

# NORTH CENTRAL

# **COMMUNITY AREA PLAN**

**Planning Team Meeting 2 Summary** 



### PLANNING TEAM MEETING 2 SUMMARY

### 1. Date, Time, Location

Date: April 9, 2025Time: 5:30 – 7:30 p.m.

Location: Granados Adult and Senior Center, Grand Room, 500 Freiling Drive

### 2. Attendees

Attendees consisted of City of San Antonio staff and North Central Community Area Plan Planning Team members. Planning Teams consist of a wide variety of stakeholders from the North Central area including neighborhood associations, residents, business owners, community leaders, employers, and major institutions.

#### **STAFF**

- Jacob Howard, CoSA Planning Department, Project Manager
- Chris Ryerson, CoSA Planning Department
- Jay Renkins, CoSA Planning Department
- Marco Hinajosa, MIG, Project Consultant
- Carissa Cox, Mosaic, Project Consultant

#### **PLANNING TEAM**

- Betty Eckert, Olmos Park Terrace Neighborhood Association
- Lisa Talley, North Central Neighborhood Association
- Ernest Salinas, Dellview Neighborhood Association
- Deniff Lara, Project Transformation
- Lea Rosenhauer, Girls Incorporated
- Art Veliz, Shearer Hills/Ridgeview Neighborhood Association
- Veronica Escalera-Ibarra, VIA
- Jessica Sifuentes, VIA

### 3. Meeting Purpose & Agenda

The purpose of Planning Team Meeting #2 was to go over public input received to date, discuss the draft vision & goals for the North Central Community Area, introduce the concept of Land Use, and introduce Focus Areas.

#### AGENDA

- 5:30-5:35: Welcome and Introductions
- 5:35-5:40: Review of Public Input
- 5:40-5:55: Draft Vision and Goals
- 5:55-6:15: Discussion of Draft Vision and Goals
- 6:15-6:30: Introduction to Land Use
- 6:50-7:25: Discussion on Focus Areas
- 7:25-7:30: Next Steps
- 7:30: Meeting Adjourned

### 4. Discussion of Draft Vision and Goals

After providing an overview of input received during the first Planning Team meeting on July 11, 2025, the first Community Meeting that on February 12, 2025, and from survey responses received, the draft Vision and Goals were presented to the Planning Team for discussion.

#### DRAFT VISION AND GOALS PRESENTED AT PLANNING TEAM MEETING 2

The North Central Community Area is home to a well-maintained network of roads, parks, and public spaces that support civic life, as well as a balance of preservation and new development that contributes to the area's identity and economy. The area's creeks and arroyos are efficiently managed, providing sustainable stormwater benefits that include trails, recreational opportunities, and other amenities where possible.

- 1. Protect the character of existing development, while allowing for context-sensitive residential, mixed-use, and commercial development that enhances the community's sense of place.
- 2. Enhance existing green spaces and creeks in the area and consider a range of additional opportunities for green space including small neighborhood parks, community gardens, and additional trees, especially where they provide green stormwater benefits.
- 3. Connect community members and support small businesses through programs that focus on community connections, physical improvements, and messaging.
- 4. Improve connectivity and accessibility throughout the area, especially for disabled and senior community members, by providing safe and comfortable mobility options for walking, biking, transit, and driving/riding.
- 5. Provide a range of housing options for all community members –especially to better support first time homebuyers, seniors wishing to age in place or within the area, and affordable options for all.
- 6. Increase the safety of the area by addressing crime, maintaining public facilities, and considering physical improvements to public amenities that are attractive and aesthetically pleasing.

City of San Antonio Planning Department [2025]

#### COMMENTS RECEIVED ABOUT THE DRAFT VISION AND GOALS:

- 1. Broadly, Planning Team members questioned how the plan may influence home prices and gentrification and sought to understand if the Vision could include the idea of protecting existing residents.
- 2. Crime was noted in conversation as contributing to the areas declining population, as a priority for residents.
- 3. It was noted that affordable "to all", was perhaps too broad and not focused on the most in need population. The term affordability led to a conversation about what the word means when used by developers and city staff. Participants noted that there are empty apartments in San Antonio, despite city efforts and that financial benefits given to affordable housing providers don't usually translate into housing that residents can afford, and these projects don't contribute to the quality of life in neighborhoods generally. Staff suggested swapping the term affordable for the term attainable so the vision may still address the perspective Community Members who left comments relating housing.
- Programing of parks and leasing agreements made to outside agencies was noted as a barrier to use of Olmos Basin Park, especially near the intersection of McCullough and Basse.
- 5. The safety of parks was raised as specifically important.
- 6. Planning Team Members noted that digital connectivity is a critical for successful development of the area's workforce and suggested the idea be captured in the Vision.
- 7. A need for private investment, especially in entertainment and services in the area was highlighted, especially along San Pedro North of Basse.
- 8. A general note that future generations need to be included in the Vision was made.

### 5. Introduction of Land Use

Staff provided a brief presentation about Future Land Use and indicated that staff will hold future meetings with different neighborhoods in the North Central Community. During these future meetings, staff will present a preliminary working draft of the Future Land Use Plan

After presenting about Land Use, Planning Team members mentioned that while Future Land Use is not "zoning", it is important to be cognizant of zoning districts and potential development that could occur based on the various zoning districts that are permitted for each future land use category.

City of San Antonio Planning Department [2025]

### 6. Introduction to Focus Areas

Staff indicated that 9 sites were selected as potential Focus Areas, based on feedback from the community, spatial analysis, and known areas of concern from communicating with residents and from input from Planning Team members.

These Focus Area were numbered A-I:

- A. Vance Jackson North of IH-10
- B. West Ave. and Jackson-Keller
- C. West Ave. near IH-10
- D. Basse Rd. from West Ave to Blanco Road
- E. San Pedro from Sprucewood to Jackson-Keller
- F. The Area around the intersection of San Pedro and Jackson-Keller
- G. Blanco Road from Hildebrand to Fresno.
- H. Public Land near the intersection of Freson and San Pedro
- I. San Pedro near Fresno.

Planning Team members were asked to consider these areas and share if they felt they should be modified, combined or if new areas should be considered. Comments included:

#### A. Vance Jackson North of IH-10

Good candidate generally: issues with homelessness, businesses are struggling, Fire station and district office site is an opportunity.

#### B. West Ave. and Jackson-Keller

Consider shifting the boundaries to the south so they include where West ave. crosses the railroad and sites just to the south of that.

#### C. West Ave. near IH-10

Good candidate, consider combining with Focus Area D

### D. Basse Rd. from West Ave to Blanco Road

Consider combing with Focus Area C.

### E. San Pedro from Sprucewood to Jackson-Keller

Planning Team Member noted that the neighborhood already had ideas about this area and would like to see more entertainment uses as part of a "SoHo" District concept.

#### F. The Area around the intersection of San Pedro and Jackson-Keller

Planning Team suggested shifting the boundaries to include the Creek, and the commercial areas that are around Basse in this area.

#### G. Blanco Road from Hildebrand to Fresno

Planning Team liked the idea of an "main street" place as a vision for the area, noting there are some older/historic structures in this area, and Blanco to the south of the area already has a vibrant character. The Planning Team also suggested that the boundaries could be extended north, or another Focus Area could be added along the Blanco.

#### H. Public Land near the intersection of Freson and San Pedro

Staff highlighted there are several small open spaces near Audubon Drive, Breeden and Kenwood Park that could be improved with amenities, but these may be addressed in the plan outside of the Focus Areas Section.

#### I. San Pedro near Fresno.

Planning Team noted the area could use public investment and the boundaries may need to be shifted to the south so it includes the railroad underpass and area around the HEB.

### 7. Next Steps

 Planning Team Meeting #3 will be on Tuesday, May 7th, 2025 from 5:30-7:30 PM at the Granados Adult and Senior Center. The topic will be Mobility.

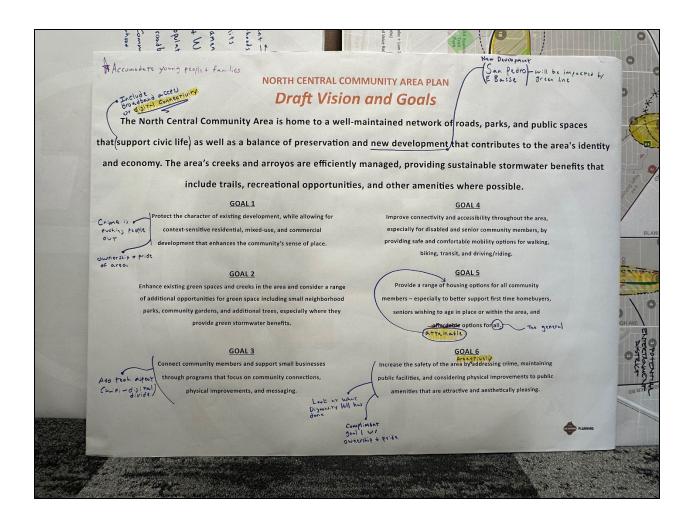
#### **CONTACT INFORMATION:**

Jacob Howard, Project Manager, San Antonio Planning Department

Email: Jacob.Howard@sanantonio.gov

Phone: (210) 207-5441

Figure 1:
Planning Team Meeting 2 Draft Vision and Goals Board



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Figure 2: Planning Team Meeting 2 Discussion Notes Board

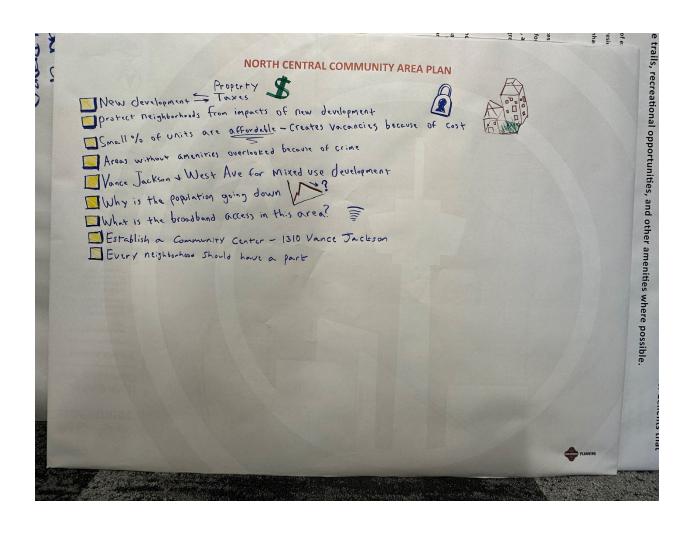
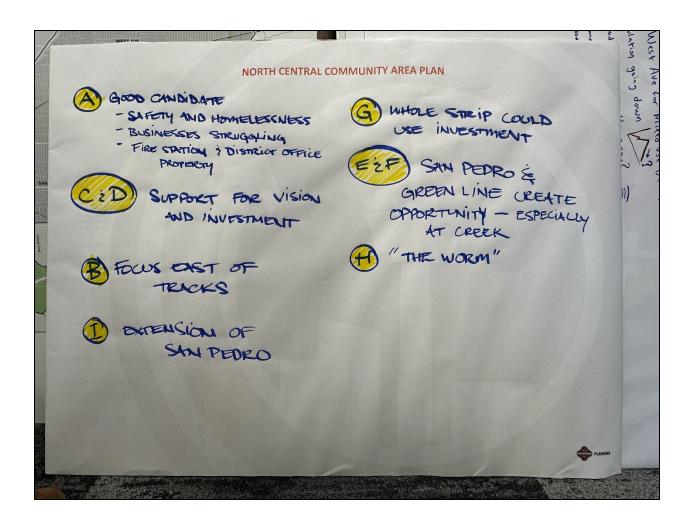


Figure 3: Planning Team Meeting 2 Draft Focus Areas Board 1



Figure 3: Planning Team Meeting 2 Draft Focus Areas Board 2





# **North Central Community Area Plan**

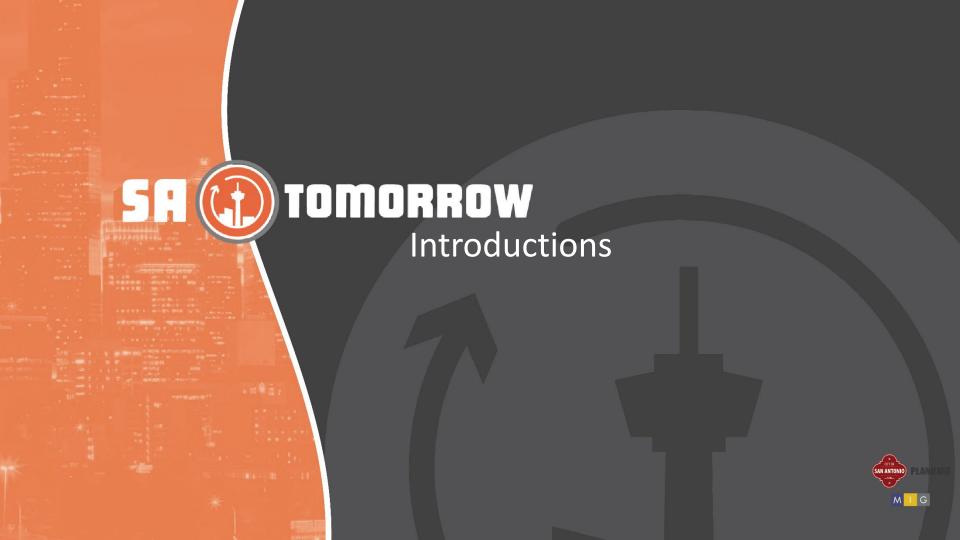
Planning Team Meeting #2

Thursday, April 9, 2025 Granados Adult and Senior Center – Grand Room 5:30 - 7:30 pm





Cambridge Systematics, Inc.
Bowti
Economic & Planning Systems, Inc
Auxiliary Marketing Service
Mosaic Planning and Development Service
Worldwide Language



# North Central Community Area Plan Project Team



# City of San Antonio, Planning Department

Chris Ryerson, Planning Administrator Jacob Howard, Project Manager



### MIG

Jay Renkens, Principal Marcia Boyle, Co-Project Manager Marco Hinojosa, Co-Project Manager



### Mosaic

Carissa Cox, Principal Planner

# **Meeting Sequence**

Planning Team Meeting 1 (July 11th, 2024)

Community Meeting 1 (February 12th, 2025)

Planning Team Meeting 2 (April 9th, 2025)

Planning Team Meeting 3 (TBD)

Planning Team Meeting 4 (TBD)

Planning Team Meeting 5 (TBD)

Planning Team Meeting 6 (TBD)

**Community Meeting 2 (TBD)** 

**Planning Team Meeting 7 (TBD)** 

Planning Team Meeting 8 (TBD)

Planning Team Meeting 9 (TBD)

Digital Design Charrette (DDC) (TBD)

Planning Team Meeting 10 (TBD)

**Community Meeting 3 (TBD)** 

Planning Team Meeting 11 (TBD)

**Community Meeting 4 (TBD)** 

Planning Team Meeting 12 (TBD)

Orientation | Sub-Area Planning Overview | Vision and Goals

Introduction to Land Use | Confirm Vision & Goals

Introduction to Mobility

Introduction to Housing & Economic Development

Introduction to Community Amenities & Public Space

Introduction to Focus Areas

Land Use | Focus Areas

Mobility | Focus Areas

Housing & Economic Development | Focus Areas

Visualization of Two Selected Sites

Community Amenities & Public Space | Focus Areas | DDC

Plan Priorities & Implementation

Public Draft Review

# **Meeting Objectives**

- Overview of Public Input
- Discuss Draft Vision & Goals
- Introduction to Land Use
- Introduction to Focus Areas



Review of Public Input



# Review of Community Meeting 1

Location: Whitley Events Center

Date and Time:
 February 12, 2025
 5:30 – 7:30 p.m.

■ Participants: 60 - 70

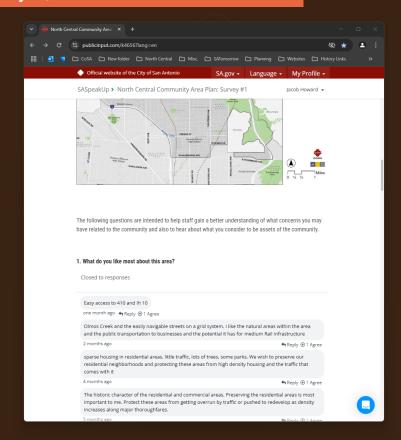
Comments: Approximately 150



# **Review of Survey 1**

- Location: Online / Community Meeting 1
- Date and Time: 9/27 2024 - 2/21 2025
- Participants: 50
- **Comments:** 150-170

### **North Central Community Area Plan** Survey 1 July 11, 2025















# Review of Planning Team Meeting 1

Location: Whitley Theological Center

Date and Time:
 July 11, 2025
 5:30 p.m. – 7:30 p.m.

■ Participants: 12 - 15



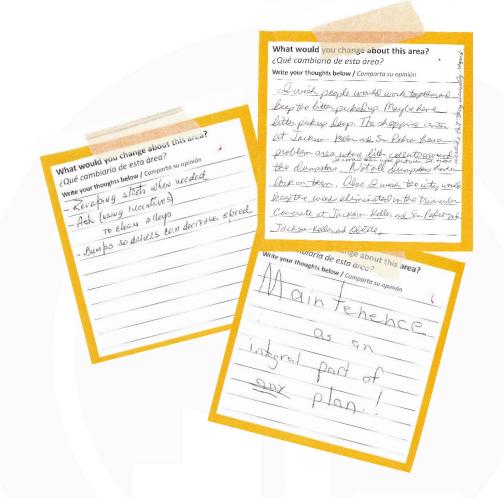


## Maintenance

"The street need repair, the intersection of basse and blanco is terrible. Loose gravel with large ruts, it looks like a giant raked the streets there, got tired and left."

"Parks! Sidewalks! Regular street maintenance!"

"More road maintenance as the neighborhood is a cut through to most major routes. More street lights and amenities to make this a walkable area"



## **Parks**

"I like the parks, the churches, and the schools in our area very much. I also appreciate the proximity of most things."

"Parks. I play tennis to stay healthy and I have to go to other parts of San Antonio to find a court. We can do better I think."

"More parks! Sound and visual barriers to tone-down the impact of 281 and 410."



## **Investment / Identity**

"More accessible grocery stores, cultural centers and family medical facilities within walkable distance.

Need to bring in more small business to the area.

"Let this area redevelop in commercial areas with medium density and maintain the historic single family and low density multifamily areas."

"make it look nicer along corridors"



# Programming Community <u>Facilities</u>

"Better parks and areas for families to enjoy the outdoors with their children, also the homeless have taken over areas that children are unable to play or walk to school."

"Updated apartments, police substation, central YMCA for children and elderly, sidewalks on older streets"

"A community Center for our kids would be great"



## **Creeks**

"I would like the Olmos Creek Greenway to be expanded to loop 410. I would like to see more density along San Pedro and Blanco road to create a transportation corridor with affordable housing and small businesses."

"Olmos Creek and the easily navigable streets on a grid system. I like the natural areas within the area and the public transportation to businesses and the potential it has for medium Rail infrastructure"





**Draft Vision and Goals** 



# **Vision & Guiding Principles for 2040**

# Vision for 2040 from the SA Tomorrow Comprehensive Plan:

"San Antonio is a dynamic city with neighborhoods that are complete with unique places that define their character and celebrate our history. Our corridors unite our residents and our businesses, using cutting-edge multi-modal options that connect our neighborhoods to vibrant regional destinations..."

Maintain the character and integrity of existing San Antonio neighborhoods, parks, open space and trails by focusing growth in mixed-use regional centers and along attractive multimodal corridors with high performing transit service.

Ensure that all residents living in existing and new neighborhoods have safe and convenient access to jobs, housing, and a variety of amenities and basic services including great parks, strong schools, convenient shopping and nearby regional centers.





Connect safe and stable mixedincome neighborhoods with a system of walkable and bikeable streets, trails and pathways that celebrate and link natural greenways and drainage ways.

Ensure an inclusive San Antonio by providing affordable housing and transportation choices throughout the city. Encourage a variety of amenityrich places throughout the city with a balance of live, work and play opportunities.



Conserve, protect and manage San Antonio's natural, cultural and historic resources and open space.

Encourage and integrate innovative and sustainable ideas and development.

Provide an ongoing planning framework for more detailed and timely planning and design of regional centers, corridors and neighborhoods with continued opportunities for participation and partnerships, prioritization, and performance measurement.

Provide the residents of San Antonio, including youth, seniors, and disabled populations, with enhanced levels of authentic engagement.

# What is a Vision Statement?

- Describes a place 10-15 years in the future
- Aspirational
- Very General
- Sets a broad direction for the content of the plan

# **Draft Vision**

The North Central Community Area is home to a wellmaintained network of roads, parks, and public spaces that support civic life, as well as a balance of preservation and new development that contributes to the area's identity and economy. The area's creeks and arroyos are efficiently managed, providing sustainable stormwater benefits that include trails, recreational opportunities, and other amenities where possible.

# Draft Goals (1 of 2)

- 1. Protect the character of existing development, while allowing for context-sensitive residential, mixed-use, and commercial development that enhances the community's sense of place.
- Enhance existing green spaces and creeks in the area and consider a range of additional opportunities for green space including small neighborhood parks, community gardens, and additional trees, especially where they provide green stormwater benefits.
- 3. Connect community members and support small businesses through programs that focus on community connections, physical improvements, and messaging.

# Draft Goals (2 of 2)

- 4. Improve connectivity and accessibility throughout the area, especially for disabled and senior community members, by providing safe and comfortable mobility options for walking, biking, transit, and driving/riding.
- 5. Provide a range of housing options for all community members especially to better support first time homebuyers, seniors wishing to age in place or within the area, and affordable options for all.
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# **Draft Vision and Goals**

The North Central Community Area is home to a well-maintained network of roads, parks, and public spaces that support civic life, as well as a balance of preservation and new development that contributes to the area's identity and economy. The area's creeks and arroyos are efficiently managed, providing sustainable stormwater benefits that include trails, recreational opportunities, and other amenities where possible.

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- Increase the safety of the area by addressing crime, maintaining public facilities, and considering physical improvements to public amenities that are attractive and aesthetically pleasing.



Discussion on Draft Vision & Goals





# What is Land Use?

- A basic part of <u>ALL</u> Sub-Area Plans.
- "Land use" is a term used to describe existing or envisioned uses on a property.
  - Existing land use: how land is currently being used
  - Future land use: how land can be used in the future
- A guide for recommending bodies like:
  - Planning Commission
  - Zoning Commission
- A guide for deciding bodies like:
  - City Council

"Land Use is the foundation of all sub-area plans. All other sections are intended to respond to and support the pattens of land use described in this section and by the future land use map.

"By writing sub-area plans the Planning Department is creating a detailed future land use map incrementally and equitably for the entire City of San Antonio, with land use categories applied in a contextually appropriate way for each sub-area.

"This accomplishes one of the key goals of the SA Tomorrow Comprehensive Plan, creating a complete and consistent future land use map for the entire city."

# Why is Land Use Important?

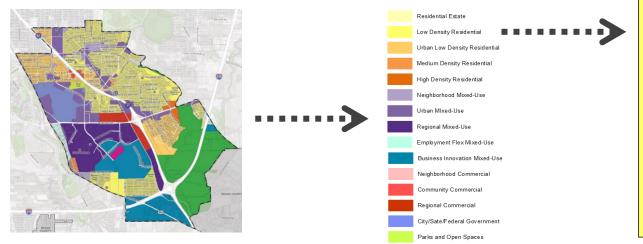
- Land use regulations protect the health, safety and welfare of communities, allowing the City to manage population and employment growth, plan for transportation and infrastructure needs, and promote public safety.
- Land use provides guidance for decision-making on rezoning applications for City Staff, Commissioners, and City Council.
- Developing the land use map is an opportunity to discuss current patterns of development and ways they can be improved over time.

Future Land Use is the foundation of the plan.

# Land Use Categories: What is their purpose?

San Antonio adopted *18 new land use categories* in 2018. They establish:

- The uses that should be found in an area.
- The general character and density of development for the area
- The zoning districts that are allowed



#### **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/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.

## **Land Use Categories**

- Residential, Commercial, Industrial, Mixed-Use, or Civic.
  - There are a total of 18 Comprehensive Land Use Categories
- The Unified Development Code (UDC) identifies which zoning districts are **consistent** with each land use category.

RESIDENTIAL	COMMERCIAL	INDUSTRIAL	MIXED-USE	CIVIC
<ul> <li>Residential Estate</li> <li>Low Density Residential</li> <li>Urban Low Density Residential</li> <li>Medium Density Residential</li> <li>High Density Residential</li> </ul>	Neighborhood Commercial     Community Commercial     Regional Commercial	Agricultural     Light Industrial     Heavy Industrial	Neighborhood Mixed-Use     Urban Mixed-Use     Regional Mixed-Use     Business/Innovation Mixed-Use     Employment/Flex Mixed-Use	Parks/Open Space     City/State/Federal     Government

# **Differences Between Land Use and Zoning**

	Land Use Plan (Categories)	Zoning Ordinance (Districts)	
PURPOSE	<b>Policy:</b> A Land Use Plan establishes desired patterns for development and growth.	<b>Regulation</b> : defines the particular rights of use, and what development is allowed.	
SCALE	Focus is on <i>areas, patterns, and</i> relationships among properties in an area.  A set of broad policies and principles to guide the City's decision-making regarding growth and development patterns.	Focus is on rights of use for <i>individual properties</i> . Zoning consists of detailed, specific regulations and standards for how property owners may use and develop their land.	

### Role of the Future Land Use Plan

#### The Future Land Use Plan DOES:

- Define how a property can be rezoned in the future
- Set guides for elected officials deciding rezoning cases
- Ensure that projected growth can be absorbed in an orderly way throughout the City
- Establish the preferred mix of uses and the distribution of density in the various areas of the City, based on public input and adopted City Policy.

#### The Future Land Use Plan DOES NOT:

- Automatically change the entitlements or zoning of any property
- Restrict existing rights of use
- Cause any buildings to be removed or changed
- Does not change Historic District or Neighborhood Conservation District designations or design standards

### Who will use the Land Use Plan?



The Future Land Use Plan informs public and private decision-making and investments.

# **Developing the Future Land Use Plan**



### Land Use and Mobility: H+T (Housing + Transportation)

### **H+T (HOUSING PLUS TRANSPORTATION) COSTS**

The combined costs of housing and transportation (commonly referred to as H+T) are often a large portion of a household's budget. Experts recommend the combined total not be more than 45% of household income, with no more than 30% of household income devoted to housing costs and no more than 15% devoted to transportation costs.

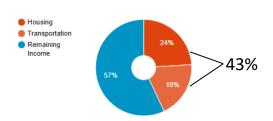
#### In San Antonio:

Housing = 24% Transportation = 19%

Total H+T = 43%

#### Average Housing + Transportation Costs % Income

Factoring in both housing and transportation costs provides a more comprehensive way of thinking about the cost of housing and true affordability.



#### Transportation Costs

In dispersed areas, people need to own more vehicles and rely upon driving them farther distances which also drives up the cost of living.



\$13,795



Annual Transportation Costs



1.80



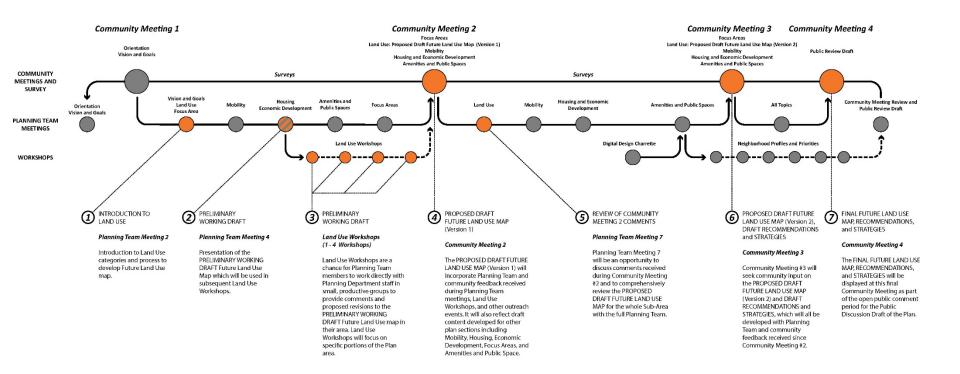
Autos Per Household



Average Household VMT

Source: Center for Neighborhood Technology (CNT): 2025 Update: H+T Index Release Notes (Uses 2022 American Community Survey (ACS) data; Uses 2021 Longitudinal

### **Future Land Use Map development process**



## **Future Land Use Map development process**

members to work directly with

DRAFT Future Land Use map in

Planning Department staff in

small, productive groups to

provide comments and

proposed revisions to the

PRELIMINARY WORKING

Workshops will focus on

specific portions of the Plan

their area. Land Use

area.

incorporate Planning Team and

community feedback received

Workshops, and other outreach

events. It will also reflect draft

content developed for other

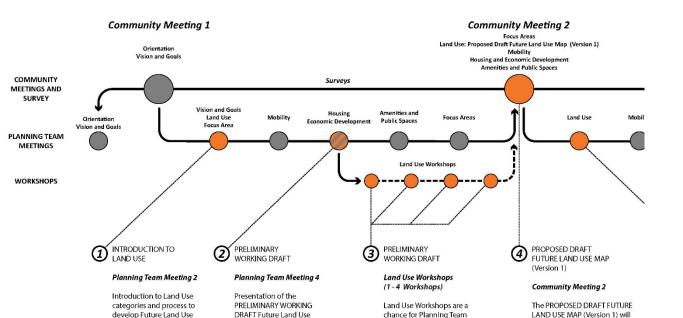
Mobility, Housing, Economic

Development, Focus Areas, and Amenities and Public Space.

plan sections including

during Planning Team

meetings, Land Use



Map which will be used in

subsequent Land Use

Workshops.

# Land Use Map Development Summary:

(Through Planning Team Mtg #7)

#### **Preliminary Working Draft**

Planning Team Mtg #4

#### **Small Group Workshops**

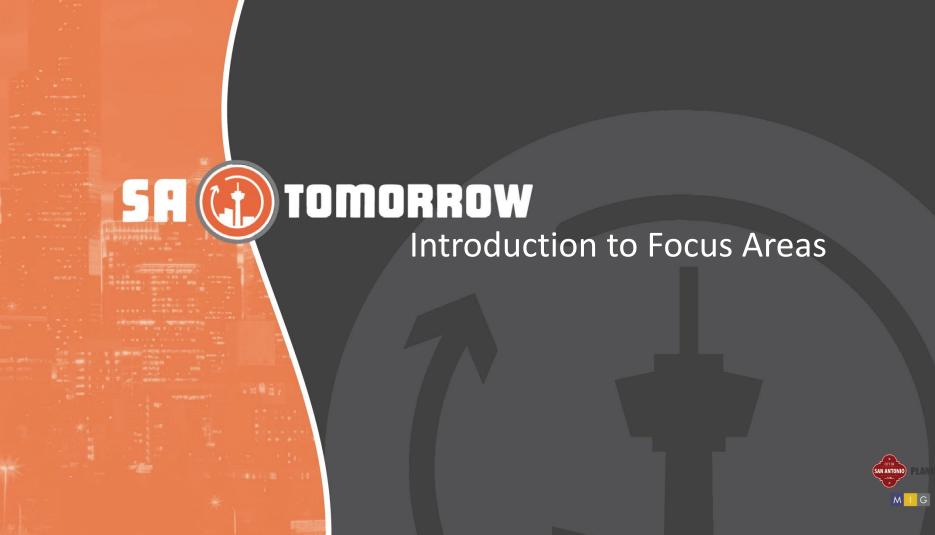
 Between PT04 and Community Mtg #2

# Proposed Draft Future Land Use Map (Version 1)

• Community Mtg #2

#### **Full Review with Planning Team**

Planning Team Mtg #7



### What are Focus Areas?

- Important areas of opportunity to direct future investments, support, or improvements.
- Each Focus Area includes:
  - A unique vision
  - Analysis of challenges and opportunities
  - Key investments and improvements
  - Focus Area Map
  - May include graphics and illustrations

"Focus areas identify key locations where future investments or other improvements are desired.

"While many recommendations in this plan are long-term and somewhat conceptual, the focus areas section offers more detailed visions for desirable ways in which these areas could be developed or evolve over time to help meet a variety of community goals.

"While this section has detailed renderings, any specific style choices are for illustrative purposes only to show potential, rather than to prescribe development design."

### What Could a Focus Area Include?

- Vacant, or underutilized parcels within a concentrated area.
- Commercial centers, strips, or malls that are consistently less than fully occupied, or surrounded by a significant amount of unused parking lots or vacant parcels.
- Former industrial sites that could be adaptively reused for some other purpose.
- Areas along transit corridors with vacant or underutilized parcels or retail spaces.
- Major intersections or nodes in need of infrastructure improvements.
- Special districts or bustling areas that may need investment or support to preserve the character or history of a community.

# Focus Area Examples: Far East Community Area



## Focus Area Examples: Far East Community Area



# **Focus Area Identification Approaches**

- Utilization Analysis
  - Vacant, Underutilized, or Publicly-owned parcels
- Areas mentioned in Public Input
- Spatial Data Analysis (in development)

## Focus Area Identification: Utilization Analysis

### Three types of parcels:

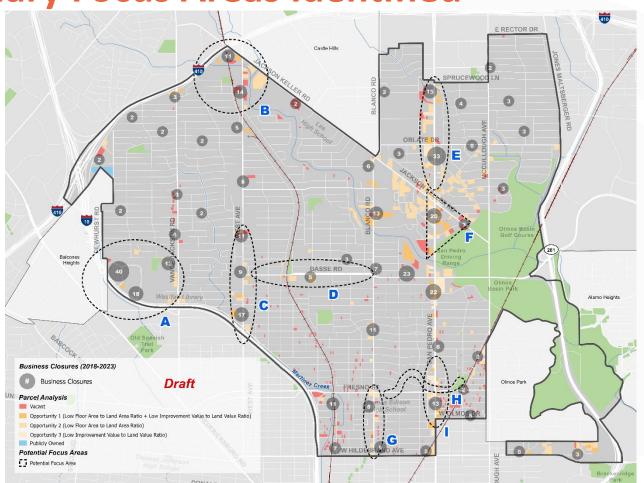
- Vacant: Private parcels with no buildings
- Underutilized: Private parcels that have a combination of a low floor area ratio (FAR) and a low <u>Improvement</u> (building) value to <u>Land</u> value ratio (I:L ratio)
- **Publicly-owned**: Parcels owned by public or quasi-public entities with potential to help meet community needs.

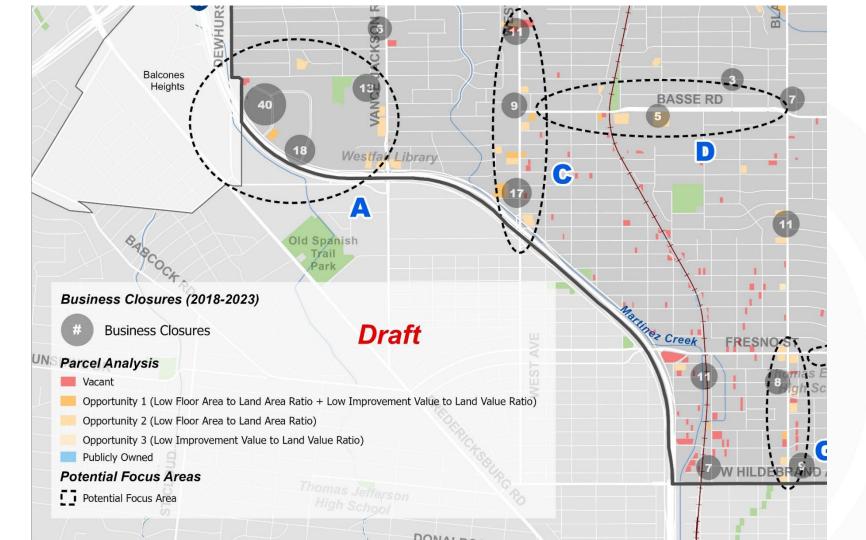
# Focus Area Identification: Spatial Data Analysis

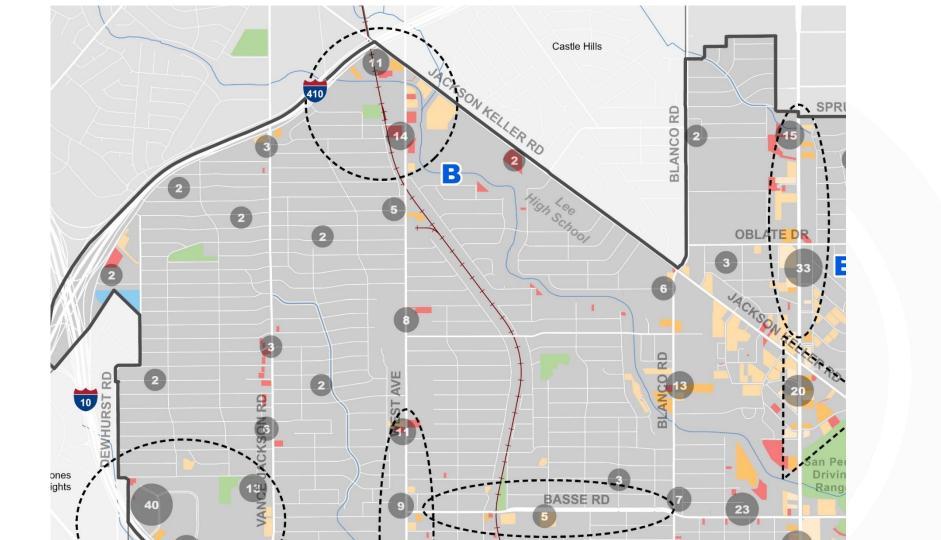
# GIS mapping to identify areas with overlapping challenges such as:

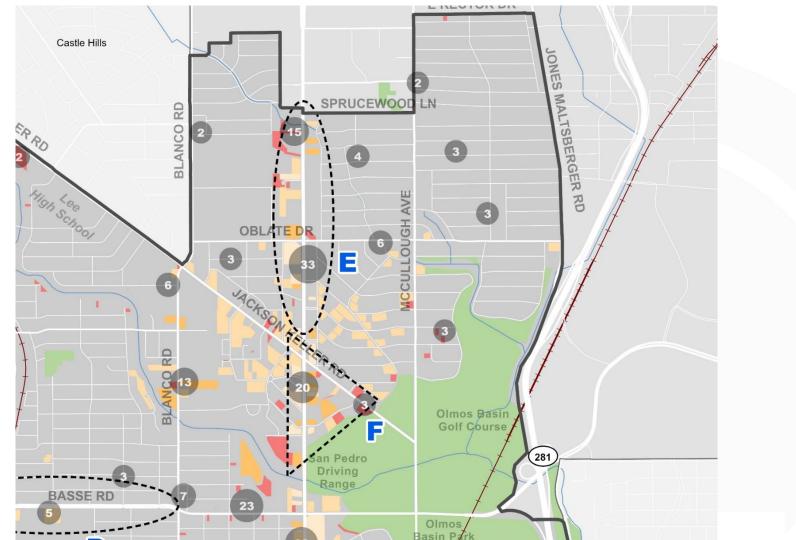
- High Urban Heat Vulnerability
- Lack of Tree Canopy Coverage
- Stormwater/Flooding Issues
- Pedestrian/Cycling Crashes High Injury Network
- Accessibility Mapping (Parks/Trails, Healthy Food, Transit)
- Other ideas to test?

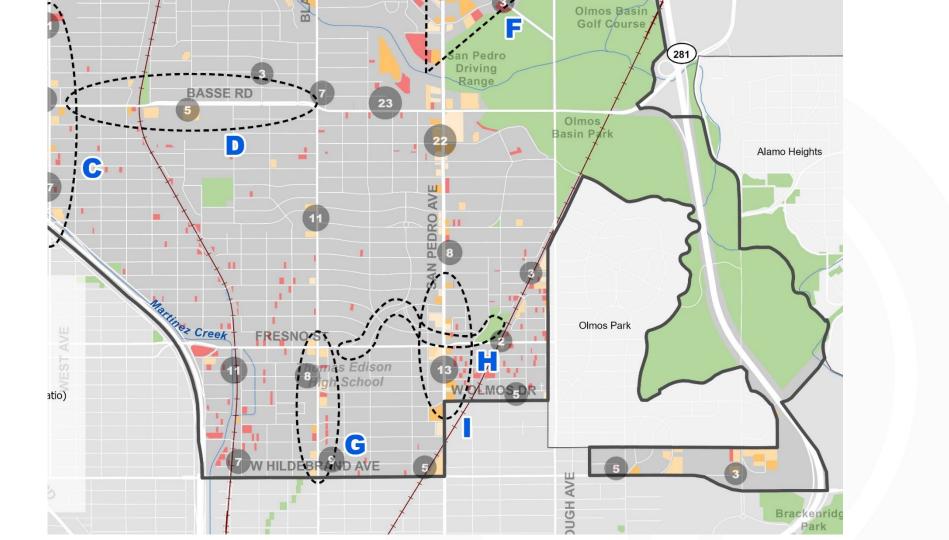
**Preliminary Focus Areas Identified** 













## **Next Steps**

### Next Planning Team Meetings

- Planning Team Meeting #3: May 7, 2025, 5:30 p.m. 7:30 p.m.
- Planning Team Meeting #4: June 4, 2025, 5:30 p.m. 7:30 p.m.

### Questions?

- Jacob Howard, Project Manager
- Jacob.Howard@sanantonio.gov
- -210-207-5441





### **North Central Community Area Plan**





Cambridge Systematics, Inc Bowtie Economic & Planning Systems, Inc Auxiliary Marketing Service: Mosaic Planning and Development Service: Worldwide Language: Able Cit