



Medical Center Area Planning Team

Meeting #5

Thursday, February 22, 2018

San Antonio Medical Foundation Office
8431 Fredericksburg Rd, Ste 548
10 AM- 12PM



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

Medical Center Project Team

- Carlos Guerra II, Project Manager
City of San Antonio
- Matt Prosser, Co-Project Manager
Vice President
Economic & Planning Systems



Meeting Objectives

- Brief on Medical Center Phase 10 & Floyd Curl Green Street projects
- Review and Discuss Refined Focus Areas
- Catalytic Sites
- Housing Challenges & Opportunities
- Economic Development Opportunities

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





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Medical Center Phase 10 & Floyd Curl
Green Street projects

Medical Center Ph. 10 & Floyd Curl Green Street projects

- Medical Center Phase 10, part of the 2017 Bond Program. Funded through the 2017 Bond.
- Phase 10 will provide drainage relief to the area as well as new sidewalks and will widen the Louis Pasteur/Ewing Halsell intersection
- E-Z Bel Construction serves as the contractor
- The Floyd Curl Green Street Project is funded by the Texas Department of Transportation and the Medical Center Alliance.
- The Floyd Curl Green Street Project will provide a 10 foot, two-way cycle track. Also: wider sidewalks and a 5-foot brick buffer.
- The track will be constructed along the west side of Floyd Curl Drive from Louis Pasteur to Hamilton Wolfe and along the east side of Floyd Curl Drive from Hamilton Wolfe to Fawn Meadow.
- J3 Company LLC is the contractor.
- Both projects are managed by the City of San Antonio's Transportation & Capital Improvements (TCI). Pape-Dawson Engineers are the design consultants.





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Focus Areas

Focus Area #1: The intersection of Medical Drive and Wurzbach

In the next five to fifteen years, the **purpose** of this area should be:

“The Heart of the Medical Center.” It should be a central gathering place. The area is in use 24 hours a day, and should provide more 24 hour services, lighting and amenities. Small pocket parks or parklets will provide informal recreation opportunities. The Medical Center should be a place where people want to go, not only during the work day.

In the next five to fifteen years the **character** of this area will be:

accessible, safe, and open to a variety of architectural styles to be unique to the area, as well as support an iconic building. Parking should be centralized and could support a “campus feel.” Meditative gardens, or walking trails would achieve the “healthy environment” goal

In the next five to fifteen years, the **tallest** new buildings in this area should be: up to 10 stories tall, as tall as the University Hospital.



Focus Area:

#2 Floyd Curl/Huebner/Babcock area

In the next five to fifteen years, the **purpose** of this area should be:

Active recreation: sports fields, trails, etc. There is property within the drainage way that cannot be built on, the unbuildable areas could serve as a trail, park or open green space when drainage ways are dry.

In the next five to fifteen years the **character** of this area will be:

a mix of natural and functional open spaces.

In the next five to fifteen years the **tallest** new buildings in this area should be: no more than 4 stories, in areas that are buildable.



Focus Area:

#3 Wurzbach and Babcock area

In the next five to fifteen years, the **purpose** of this area should be:

Senior living and amenities. There opportunity to expand the Bob Ross Senior Center and to repurpose the former fire station.

In the next five to fifteen years the **character** of this area will be:

a safe and inviting environment with mobility options that make the area accessible for people of all ages.

In the next five to fifteen years, the **tallest** new buildings in this area should be up to 4 stories tall.



Focus Area:

#4 USAA Blvd and Fredericksburg Road

In the next five to fifteen years, the **purpose** of this area should be:

offices or residential complexes that serve the immediate area

In the next five to fifteen years the **character** of this area will be:

a mixed use area that allows for different methods of travel throughout the area

In the next five to fifteen years new the **tallest** new buildings in this area should be: 8-10 stories.



Potential Focus Area: Evers Road & Loop 410

In the next five to fifteen years, the **purpose** of this area should be:
to foster commercial development

In the next five to fifteen years the **character** of this area will be:
Commercial and office uses

In the next five to fifteen years new
the **tallest** new buildings in this area
should be: **6-10 stories**





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Catalytic Sites

Catalytic Sites

- Two sites in the Medical Center Plan Area
- More detailed vision and understanding of obstacles and opportunities
- Detailed consideration in the Medical Center Area Plan
- Design Charrette with 8-10 stakeholders and technical advisors.





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Housing Strategy Overview (Medical Center)

Housing Overview

Total Population (2016) | **58,967**

Total Households (2016) | **28,376**



Average Household Size

2.05 persons

2.73 City of San Antonio Average



46% one-person households

28% City of San Antonio Average

57% non-family households

35% City of San Antonio Average



Annual Household Growth | 2010-2016

Medical Center 1.2%

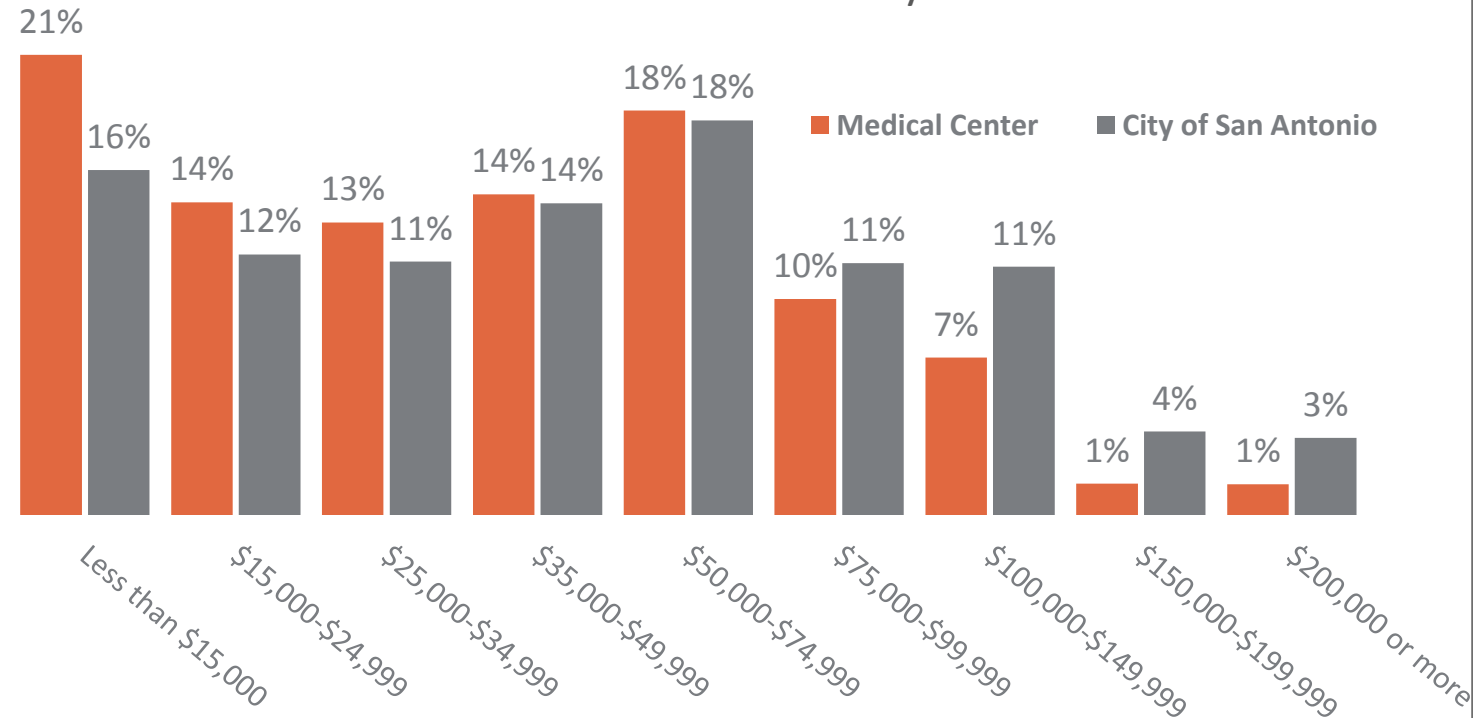
City of San Antonio 1.0%



Household Income

Median HH income is **\$36,650**

21% lower than City of San Antonio

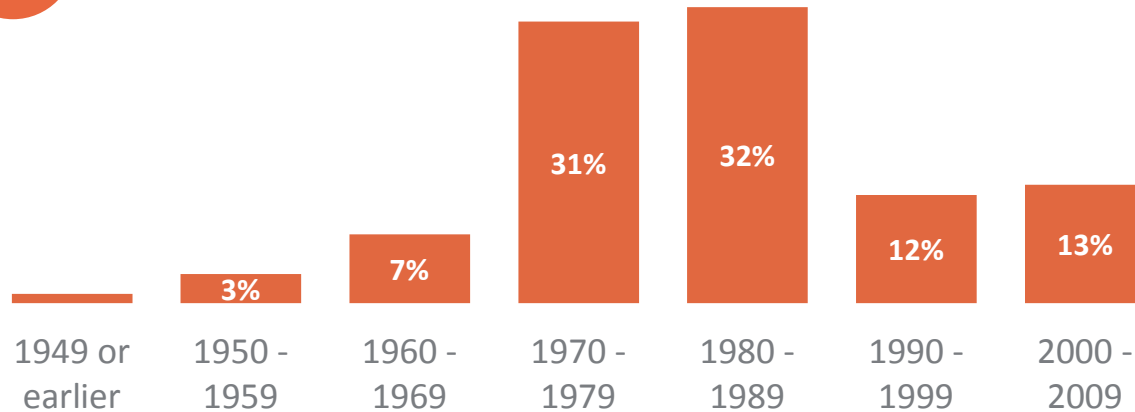


Medical Center has **more one-person and non-family** households than the City, and households have **lower household income** than the City overall

Housing Conditions

Total Housing Units (2016) | **31,547**

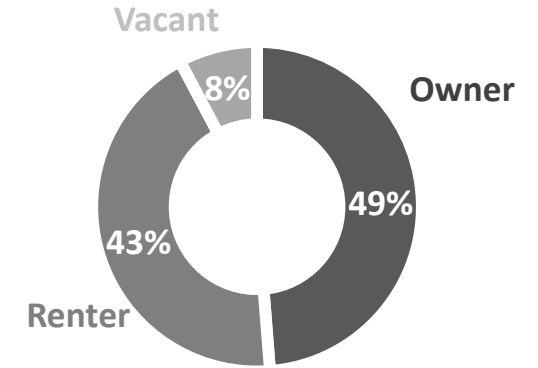
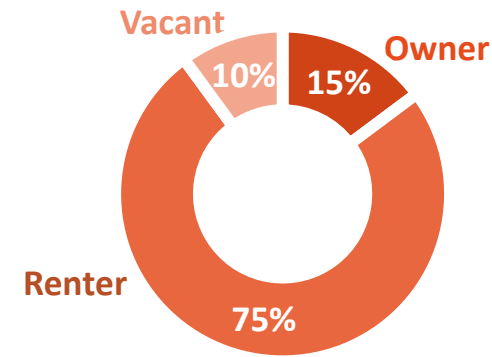
Age of Housing Stock



New Development

146 homes and **1,370** apartments built since 2010

Tenure



84% of occupied housing units are **rented**
47% City of San Antonio Average

Units in Structure

48% of all housing units are in structures with 5 to 19 units
16% City of San Antonio average

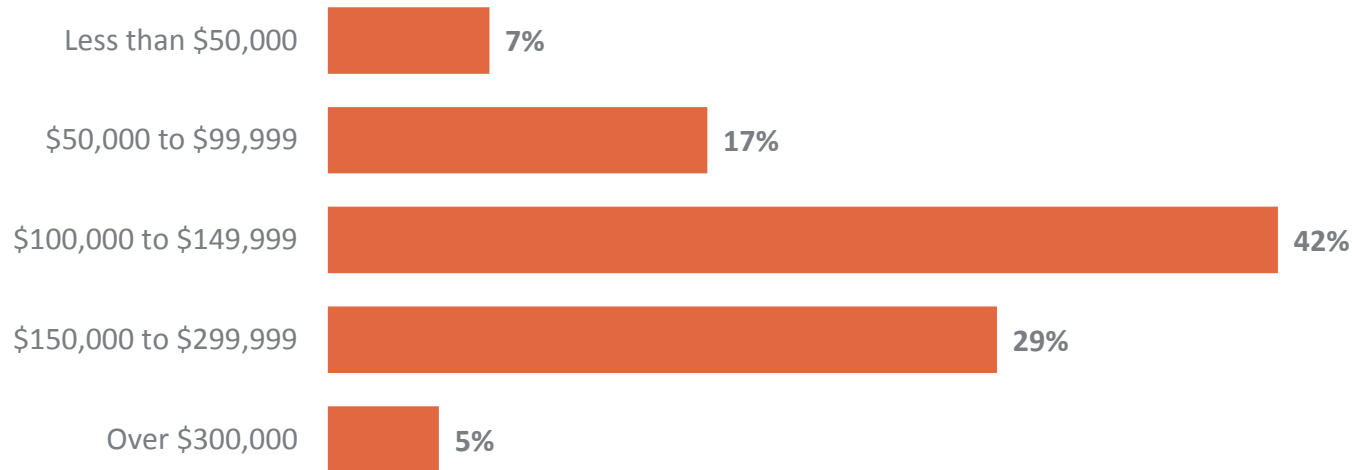
Most housing in the Medical Center area is multi-family, with 70% of all housing structures having 5 or more units, with majority built in 1970's and 1980's

Housing Accessibility and Affordability



Owner-Occupied

42% of homes are valued between \$100,000 and \$150,000



Average home value is **\$165,000** (assessor data)

Average home list price is around **\$200,000**
(Trulia zip code estimate for 78229)

City of San Antonio is around \$300,000

39% of homeowners do not have a mortgage
36% Bexar County average

18% of households with a mortgage have housing costs that are affordable to a household earning the area median income of **\$36,650**

Housing Accessibility and Affordability



Renter-Occupied

Average rent for apartments in Medical Center is **4%** lower than the County average (CoStar data)

Medical Center

\$896

Bexar County

\$933

Since 2000, average rents have increased a total of **\$280/month**
15% less than the County overall

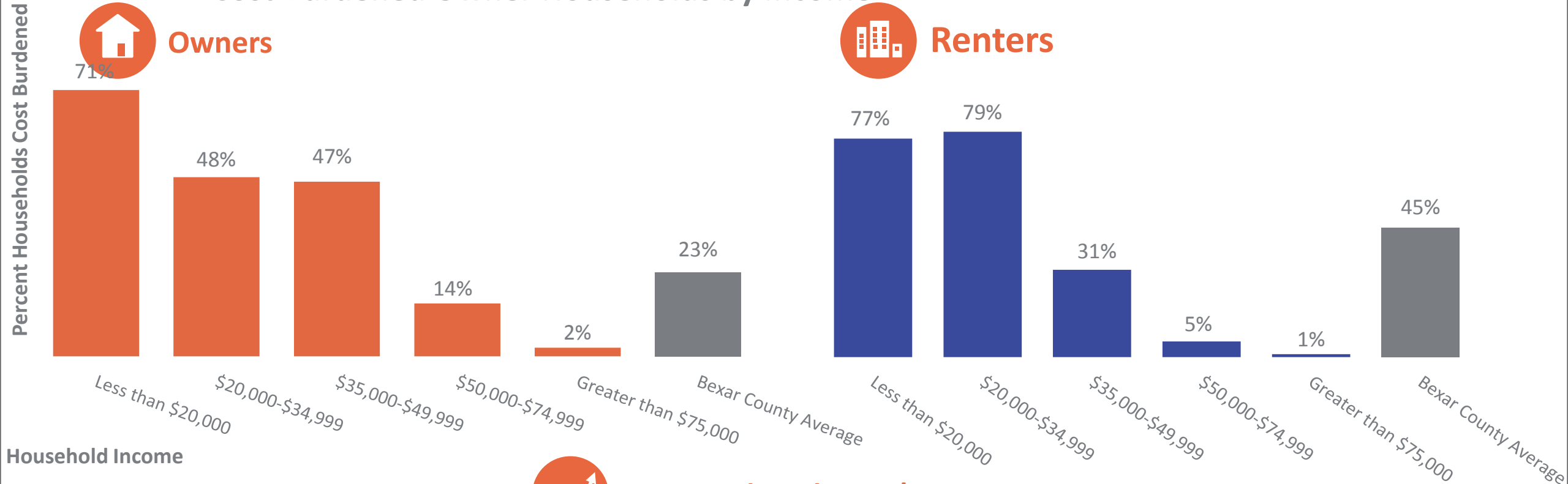
58% of rentals are **affordable** to a household earning the area median income of **\$36,650** (Census data)

New apartments are **the same price** as the County average

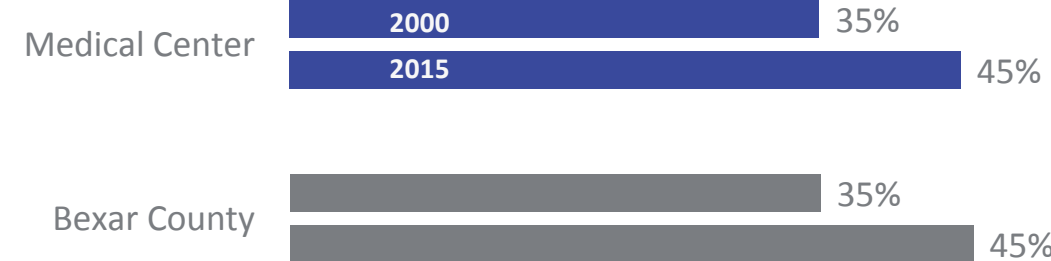
Cost Burden

25% of homeowners and **45%** of renters are **cost burdened**, paying more than 30% of income towards housing

Cost Burdened Owner Households by Income



Cost Burden Change | 2000-2015



Barriers to Housing Development

Market Barriers

- Medical Center has been attracting multifamily, and some single family and attached, housing development throughout the area with some in more 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 with context of Medical Center (e.g. zero foot setback on major arterials)

Capacity for Growth

- There is an estimated capacity of approx. 400 acres for residential development on opportunity parcels.
- Growth forecasts for the area estimate over 7,200 new units by 2040 which would require new development to be built at average density of at least approx. 20 to 25 units per acre.

Housing Challenges to Address

Reinvesting in Existing Neighborhoods

- Identifying programs and ways for existing homeowners to reinvest in their homes and support investment in neighborhoods. Specifically ways to encourage reinvestment in existing multifamily projects

Diversifying the Housing Options

- The housing options in the Medical Center 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 increase appeal for live/work environment

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 Case Studies

1 – Missing Middle Housing Types Project

- Chattanooga, TN

2 – Rehabilitation and preservation of existing affordable multifamily housing (income restricted and naturally occurring)

- Denver, CO

3 – Multifamily Property Tax Exemption Program

- Seattle, WA

4 – Community Land Trusts

- Various Locations

Missing Middle Housing Types Project Chattanooga, TN

- Influences residential infill development of duplexes, fourplex, townhomes, live-work, courtyard apartments, etc.
- Rezoning is often required
- The small, multi-family buildings blend easily into the fabric of the neighborhood
- Design team worked with local groups to create workable plans, construction estimates, and finance models – these plans are then made available to developers



Examples of missing middle housing in Chattanooga, TN (Source: *Missing Middle Housing Types for Chattanooga* Nov. 2016)



Multifamily Rehabilitation and preservation

Denver, CO

- City of Denver using local and federal funds provides low-interest, cash flow loans to multifamily project owners
- Provides access to financing for rehabilitation of class b and c multifamily projects in exchange for renting a % of units to income qualifying households
- Can couple this program with other financing sources including Federal 4% tax credit funding

Multifamily Property Tax Abatement Program

Seattle, WA

- City of Seattle provides a tax abatement for new multifamily housing projects that included affordable units
- Provides 12 year exemption in exchange for 20%-30% of units affordable to 60% to 70% of AMI
- Program could be applied to existing properties



Community Land Trusts

- Nonprofits that acquire land, but use it to build and maintain affordable housing
- Homeowners enter into a long-term, renewable lease
- When a homeowner sells, they earn only a portion of the increased property value and the remainder is kept by the Trust to preserve the affordability for future low or moderate income families
- Becoming more open to serving community needs, not just protecting land

Columbus, North Carolina

- 1,060 acre parcel purchased by the Carolina Mountain Land Conservancy and the Pacolet Area Conservancy for \$2.38 million
- To protect the scenic views, rare plant species, wildlife habitat, and affordable housing for middle-income workforce
- Transfer of 30-60 acres to the Housing Assistance Corporation (nonprofit)
- Homeowners must prove a work and credit history, obtain a loan and invest 65% sweat equity into helping build their own home



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Economic Strength, Weaknesses,
Opportunity, and Challenges
(Medical Center)

Employment

Total Employment (2016) | **58,500**

Number of firms (2016) | **2,973**

Average firm size | **19.7** employees

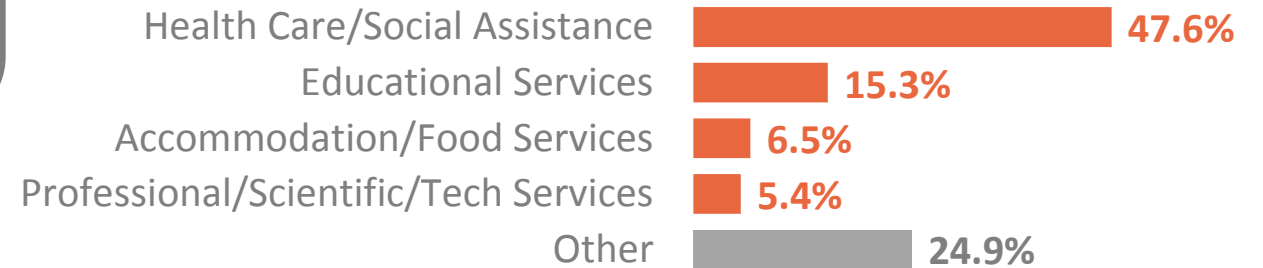
Employment Density | **9.4** jobs/acre

- Employment in the area is primary within large institutional employers
- Employment other than health care and education largely serves/supports these driving industries



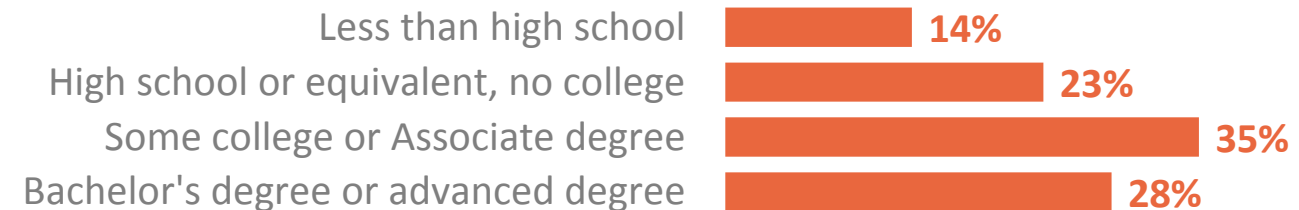
Largest Employment Sectors

**Health Care, Education,
Accommodation, and Prof. Services**



Education

63% of workers have some college or higher



Real Estate Conditions

- Retail demand is strong driven by growth employment base and new households, but need to bring missing elements
- Steady demand for office space supporting medical center, but majority of office space is older. Need for more modern spaces

Commercial and Industrial Development



Office | Need for new office space

12.9 million sq. ft. **9.1%**

733,000 net new since 2005

vacancy rate

10.0% Bexar County average



Retail | Strong demand, but needs in targeted areas

3.4 million sq. ft. **4.1%**

107,000 net decrease since 2005

vacancy rate

4.2% Bexar County average



Industrial | Minimal presence in area

146,000 sq. ft.

11,500 net decrease since 2005

12.4%

vacancy rate

5.6% Bexar County average



Hotel | Desire for full-service hotel but is there enough demand

13 hotels with over **550** rooms

No new rooms since 2006

Economic Strengths

- Major employers, education and institutional anchors
- Diverse and educated workforce in the Medical Center
- Higher than average concentrations of employment in target industries
- Diversity of jobs available for people with all levels of experience and educational backgrounds



Largest Employers

USAA

UT Health

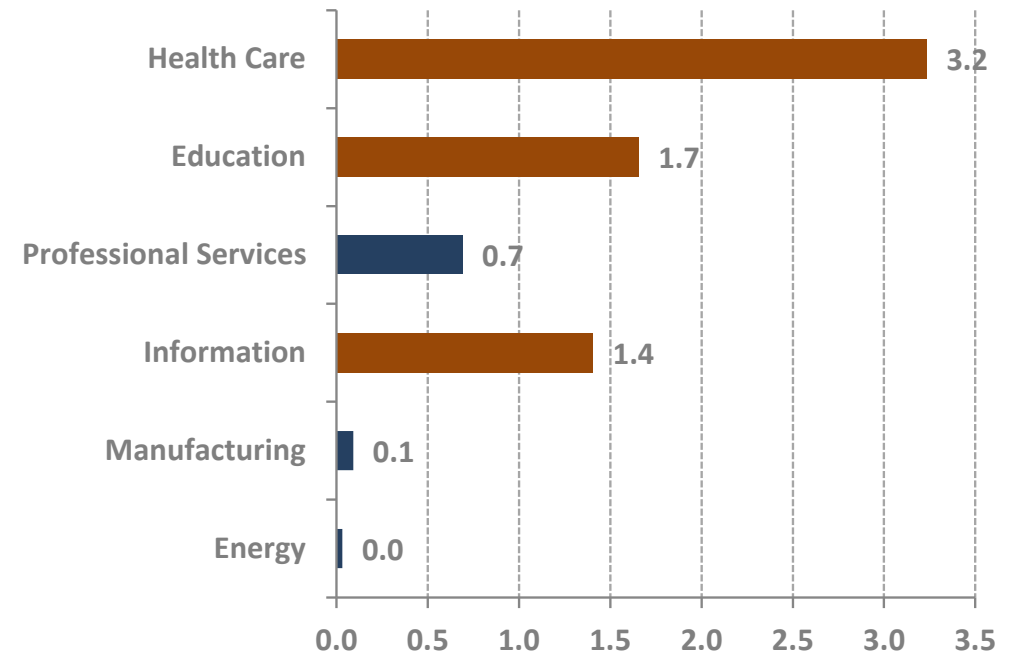
CHRISTUS Santa Rosa Hospital

Methodist Hospitals/Ministries

St. Luke's Baptist Hospital

University Health

Target Industries Location Quotient



Economic Weaknesses

- The Medical Center area lacks diversity of industries active in the area as majority of opportunities are only medical services oriented
- The area has high reliance on access via automobile, which as it continues to traffic issues may decrease attractiveness
- The retail options are primarily fast-food/quick casual options related to serving visitors and workers. Lack of diversity doesn't encourage people for coming to area other than for medical services or for work
- Limited spaces for new businesses to occupy (excluding retail buildings) in the area which can lead to businesses generated out of medical center research to look outside the area to locate
- Appears to be a limited amount of formal and informal opportunities for workers, institutions, and businesses to interact on regular basis to build greater networks and connections. Activities seems to be driven by the individual institutions with limited collaboration related to networking

Economic Opportunities

National model for connecting health to built environment

South Texas medical and bio-science innovation district

Live, Work, Play Center

Economic Challenges to Address

Creating a greater diversity of employers and industries in the area

Diversifying the variety of retail, public spaces, entertainment/enrichment opportunities and services for resident/worker to create activity and interest in the area for a variety of reasons

Creating opportunities for additional development of office and flex spaces to support new business creation

Having the medical center reflect the mission related to health care within the surrounding built environment

Case Studies

Health Districts

- Buffalo Niagara Medical Campus (BNMC) | Buffalo, NY
- Cortex | St. Louis, MO
- Euclid BRT HealthLine | Cleveland, OH

Case Study Matrix

The case study analysis revealed a number of similar ingredients for the success of these projects and districts

BRAND

Brands are important to establish an identity, create cohesion, and market districts and subareas. This is especially newer or less well-established areas

ORGANIZATIONS

Non-profit, public-private agencies supported the creation and continued operation of the districts. These include BIDs and Economic Development Corporations

ANCHOR INSTITUTIONS

Districts with anchor institutions like universities and hospitals made sure to connect with and integrate these institutions into the fabric and strategy of the district

URBAN DESIGN/PLANNING

The creation of districts is typically preceded by a rezoning to allow for a more vibrant mix of land uses. Parks and transportation also helped catalyze subareas

TRANSPORTATION

Transit connectivity has been identified as one of the most important factors in the location decisions of firms and start-ups and is critical to the success of a district

INVESTMENTS

Investments in parks and other amenities are important catalysts to help create identity and a sense of place in the districts

FINANCE/INCENTIVES

The subareas also include improvement districts like BIDs and TIF that helped to finance capital projects as well as the operation and maintenance of the district

BNMC | Buffalo, NY



- The Buffalo Niagara Medical Campus (BNMC) first created an umbrella non-profit organization, made up of anchor health care institution, including the University of Buffalo and Buffalo General Hospital. This umbrella organization then set out on a planning process to connect and integrate these medical institutions
- On primary early investments the group made was a **linear park system that helped create cohesion and physical connection** for the different institutions
- In addition to a focus on institutional planning, the BNMC also planned for how the campus could **integrate with and catalyze development in surrounding neighborhoods and community**
- The BNMC also **invested in it entrepreneurial ecosystem**, including an innovation district and co-working space



Brand:

BNMC

Organizations:

Buffalo Niagara Medical Campus

Anchor Institutions:

University of Buffalo; Buffalo General Hospital; Roswell Park Cancer Institution (8 more)

Urban Design/Planning:

20-Year Master Plan

Transportation:

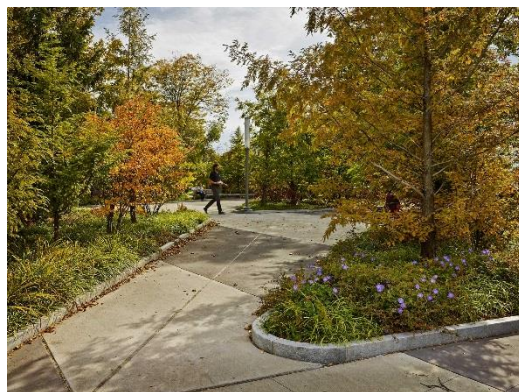
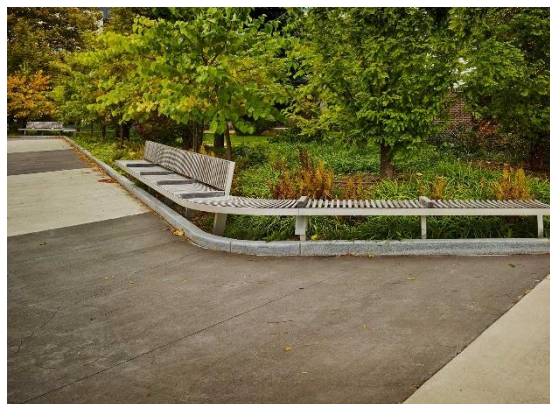
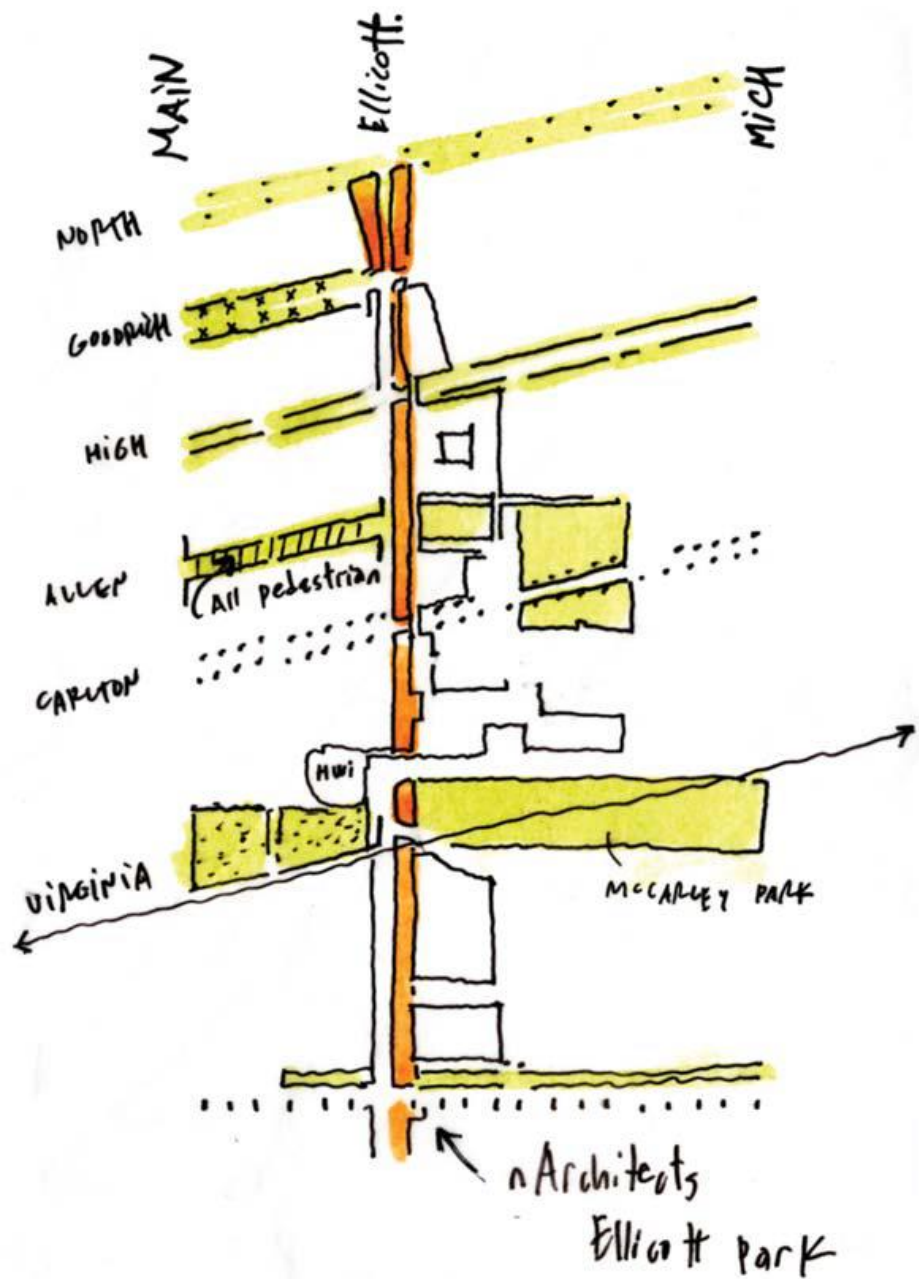
Multi-modal transportation plan

Investments

Linear Park System

Finance/Incentives

City, State, and Federal Funds; Anchor Institutions



Cortex | St. Louis, MO



- Formed in 2002, the district is led by a non-profit called Cortex Innovation Community
- The State and City have granted Cortex powers of eminent domain, tax abatement, and the powers to approve or reject building plans, which has made it possible for the **district to control the character of development and to provide financial incentives**
- The district includes **6 innovation centers** – the first of which was owned by the City and leased back to operators at a nominal rate
- A new Cortex **MetroLink Station**, funded as a P3, is set to be completed in 2018
- **A network of venture capital investors** help to support the district
- The district has also **concentrated on adding a mix of uses**, including apartment and other types of amenities



Brand:

Cortex

Organizations:

Cortex Innovation Community

Anchor Institutions:

Washington University, BJC Health Care; University of Missouri; St. Louis University; Missouri Botanical Gardens

Urban Design/Planning:

Cortex Zoning Authority

Transportation:

Cortex MetroLink Station

Investments

Innovation Centers; MetroLink Station

Finance/Incentives

Tax Abatements; Venture Funding; Anchor Institutions; New Market Tax Credits; TIF

HealthLine | Cleveland, OH

- The **Euclid Bus Rapid Transit (BRT) HealthLine** is a great example of how transportation infrastructure can be used to connect anchor institutions, districts, and neighborhoods to revitalize a corridor in a City
- The HealthLine has rejuvenated Euclid Avenue after a long decline following the Great Recession
- The **HealthLine** helped to change the perception of the City **as a place to work, live, and play** and help to catalyze over 13.8 million square feet of investment totally over \$5.8 billion
- The project cost a grand total of \$200 million of Federal, State, and local funding, and the project is the top rated BRT system in the US



Brand:

HealthLine

Organizations:

Greater Cleveland Regional Transit Authority; Downtown Cleveland Alliance

Anchor Institutions:

Cleveland Clinic; Case Western Reserve University; Cleveland State University; CBD; Cleveland Museum; etc.

Urban Design/Planning:

Cortex Zoning Authority

Transportation:

Bus Rapid Transit (BRT)

Investments

BRT; Complete Streets

Finance/Incentives

City, State, and Federal Funds; Anchor Institutions





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Next Steps

Neighborhood Action Strategies

- Sections in the plan for uniquely local issues for each neighborhood
- A few pages each
 - Unique/local strengths and character
 - Unique/local opportunities and challenges
 - Implementation priorities
- Staff will send a template or draft to each neighborhood association to draft or revise
 - If we do not receive specific requests, project manager's will coordinate with NNOD to create a broad set of action strategies
- We are available for neighborhood association meetings.

Coming Up...

- District 8: Home Improvement Town Hall Meeting
 - Tuesday, February 27, 2018, 7:00 pm – 8:30 pm
 - 8400 NW Military Hwy, 78231
 - (Phil Hardberger Park Urban Ecology Center)
- Planning Team Meeting #6
 - April 2018
- Community Meeting #3
 - Summer 2018