017

6:30-7:30 pm

The Well

5539 UTSA Boulevard,
San Antonio, TX 78249

With Bexar County Commissioner Kevin Wolff, San Antonio Police Chief William McManus, and Fire Chief Charles Hood! Representatives from TCI, TXDOT, SAWS, CPS Energy, and others will also provide information and answer questions.

Now also featuring Congressman Joaquin Castro!

And State Rep. Diana Arevalo!

Office of Councilman Manny Pelaez
Colonnade Centre Building
9830 Colonnade Blvd. Suite 165
San Antonio, TX 78230
Office Line: 210.207.0943



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Visioning Input

Planning Team Meeting #2

HEALTHY LIVING

- ▶ EDUCATIONAL EXAMPLE (MODEL)
- ▶ CONNECTIVITY
- ▶ HEALTHY FOODS/NUTRITION
 - ↳ COMMUNITY GARDENS
- ▶ OPEN SPACE/GATHERING
- ▶ TRAILS
- ▶ FARMERS MARKET/S
- ▶ PARTNERSHIPS → CHURCHES
- ▶ SPARKS - SCHOOL PARKS
- ▶ SENIOR CENTER
- ▶ MEDICAL SERVICES
- ▶ NURTURING ENVIRONMENT
 - ↳ TAKE IT OUTSIDE BUILDINGS
- ▶ NEIGHBORHOOD GROCERY STORE

VISION DEDUCATE

- ▶ PARK & RIDE
- ▶ TRANSIT RAIL
- ▶ SAFE
- ▶ ROOFTOPS/ "UPPER RAIL"
- ▶ WALK TO PARK
- ▶ WALKABILITY
- ▶ CIRCULATOR SHUTTLE
- ▶ BUSINESS DEV.
- ▶ USE CREEKS
- ▶ SMALL MARKET
- ▶ REGIONAL
- ▶ POCKETS OF OPEN SPACE CENTER
- ▶ PREMIERE MED CENTER
 - ↳ SUPPORT WHAT WE HAVE
- ▶ TRAILS
- ▶ MULTIMODAL
- ▶ HEALTHY LIVING
- ▶ LIVE, WORK, PLAY
- ▶ ATTRACTIVE & INVITING
- ▶ EASY NAVIGATION
- ▶ WORLD LEADER COMMERICAL SERVICES
- ▶ VIBRANT COMMUNITY ↳ BEST IN WORLD
- ▶ INTERCONNECTED, MOBILE

WORLD LEADER IN MED

- ▶ MEDICAL EDUCATIONAL OR RESEARCH → RESTRICTIONS ON MED CENTER LAND
- ▶ JOINT MILITARY MEDICINE
 - ↳ RESEARCH
- ▶ WORLD CLASS CANCER CARE
- ▶ RESEARCH FOCUS AREAS
- ▶ WORLD CLASS TRANSPORTATION
 - ↳ AIR, RAIL, ETC.
- ▶ GREEN SPACE
- ▶ GREAT PEOPLE & TALENT

MOBILITY

- ▶ AUTONOMOUS CARS
- ▶ DELIVERY
- ▶ PED & BIKE
- ▶ ELECTRIC CHARGING CENTERS
- ▶ FREQUENT TRANSIT
- ▶ HIGH CAPACITY/RAPID TRANSIT
- ▶ PEDESTRIAN SAFETY - SETBACKS
- ▶ PEDESTRIAN COMFORT
- ▶ ACCESSIBILITY → ADA, SENIORS, WHEEL CHAIRS, ETC.

HEALTHY LIVING

- ▶ INFORMAL REC & GATHERING SPACES
- ▶ LEVERAGE PUBLICLY OWNED PROPERTIES TO CATALYZE VISION
- ▶ IMPROVE CONNECTIVITY
 - ↳ "PARK ONCE" STRATEGY
 - ↳ TRAM/SHUTTLE



Community Meeting #1



Medical Center Area Community Meeting #1 - Group # 887
September 18, 2017

Priorities & Themes from the Map Exercise

Preserve ●

These are positive things or characteristics that should be preserved for future generations:

Parks & green spaces
Trees
Landscaping w/ water saving plants

Add ●

The Medical Center Area will be enhanced in the coming decades by adding or improving:

Community Gardens
Parks & Green Spaces
Incentive private businesses to install renewable energy (solar panels)

Remove ●

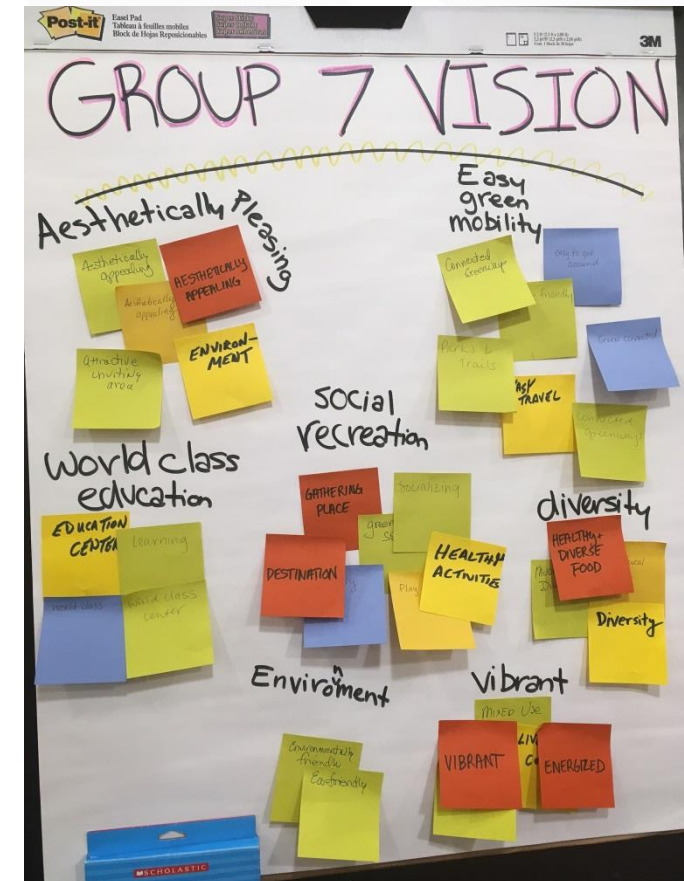
The Medical Center Area would be improved by removing or reducing these things:

Neighborhood reinvestment

Keep Out ●

These things or characteristics should not be part of the future of the Medical Center Area:

Environmental pollution industrial areas



Community Meeting #1



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sub area planning

Vision for the Medical Center Area

Please write your Vision for the Medical Center Area below. One idea for starting your vision is:
"In 20 years, the Medical Center Area will be: VITAL, VIBRANT, and VALUABLE."

My Vision for the Medical Center Area:

- * ENHANCED TRANSPORTATION WITHIN THE MEDICAL CENTER
- * IMPROVED CONNECTIVITY AMONG THE HEALTH CARE CENTERS
- * CONTROLLED GROWTH OF ALIMENTARY BUSINESSES THAT SUPPORT THE CENTER, SUCH AS DAY CARE, SCHOOLS AND COMMUNITY MARKETS
- * IMPROVED INFRASTRUCTURE (STREETS - SIGNAL SYSTEMS)

Small Group Report Out

I. Our group thought:
The 3 most significant opportunities (Preserve + Add) in our area are:
OPEN SPACE, CONNECTIVITY / TRANSPORTATION,
OUTDOOR AMENITIES. The greatest challenge (Remove + Keep out) to taking advantage of these opportunities is: LAG OF CONNECTIVITY

II. A few of our group's top Vision and Goal priorities are:




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Emerging Themes Analysis:
Innovation

SA Tomorrow Emerging Themes

- Innovation (Innovation Districts)
 - Sustainability (Eco-Districts)
 - Transit-Oriented Development
 - Trail-Oriented Development
- 

Innovation Districts

Fostering entrepreneurship

- Well-suited to accommodate knowledge based economy
- Provide the connections to jump-start entrepreneurship
- Support formal and informal interactions
- Have the ability to foster more inclusive job growth



Regional Center Innovation Audit

Identification of Model

Anchor Plus

Large-scale mixed use development centered around anchor institutions, which are typically major research/education institutions

Example: Texas Medical Center, Houston, TX



Re-imagined Urban Area

Older areas of central cities where the historic building fabric/uses have evolved

Example: Seaport Innovation District – Boston, MA



Urbanized Science Park

Suburban or exurban business parks that were traditionally isolated and car-only accessible

Example: Research Triangle Park, Raleigh, NC



Regional Center Innovation Audit

Inventory of Assets

ECONOMIC ASSETS...

are economic activities that are present in the district that foster innovation.

Attributes/Measures

- Presence of Anchors Institutions and Businesses
- Target Industries (location Quotient)
- Presence of Cultivators (co-working spaces, business incubators and accelerators)
- Employment Density (employees per acre)

PHYSICAL ASSETS...

are the building and places where innovation occurs and how people are connected.

Attributes/Measures

- Public Gathering Spaces (persons per park/plaza)
- Private Gathering Spaces (persons per restaurant/ bar)
- New Buildings (new office square feet since 2010)
- Connectivity (walk, bike and transit score)

NETWORK ASSETS...

are the attributes of the residents and employees that contribute to innovation.

Attributes/Measures

- Presence of organized business support groups
- Population Density (people per acre)
- Talent and Education (education attainment of workers and residents)
- Diversity (Diversity Index from ESRI)

PROJECT AREA Regional Center Area

Economic Assets

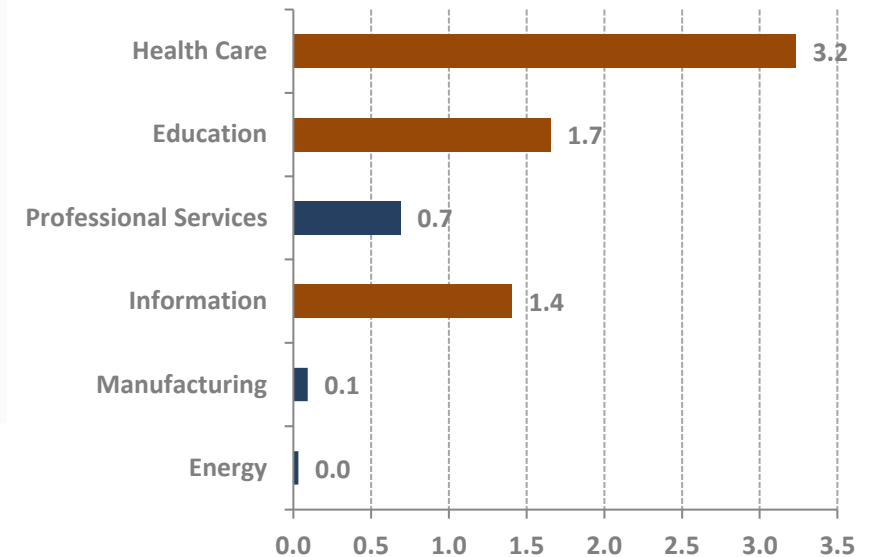
Economic Assets Summary

- Health Care center of the City, with over half of hospitals citywide, and over 40 health/research organizations.
- The location of five colleges/schools of medicine as part of the UT Health Science Center.
- Need to leverage health care institutions and USAA to spur additional economic diversification

9.4 jobs/acre

3 cultivators

Innovation Industries Location Quotient



PROJECT AREA Regional Center Area

Physical Assets

Physical Assets Summary

- Lack of public gathering spaces and has the lowest number of parks and public amenities of all the centers
- The Medical Center has poor walkability and matches the citywide average.
- Additional office space is needed to leverage potential economic spin-off activity from anchor institutions.

Public Gathering Spaces

39,200 persons per park*

Private Gathering Spaces

576 persons per restaurant/bar*

New Office Space since 2010

210,000 square feet

PROJECT AREA Regional Center Area

Network Assets

Network Assets Summary

- Area benefits from the coordination of activities by the Medical Center Alliance and the Medical Center Foundation
- Need entity focused on in increasing interaction among workers and residents through events and programming
- The Medical Center area is the most diverse of the five regional centers and population density that matches with its employment

Population Density

9.5 people per acre

Diversity Index*

78.7 (City of San Antonio=72.1)

Strengths and Weaknesses

Innovation Audit Measurements

- Has many attributes desired in an innovation district
- Focus should be to create places for workers, businesses, institutions and residents to interact both formally and informally.
- Area needs a more walkable environment to support the existing population and employment density

Medical Center	
Anchor Institutions	3
Industry Clusters	2
Cultivators	2
Employment Density	2
Public Gathering Spaces	1
Private Gathering Spaces	2
Connectivity	1
Business Organizers	2
Population Density	3
Educational Attainment (Residents)	3
Educational Attainment (Workers)	3
Diversity Index	3
CENTER SCORE	27

LEGEND

Available services:	Limited	Adequate/Good	Superior
Score:	1	2	3



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Emerging Themes Analysis: EcoDistricts

EcoDistricts

What is it?

Neighborhoods or districts where neighbors, community institutions and businesses join with city leaders and utility providers to meet ambitious sustainability goals and co-develop innovative district-scale projects.

EcoDistricts™

- A nonprofit that advances a new standard for community development. Through its programs and certification standard, EcoDistricts helps create equitable, sustainable, and resilient neighborhoods for all.
- A tool for fostering neighborhood and district-scale sustainability performance
- A rigorous certification



EcoDistricts

Why are they important?

- Global challenges – climate change, resource scarcity and urbanization – threaten the stability of life in metropolitan regions
- The majority of the world's population lives in cities and anticipate growth
- Cities are powerful venues for transformation and innovation – talent, capital, technologies and networks
- Scale is important
 - Cities are struggling to bridge the gap between policy aspirations and practical investments
 - More ambitious performance-based planning, investment and monitoring strategies are essential
- Districts and neighborhoods are the right scale for sustainability strategies because they concentrate resources and make risk more manageable

SA Sustainability Plan

- Establishing ecodistricts is a district level response to the Sustainability Plan's call to prepare for extreme weather events and to anticipate impacts of a changing climate
 - Flooding – flood risk management
 - Extreme Heat – decrease urban heat island effect
 - Drought – residential water conservation
 - Wildfire – address wildlife-urban interface

Cross Cutting Themes

- An Ecodistrict strategy would be supported by the Sustainability Plan's five cross cutting themes
 - Air Quality – neighborhood scale health benefits
 - Economic Vitality – community based benefits
 - Equity – focuses on underserved communities
 - Resilience – reducing district-level vulnerabilities
 - Water Resources – protect, preserve and improve water quality

EcoDistricts

Where can this be applied?

The EcoDistrict criteria is designed to support a full spectrum of neighborhoods and districts, both new and existing:

- Existing Neighborhoods
 - Good foundation to build from; leverage neighborhood relationships
- Brownfield Sites
 - Opportunity to define the aspirations of a redevelopment at the outset
- Business Districts
 - Could serve as an EcoDistrict boundary with an existing neighborhood scale governance structure
- Institutional Campuses
 - Grow sustainable practices in settings that support civil society, citizens, non-profits and non-governmental players that can lead community making activities
- Industrial Lands
 - Can establish sustainable working environments with adaptive reuse potential
- Mixed Use Districts
 - Expand on the structure of a well connected urban environment – walkable places with residential and commercial uses in most buildings

EcoDistricts

How are they implemented?

BEGIN

CERTIFICATION

MAINTENANCE

REGISTER



**IMPERATIVES
COMMITMENT**

Within 1 year of
Registration.



FORMATION

Within 2 years of Imperatives Commitment
endorsement. Certification is obtained upon
endorsement of Formation and Roadmap
submissions



ROADMAP



PERFORMANCE

Within 2 years of
Certification.

EcoDistricts

Indicators and Metrics

- **Social growth and civil participation:** educational attainment; language competency; voter participation in latest election
- **Need for economic decline preparedness:** businesses with 100+ employees; households in poverty; sector diversity
- **Need for environmental degradation preparedness:** land area in 100-year floodplain
- **Economic opportunity:** unemployment rate; population living below poverty level; population receiving social assistance
- **Vulnerable community health and wellbeing:** premature mortality; population reporting good or excellent mental health; persons with diabetes
- **Lacking elements of a quality physical setting:** walkability score; civic meeting spaces; healthy food stores; amount of green space
- **Need to optimize energy use:** zero energy performance index for major building types; household vehicle fuel use; per capita total energy use; renewable power generated; net CO2 emissions

EcoDistricts

Potential Application to Medical Center

- Sustainability is a cross-cutting theme important in all planning areas regardless of whether an ecodistrict is established within the area.
- Opportunity for common sustainability practices for hospitals
- Opportunity for common approach to optimizing energy use in the area
- Potential strategy to address lack of public spaces

Qualitative Assessment Of Indicator

1	2	3
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	Medical Center Regional Center
Social growth and civil participation	2
Need for economic decline preparedness	2
Need for environmental degradation preparedness	3
Economic opportunity	1
Vulnerable community health and wellbeing	2
Lacking elements of a quality physical setting	3
Need for optimizing energy use	2
Benefit of Application	15 of 21



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Emerging Themes Analysis: Transit-Oriented Development

Transit-Oriented Development

Why is it important?

- Reduced dependence on automobiles
 - streets safer
 - Mitigates increasing congestion
 - promotes healthy cities
- Benefits for transit users, developers, municipalities, cyclists, pedestrians, and non-participants (drivers or visitors)
- More transit ridership > more fare revenue and efficiency
- Enables access to services served by transit
 - “Transit-dependent riders”: Youth, Elderly, lower income residents, and disabled

Transit-Oriented Development

Where can this be applied?

- Stations along transit corridors
 - either with premium bus service with dedicated right-of-way, or light rail transit
 - San Pedro and Broadway corridors have potential
- Identify opportunity areas proximate to transit stations
 - public, vacant and underutilized land within a half-mile of a transit station



Transit-Oriented Development

How is it implemented?

- Determining high-capacity transit corridors with major stations or transfer points
- Deciding which stations have potential to serve as anchors for higher-density and intensity mixed-use development
- Strengthening pedestrian and bicycle access of surrounding neighborhoods along high-capacity transit corridors
- Allows for:
 - reduced parking requirements
 - higher densities
 - additional density from transfers of development rights
- Supporting land uses
 - mixed-use housing and office development with retail on a portion of the ground floor
 - office
 - multifamily housing
 - attached single-family housing

Transit-Oriented Development

Indicators and Metrics

- **Presence of transit-supported urban form:** density of blocks; sidewalk coverage; presence of bicycle facilities
- **Market strength:** feasibility for development; amount of public investments needed
- **Presence of a quality of pedestrian environment:** existing pedestrian infrastructure and gathering spaces
- **Status of transit:** planned, partially constructed or completed trail inventory
- **Amenities along the transit corridors:** amenities within a half-mile of transit corridors
- **Connectivity to transit:** first and last mile connections to and from transit stops
- **Activity density:** residents and jobs per acre
- **Mixed use development near transit:** existing square footage of mixed use development within a half-mile of a planned or existing transit
- **Opportunity areas:** public, vacant and underutilized land within a half-mile of a transit station

Transit-Oriented Development

Potential Application to Medical Center

- Identified as a potential theme for the area within outreach
- Currently connected to VIA's Primo Bus Route and Medical Center Transit Station
- Several lines intersect in the area but with speed, convenience of service is poor
- Workers and students in Medical Center could be captive audience for transit
- Lack built environment and multi-modal infrastructure to support transit



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Emerging Themes Analysis: Trail-Oriented Development

Trail-Oriented Development

What is it?

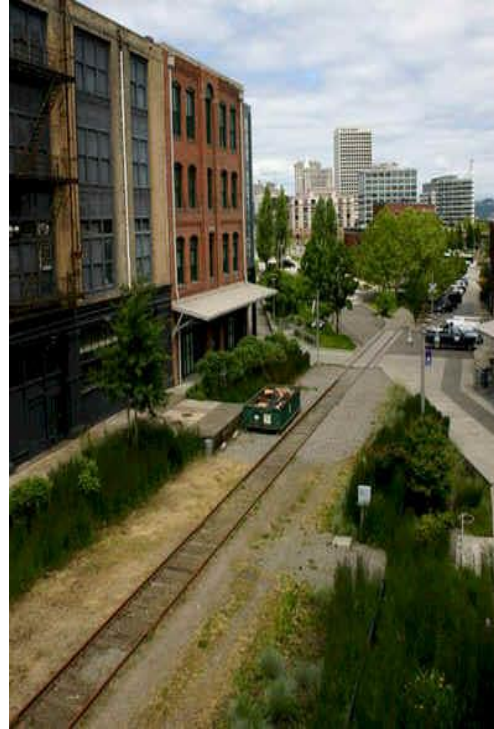
- A development pattern that is focused on pedestrians and cyclist's needs
- Seeks to combine the active-transportation benefits of a trail with the revitalization potential associated with linear amenities such as parks, greenways and creeks/rivers helping create more livable communities



Trail-Oriented Development

Where can this be applied?

- Along multi-use pathways or trail corridors
 - Riverwalk
 - San Pedro Creek
 - San Antonio Greenway Trails
 - Alazán, Apache, Martinez Creeks
 - Mission Reach and Leon Creek
- Identify opportunity areas proximate to trail nodes
 - public, vacant and underutilized land within a quarter-mile of a trail nodes



Trail-Oriented Development

Indicators and Metrics

- **Presence of a linear amenity:** creek, river, unused rail or greenway in the area
- **Status of trails:** planned, partially constructed or completed trail inventory
- **Amenities along the trail corridors:** amenities within a half-mile of trail corridors
- **Connectivity to trails:** sidewalk, crosswalk, bicycle facility and trailhead connections
- **Adjacent public space:** parks and open space within a half-mile of a trail
- **Mixed use development near trails:** existing square footage of mixed use development within a half-mile of a planned or existing trail
- **Opportunity areas:** public, vacant and underutilized land within a quarter-mile of a trail nodes

Trail-Oriented Development

Potential Application to Medical Center

- Identified as a potential theme for the area within outreach
- Drainage ways and creeks bisect the project area but don't really connect to major activity areas
- May be more of a amenity than for connectivity

Qualitative Assessment Of Indicator

1	2	3
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	Medical Center Regional Center
Presence of a linear amenity	2
Status of trails	1
Amenities along the trail corridors	1
Connectivity to trails	2
Adjacent public space	2
Mixed use development near trails	1
Opportunity areas	3
Benefit of Application	12 of 21



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Preliminary Vision for
PROJECT AREA

Preliminary Vision for The Medical Center Area

*The Medical Center Area Regional Center strives to be a **world leading** medical research and education district **setting an educational example** of a **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 a variety of public gathering spaces, outdoor recreation options, housing and transportation choices, with a **vibrant, walkable, mixed use environment** that attracts the **highest quality talent** and delivers a **high quality of life** for its residents.*



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Preliminary Goals for
PROJECT AREA

Goal 1. Develop a multi-modal network that provides options for pedestrians, bicyclists, and transit riders

- Ensure connectivity to other major employment hubs as well as the rest of the city



Goal 2. Encourage innovative traffic solutions

- promote the availability of public transit
- Encourage parking solutions



Goal 3. Capitalize on natural assets & underutilized areas

- Provide centralized public open green spaces
- Use vacant or underutilized areas to encourage the adoptions of parks or trail systems
- Promote healthy living and community wellness



Goal 4: Foster an innovative economic environment

- Leverage world class medical services, education, and research institutions to attract high quality talent and investment



Goal 5: Facilitate the addition of parks, opens spaces and public plazas

- Ensure accessibility throughout public spaces
- Encourage connectivity to existing trails



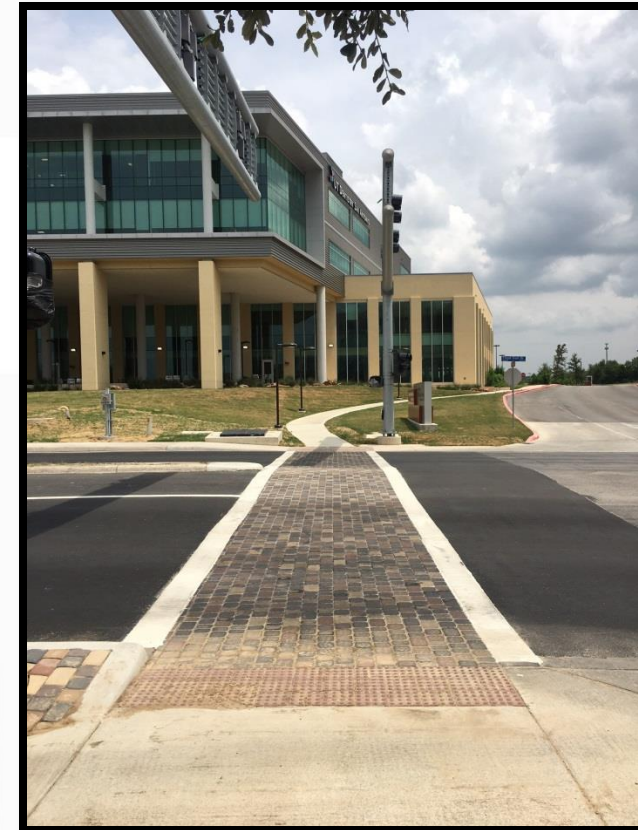
Goal 6: Promote urban design standards

- create healthy and sustainable neighborhoods through urban design.



Goal 7: Increase pedestrian safety through street design

- Promote complete streets and enhanced pedestrian walk ways.



Goal 8: Encourage vibrant, walkable, mixed use activity nodes

- Utilize mixed use areas to serve the needs of the surrounding neighborhoods for area workers and visitors





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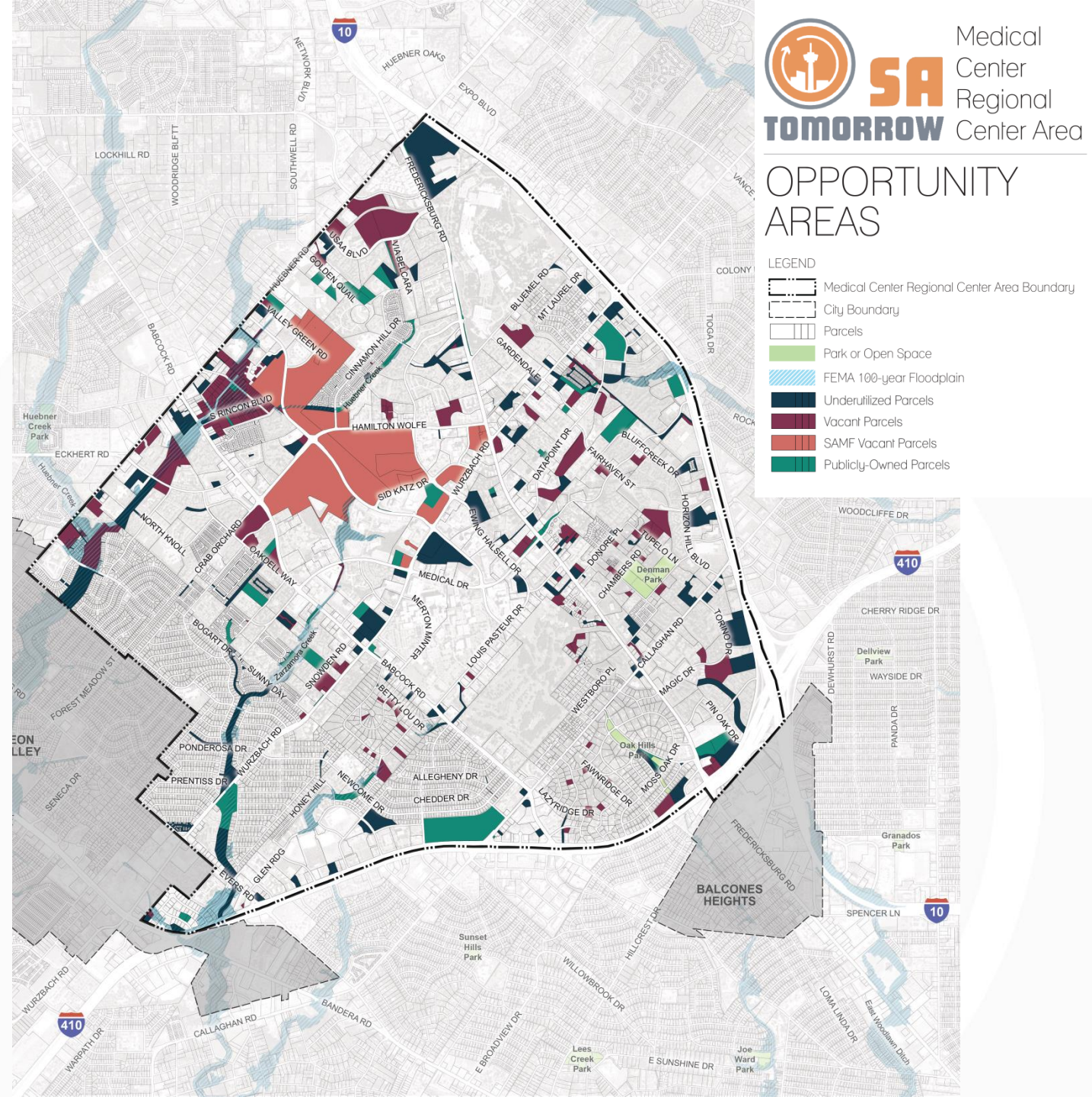
Opportunity Areas

Preliminary Analysis

- Three types of parcels:
 - **Publicly-owned:** Parcels owned by public or quasi-public entities that are planned for new development or have the potential to be attractive for catalyst development
 - **San Antonio Medical Foundation:** Parcels owned by SAMF that are vacant or underutilized
 - **Vacant:** Private parcels with no buildings
 - **Underutilized:** Private parcels that have a combination of a low floor area ratio (FAR) and a low improvement (building) value to land value ratio (I:L ratio)

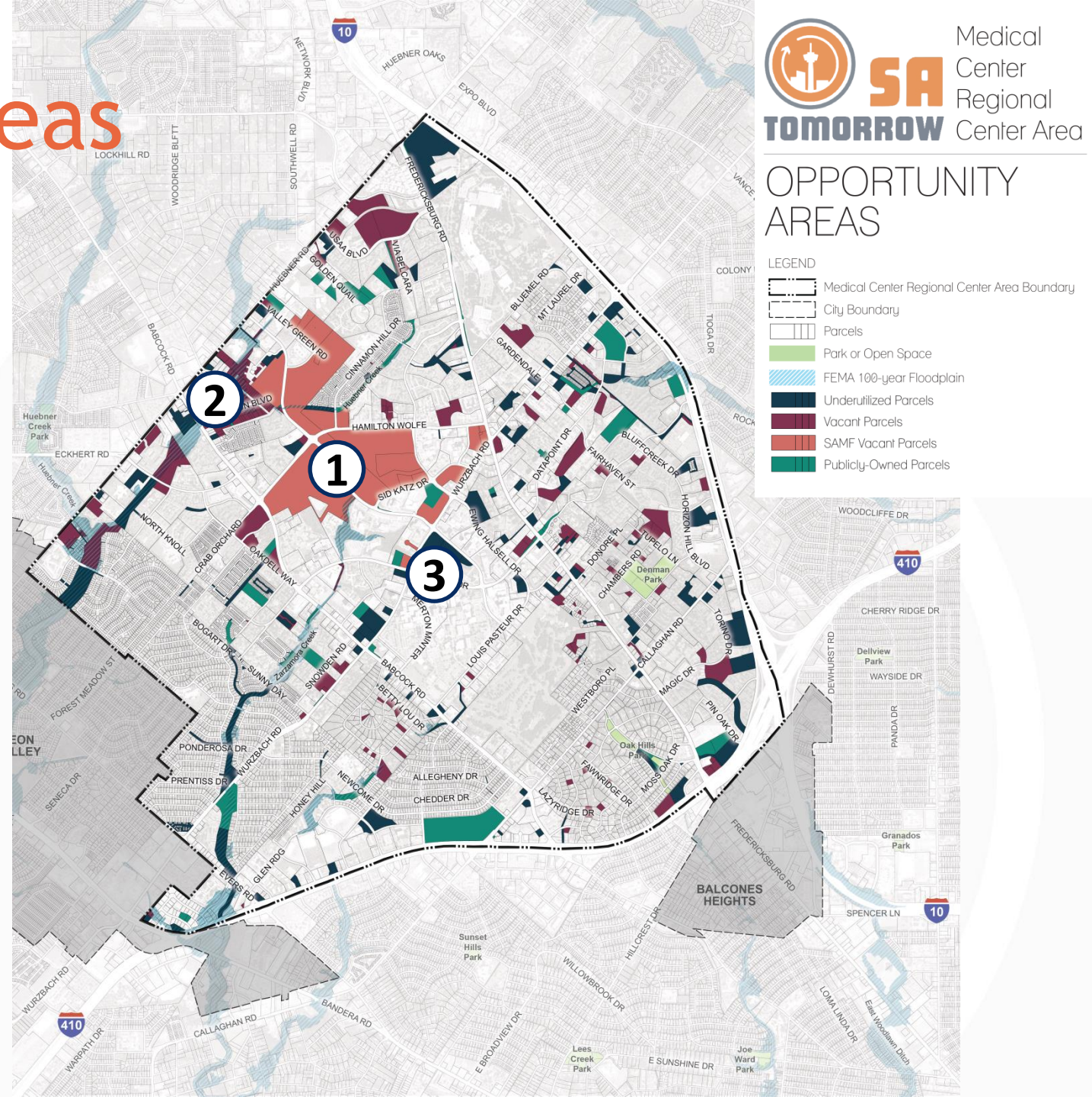
Opportunity Areas

- San Antonio Medical Foundation land is the largest opportunity area but has restrictions on use
- Drainage-ways and creeks could be an opportunity to spur development
- Remaining opportunity areas are scattered and limited in size



Potential Focus Areas

1. San Antonio Medical Foundation
2. Creeks/Drainage-ways
3. Center of the Medical Center





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Small Group Mapping Exercise:
Preliminary Plan Framework

Plan Elements “Framework”



Focus Areas



Other Mixed Use
Corridors



Park, Open Space,
and Recreation



Trails



Priority Transit
Routes



Priority Bicycle
Routes



Plaza



Improved Pedestrian
Crossings



Priority Streetscape
Improvements



Gateway Opportunities



Key Anchors



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Next Steps

Coming Up...

- **Planning Team Meeting #4:**
 - *Week of December 4th*
 - *Topics: Emerging Themes and preliminary Land Use exercise*
- **Community Meeting #2**
 - *Week of January 15th*
- **Intercept Event Ideas**
- **Websites**
 - <https://satomorrow.com> for all plans and plan areas
 - <https://medicalcenter.sacompplan.com> – Coming Soon!



Medical Center Planning Team

Meeting #3

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San Antonio Medical Foundation

10:00 am



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