

Highlands Community Plan

*April
2002*



*Prepared by the City of San Antonio Planning Department in partnership
with the citizens of the Highland Park Neighborhood, Highland Hills
Neighborhood and Southeast Highland Hills Good Neighbor Crime Watch*

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Getting Around Town

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Places to Gather, Play and Learn

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Contributors

Meeting Refreshments

Randolph Brooks Federal Credit Union
SE Highland Hills Good Neighbor Crime Watch

Meeting Locations

Bode Recreation Center
Epworth United Methodist Church
Highland Terrace United Methodist Church
McCreless Library
Pecan Valley Golf Club
Rogers Middle School
St. Margaret Mary's Catholic Church

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Plan Basics



Above: At the May community meeting a breakout group maps the planning area's strengths and weaknesses.

"Our plans and actions today can be our children's and grandchildren's tomorrow."

Yvonne Sandoval Cadena, Highlands resident

This chapter of the Highlands Community Plan focuses on information about the planning area, its boundaries and demographics, how the plan was initiated, the planning process of community input, outreach to inform the community about the plan, and the implications of

recognition of the plan by the City of San Antonio.

The Planning Team wanted to emphasize the concept "community" in the name of the plan. They contemplated naming it the Highlands Community Alliance Community Plan, to

emphasize that the entire community would have to form an alliance and work together in order to improve the area. In the end they settled on the "Highlands Community Plan."

Plan Basics

The Highlands Community Plan is the result of a joint effort of the Highland Park Neighborhood, the Highland Hills Neighborhood, the Southeast Highland Hills Good Neighbor Crime Watch and the City of San Antonio's Planning Department. A comprehensive effort by the Planning Team and the community, including homeowners, property owners, renters, business people, church members, and school representatives involved over a year of hard work.

Plan Boundaries

The plan area is bounded by Highway 90/IH-10 to the north; Clark, Hiawatha, Pecan Valley, Southcross, and Salado Creek to the east; Military Highway to the south; and IH-37 to the west.

Highway 90/IH-10, the northern boundary of the planning area, is a six-lane divided interstate highway. Two exits from the highway serve Pine, South New Braunfels, Gevers and Walters Street along a non-commercial access road.

Although Clark Street, the upper portion of the eastern boundary of the planning area, is a secondary arterial (type B), it does not have direct access to Highway 90/IH-10. Clark Street has just been reconstructed with curbs, drainage and sidewalks. The plan boundary turns east from Clark Street at Hiawatha, continuing through Southside Lions Park to Salado Creek. The boundary follows Salado Creek

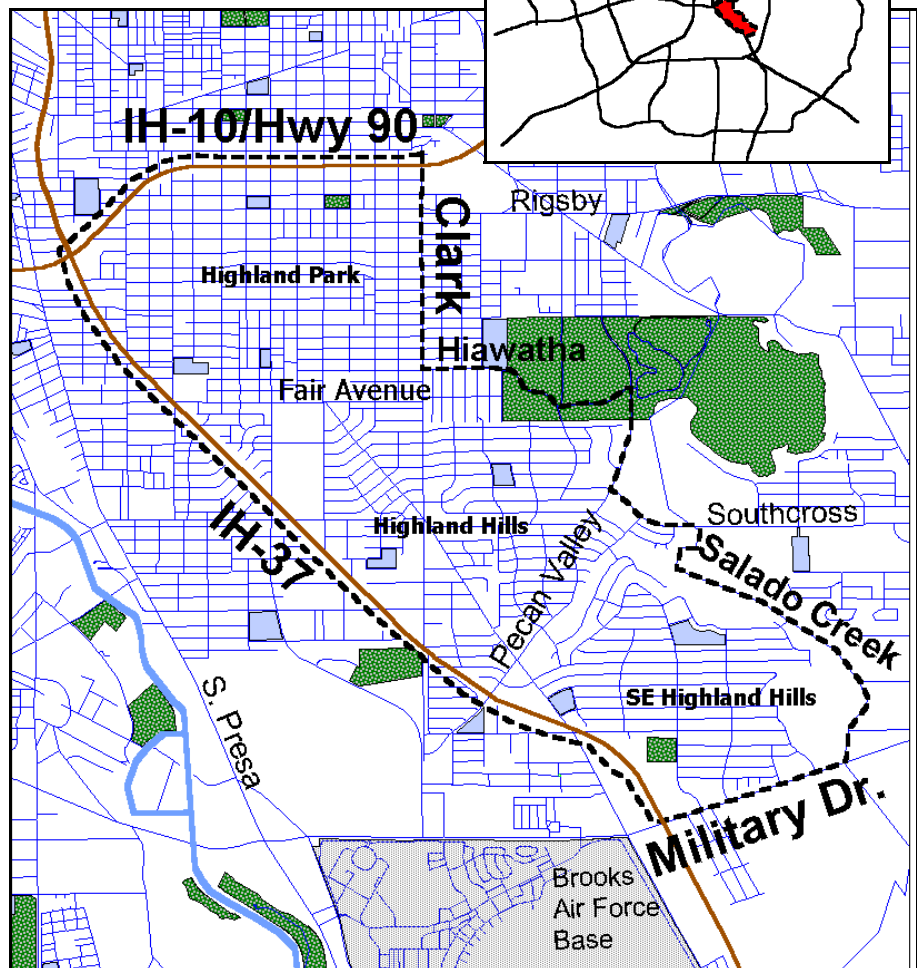


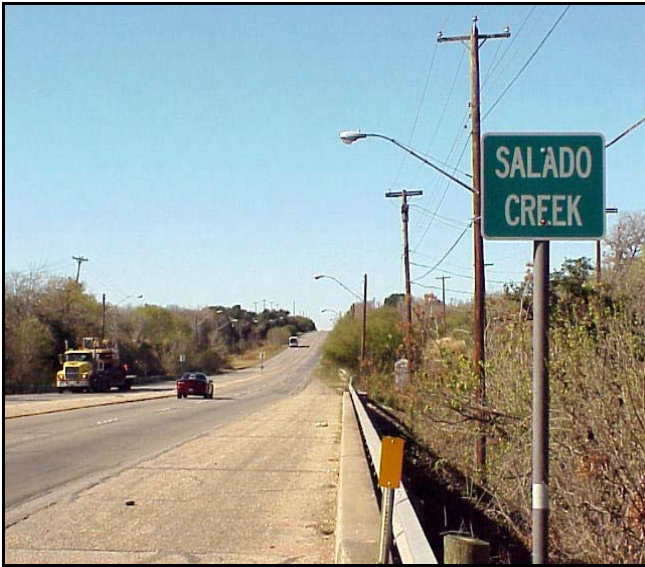
Clark Street reconstruction

south to the point where it crosses SE Military Drive. Most of Hiawatha is a two-lane road that bisects Southside Lions Park. A major City recreation facility, including baseball fields, tennis courts, a play-

ground, swimming pool and recreation building is near the western edge of the park on Hiawatha. Much of the park east of the recreation center is undeveloped. Salado Creek runs through the Pecan Valley Golf Course, behind a housing area and then an undeveloped area near its intersection with SE Military Highway.

The southern boundary of the planning area, SE Military Highway, is a 4 to 5 lane primary arterial (type A). This portion of Military Highway has undevel-





*Military Drive at
Salado Creek*

oped land, especially on the south side of the road. A new hotel and a golf course are under construction near the intersection with IH-37. A school and residential development is planned on the south side of the highway. The terrain becomes rural and undeveloped just east of the planning area.

The western boundary of the planning area, IH-37 is a four to six-lane divided interstate highway. McCreless Mall is located at the Southcross and New Braunfels exit. A major retaining wall has just been constructed by TXDOT at this exit.

The Highland Park Neighborhood is the portion of the planning area north of Fair Avenue. The northern part of Highland Park was developed in the 1920's and 1930's, while the southern portion was developed in the 1940's and 1950's.

The Highland Hills Neighborhood is the entire area south of Fair Avenue and also includes a small section outside the planning area to the west of IH-37. The area east of McCreless Mall between Gevers and Dollarhide was developed in the 1940's, while the rest was developed in the 1950's.

The Southeast Highland Hills Good Neighbor Crime Watch area is the section of the Highland Hills Neighborhood to the south of Pecan Valley Road and also includes a small portion outside the planning area to the west of IH-37. It was developed in the 1950's and 1960's.

Why create a plan?

Developed by neighbors, businesses, neighborhood associations, community organizations, churches, schools, vacant property owners, and other interested groups, the Highlands Community Plan is a blueprint for action. By setting goals, objectives and action steps, the community creates a vision for the future and identifies the steps needed to reach their goals.

This plan organizes many of the neighborhoods' ideas into a single document that can be shared with residents, potential community partners, and investors. Although there is no financial commitment for implementation from the City of San Antonio or identified partnering agencies, the Highlands Community Plan will be used as a guide for decision making.



*Hiawatha Street in Southside Lions
Park.*



*IH-37 near McCreless Mall showing
new retaining wall.*

Planning Area Demographics

The Highlands neighborhoods are home to about 30,200 residents in 10,750 households according to the 2000 census. (see Appendix A). This is a 4% increase in population and a 2% increase in households from the 1990 census.

According to the 2000 census, residents in the area are approximately 72% Hispanic, 22% Anglo, 4% African American and 2% other ethnicities. The number of people of Hispanic ethnicity grew 33% from 1980 to 1990 and 27% from 1990 to 2000. The number of people of African American ethnicity grew 29% from 1980 to 1990 and 14% from 1990 to 2000. The number of people of Anglo ethnicity decreased 28% from 1980 to 1990 and 37% from 1990 to 2000.

The median age of people living in the Highlands planning area is slightly higher than the median age of a City of San Antonio resident. It has increased over the years from 31.4 in 1980 to 33.1 in 1990 to 33.9 in 2000. The median age of a City of San Antonio resident also has increased from 27.1 in 1980 to 29.8 in 1990 to 32.2 in 2000.

Housing value, income and educational data is not yet available from the 2000 census. In 1990 the Highlands area median household income of \$22,010 was 7% below the City's average of \$23,584. The 1990 median owner occupied home in the Highlands was \$42,870 which is 14% lower than the City's median owner occupied housing value of \$49,700.

According to the 1990 census approximately 35% of the residents over 18 years old in the planning area did not finish high school compared to 31% city-wide. In the Highlands area 58% of the residents over 18 completed high school or have

had some college classes compared to 51% for the entire city. Approximately 7% of Highlands residents have a college or graduate degree compared to 18% citywide.

The planning area is comprised of 5.69 square miles (3,640 acres).

Getting Started

The Highland Community Alliance, a partnership of the Highland Park neighborhood, the Highland Hills neighborhood, and the SE Highland Hills Good Neighbor Crime Watch, successfully submitted a 2000 application to request the Planning Department's assistance in developing a community plan. In January 2000, the Planning Department began meeting with the Highlands Alliance Planning Team to develop a Memorandum of Understanding. The Planning Team (see Acknowledgments) is composed of representatives of the neighborhoods, businesses, schools, churches, and community organizations. The Memorandum of Understanding spelled out both the Planning Team's and the Planning Department's responsibilities for the completion of the plan.



Signing up to participate

Community-Based Process

The Highlands Community Plan was developed following the guidelines set out in the *Community Building and Neighborhood Planning Program* (adopted by City Council in October 1998).

A Kickoff Celebration was held March 24, 2001 to introduce the community to the purpose of creating a neighborhood plan and the proposed timeline and tasks for plan completion. Tommy Adkisson, County Commissioner, was a featured guest speaker who spoke about the importance of good neighborhoods and becoming involved in the planning process. The Highlands High School mariachi group provided lively entertainment.

In April, 2001, two public meetings were held (one on a week



One of the small groups at the May public meeting

night, one on a Saturday morning) to give everyone in the community a chance to talk about the planning area's strengths and weaknesses.

In May, 2001 another public meeting was held to review the ideas collected in the April meetings. Community stakeholders,

including residents, business owners, church representatives, school officials, vacant land owners, community organizations and other interested groups were invited to attend all public meetings and offer their input into the planning process.

During the summer five workshops were held for stakeholders to participate in creating a vision for the neighborhood's future. Three half-day workshops covered the topics Heart of the Neighborhood; Getting Around Town; and Places Where We Gather, Play and Learn. Two evening workshops were held on Future Land Use and Code compliance and Aesthetics.



Workshop participants marking their preferences.

Goals, objectives and action steps to take in order to reach the vision were developed and are presented in the plan chapters. The groups worked with “experts” to develop achievable and implementable steps for community improvement (see Appendix B).

A meeting was held in November for the business owners, property owners and their representatives, and neighborhood representatives to review the Land Use Plan and ideas con-



Small group works on writing their goals at a workshop.

cerning the economic redevelopment of the planning area.

During December 2001, relevant City of San Antonio departments had an opportunity to review the plan for consistency with city policies. The lead partners and proposed partnerships, as well as other relevant agencies, also were asked to review and support the goals found in the plan.

A final draft of the plan was presented at a January community meeting. After including the changes made at the January meeting, the plan will be presented to the Planning Commission and City Council for consideration. An Open House Celebration will be held after final Plan adoption.

Community Outreach

The Planning Department, together with the Highland Park Neighborhood, the Highland Hills Neighborhood, the Southeast Good Neighbor Crime Watch and other community partners, worked to encourage participation in the neighborhood planning process. In addition to the mailing list of more than 3200 neighborhood stake-

holders, meeting attendees, and registered voters, all three neighborhoods put articles in their neighborhood newsletters about the public meetings. Planning Team volunteers placed flyers in the mailbox areas and/or laundry rooms of the apartment complexes in the planning area. They also delivered posters and flyers to 70 local businesses. Posters and flyers were posted at the McCreless Library. Meeting dates and times were posted on the Highland Park and Highland Hills Neighborhood web sites.

The McCreless Mall Community Link Center displayed large posters about the meetings and flyers were available for patrons to pick up.

Over 4,000 flyers were sent home with the children who attend Highland Park, Steele, Japhet, Highland Hills, Forbes, Schenck and Foster Elementary Schools. Five hundred flyers were sent home with children who attend Holy Name, St. Margaret Mary, Highland Hills Baptist and the Seventh Day Adventist private schools.

Fourteen churches in the area received posters and flyers about each of the public meetings and the pastors were encouraged to include information about the meetings in their church bulletins.

Information about the plan was presented at the National Night Out celebration in August at the Highland Terrace United Methodist Church. Neighbors had an opportunity to participate in a “visual preference” survey at the celebration.

Press releases were sent to all area newspapers for each public meeting. The *San Antonio Express News* and the *Southside Reporter* did several front page



One of the churches in the area,, St. Margaret Mary

stories about the plan.

Recognition by the City of San Antonio

After a final community meeting in January, the Highlands Community Plan is forwarded to



Participant chooses his favorite neighborhood characteristics

the Planning Commission for consideration. The Planning Commission reviews the docu-

ment to ensure the Highlands Community Plan is inclusive, consistent with city policies and an accurate reflection of the community's values.

After the Planning Commission recommendation, the plan is presented to City Council for adoption as a component of the City's Master Plan. An approved plan is used by city departments, boards and commissions as a guide for decision making. Key projects may be selected from the plan to be included in the Annual Improvement Project Report. This report is recommended to City Council as a part of the budget process, although there is no guarantee of funding.

Consistency with Other Plans

The Highlands Community Plan is consistent with the recommendations found in the *1997 Master Plan*, the *1978 Major Thoroughfare Plan*, the *1998 CRAG Final Report* and the *2000 CRAG Report*.

The plan also is supported by the following Master Plan Goal:

*Neighborhoods, Goal 2:
Strengthen the use of the
Neighborhood Planning
Process and Neighborhood
Plans.*

Plan Contents

The Plan Summary chapter reviews the neighborhood's goals and objectives for community improvement.

Each of the following three

chapters of the plan: Heart of the Neighborhood, Getting Around Town, and Places Where We Gather, Play and Learn, include the goals, objectives, action steps, lead partners, proposed partnerships and proposed funding sources to achieve the neighborhoods' desired vision. These were developed at workshops where community members were assisted by city staff and agency representatives (see Appendix B).

Lead partners are groups who will begin the work of developing the partnerships necessary to implement the action steps. Lead partners will serve as coordinators to bring together the groups needed to achieve the proposed action. An initial listing of these groups is included under proposed partnerships. Potential funding sources for the action steps also were identified. The community can approach these funding sources once the work of coordination is complete.

The Taking Action chapter describes the groups that will oversee the work of implementation. The Measuring Our Success chapter describes indicators the neighborhoods will use to judge progress toward the community's goals.

Plan Summary



Above: Xeriscape landscaping at Highland Park installed by the neighborhood association through the Neighborhood Improvement Challenge Program.

"I have been inspired to realize that we as neighbors share a common vision of a livable, safe, and aesthetically pleasing community where we can meet, play, shop and work without using personal vehicles. I am pleasantly surprised to discover that my neighbors also want to create and sustain an integrated urban environment that will provide sustenance for the human and natural residents long after we are gone. We are visionaries!"

Rachel Cywinski, Highlands resident

This chapter of the Highlands Community Plan is a summary of the Goals and Objectives in the Plan. It can be reproduced and distributed as a brochure that promotes the community's

vision for the future of their neighborhoods.

The SWOTs (Strengths, Weaknesses, Opportunities, and Threats) Maps at the end of

Chapters 3, 4 and 5 are a compilation of ideas from three community meetings showing areas of concern and areas for improvement in the planning area.

Plan Summary

The Highlands Community Plan includes four basic elements or chapters: Heart of the Neighborhood, Getting Around Town, Places to Gather, Play and Learn, and Taking Action. The following text provides a summary of plan goals and objectives for each element. The SWOTs (Strengths, Weaknesses, Opportunities and Threats) Maps found at the end of Chapters 3, 4, and 5 graphically review community assets as well as concerns.

Heart of the Neighborhood

Goal 1

Economic Development

Improve the current variety of goods, services and employment available within the community by creating an environment conducive to commercial prosperity and encouraging new businesses to locate in the area.

Objective 1.1

Create an Economic Development Team

Create an economic development team (steering committee) charged with:

- 1) Developing an action plan with assigned responsibilities, action steps and due dates, to include resource inventories, needs assessments, location incentives and marketing, recruitment and retention strategies. (Objective 1.2)
- 2) Examining the quality, type and venue (scale, design and character) of new businesses, (Objectives 1.3 and 1.4) and
- 3) Serving as a general liaison between local officials, businesses and neighborhood representatives. (Objective 1.5)

Objective 1.2

Develop an Action Plan

Develop and publicize an appropriate action plan to diver-



New hotel under construction at IH-37 and Military Drive

sify and expand the current availability of goods and services within the Highlands community.

Objective 1.3

Evaluate New Business

Examine new business concepts proposed to the area and work to ensure that they are of high quality and appropriate type according to conclusions made and criteria established in the community needs assessment.

Objective 1.4

Business Character

Ensure new and existing businesses conform appropriately to the scale, design and character of the community, enhancing it aesthetically whenever possible.

Objective 1.5

Representation on Boards and Commissions

Utilize the Highlands Economic Development Team to communicate with mayor, city council, county commissioner, state representatives, etc. to achieve more representation on governmental boards, commissions and committees in order to advocate for the area. Avoid using elected officials to represent the alliance on committees.



Local business on Drexell Ave.

Goal 2

Community Appearance and Neighborhood Character

Improve the appearance of the community and maintenance of the commercial buildings while preserving the character of the Highlands neighborhoods.

Objective 2.1

Education on Code Issues

Educate residents and business owners about what is expected of a good neighbor (mowing the lawn, not parking on the grass, etc.), what constitutes a code violation, and what are the most violated ordinances.

Objective 2.2

Code Compliance and Safety

Promote a clean and livable environment that enhances the appearance and safety of the Highlands neighborhoods.



Front yard parking is a code violation.

Objective 2.3

Community Appearance and Aesthetics

Improve the physical appearance and landscaping of the business districts and neighborhoods to enhance the pedestrian environment, add to the value of the area, and maintain the character of the Highlands neighborhoods.

Goal 3

Community Involvement and Communication

Encourage citizens to become involved in community programs and activities.

Objective 3.1

Community Involvement

Increase citizens' awareness of and participation in neighborhood activities.

Objective 3.2

Communication with Government and Non-Profit Agencies

Enhance communication between government, non-profit agencies and neighborhood citizens concerning ongoing and future projects in the Highlands area as well as available services.

Goal 4

Housing Appearance and Character

Improve the quality, appearance and variety of existing and new housing for people of all ages while preserving the character of the neighborhoods.

Objective 4.1

Housing Character

Enhance and improve the distinctive character of the Highlands neighborhoods and encourage compatible infill housing within the neighborhoods.

Objective 4.2

Housing Repair and Maintenance

Improve the appearance, condition and maintenance of the housing in the Highlands neighborhoods.

Objective 4.3

Senior Citizen Housing

Provide more options and choices for senior housing in the Highlands area.



Highland Park house.

Getting Around Town

Goal 5

Improved Transportation System

Promote a safe, efficient, aesthetically pleasing, multi-modal transportation system throughout the Highlands neighborhoods.

Objective 5.1

Traffic Control

Promote safe, efficient, and orderly vehicular movement within Highlands neighborhoods' school zones, and throughout the Highlands Community Plan area.

Objective 5.2

Mass Transit

Improve current bus service and coverage, and work to create a future transit system that is efficient, environmentally friendly, economical, and aesthetically pleasing.



Bus stop. On Walters Street

Objective 5.3 Pedestrian Network

Assess status and quality of current pedestrian network, and work to develop a continuous, safe, and well-designed, network of sidewalks in the Highlands community.



New sidewalk along Gevers.

Objective 5.4 Bicycle Mobility

Work to develop a functional and well-connected network of bicycle lanes, routes and trails that connect important destinations in the Highlands Community planning area.

Goal 6 Improved Infrastructure Network

Assess current infrastructure, and work to develop a modern, functional, safe, well maintained, and aesthetically pleasing network of streets, alleys, drainage rights of way, and utilities.

Objective 6.1 Street Maintenance and Improvement

Assess current condition of the Highlands area's streets, and take appropriate action to develop a functional and well-maintained street network throughout the Highlands Community planning area.



Clark Street undergoing reconstruction.

Objective 6.2 Drainage Improvements

Assess the current condition of drainage system, and work to develop a functional and dependable system that mitigates flooding problems.

Objective 6.3 Utility Improvements

Work with City Public Service to create a safe, unobtrusive, and aesthetically pleasing utility network.

Places to Gather, Play, and Learn

Goal 7

Community Facilities and Programs

Address unmet needs for community programs and facilities for residents of all ages.

Objective 7.1

Community Facilities

Acquire and/or enhance recreational and educational facilities for community residents of all ages.



Bode Center Recreation Center

Objective 7.2

Community Programs for All Ages

Develop and/or enhance recreational and educational programs for community residents of all ages.

Goal 8

Parks and Environment

Improve the environmental health of the area by enhancing parks and open space while addressing sustainability issues related to energy and recycling.

Objective 8.1

Parks and Natural Areas

Promote increased usage of community parks and natural areas through physical improvement of existing spaces and acquisition of new ones.



Salado Creek from Military Highway.

Objective 8.2

Sustainability and the Environment

Work to address sustainability issues within the community such as recycling and alternative energy sources.

Goal 9

Community Health and Wellness

Improve the availability of comprehensive, quality health-care in the southeast part of San Antonio.



University Health clinic on Ada Street.

Objective 9.1

Hospital Facilities

Support Southeast Baptist Hospital's development as a comprehensive medical center to meet the community's needs.

Objective 9.2

Health and Wellness

Increase awareness, accessibility and availability of health and wellness services in the Highlands area.

Goal 10

Library Services

Improve awareness, patronage, and access to the library while expanding its programs and resources.



McCreless Library.

Objective 10.1

Library Support

Increase community, business and political support for the library.

Objective 10.2

Library Programs and Usage

Offer new and expanded services at McCreless Library to increase neighborhood patronage of the library and its services.

Taking Action

Goal 11 **Taking Action**

Work towards implementation of the goals, objectives and action steps included in the Highlands Community Plan

Objective 11.1 **Community Support**

Organize, educate and encourage the community to support the ideas found in the Highlands Community Plan.



Residents discuss issues at workshop.

Heart of the Neighborhood



Above: Neighborhood character of Highland Street.

"I really feel this Plan can help us prevent unwanted sprawl and get our neighborhoods back to being user friendly for families and businesses."

Sheila Folschinsky, neighborhood resident

The Highlands Community, encompassing almost 5.7 square miles, has a wide variety of housing types and neighborhood characteristics.

The northern part of the planning area developed in the 1920's and 1930's. The houses are generally craftsman style and bungalows. The streets are laid out on a traditional grid with detached garages accessed from alleys or set back on the lot. Sidewalks are wide with a planting strip between the sidewalk and the street. Small neighborhood commercial uses

along major streets are integrated into the neighborhood.

The southern portion of the planning area developed in the 1950's and 1960's. The houses are contemporary small ranch style with attached garages or carports. The streets are laid out on a slightly curvilinear grid. Sidewalks are narrow and set next to the curb or do not exist. Commercial uses are separate from the neighborhood, located at McCreless Mall and along the major thoroughfares—Goliad Road and Pecan Valley Drive.

In this chapter, the goals, objectives and action steps developed by the community address the appearance, aesthetics, and maintenance of their community; its businesses; and its housing. Fostering communication between citizens and government, as well as encouraging community involvement, are also priorities.

Another major goal is to improve the variety of goods, services and employment available within the community to promote the idea of living, working and playing without having to leave the Highlands area.

Goal 1: Economic Development

Improve the current variety of goods, services and employment available within the community by creating an environment conducive to commercial prosperity and encouraging new businesses to locate in the area.

Objective 1.1 Create an Economic Development Team

Create an economic development team (steering committee) charged with:

- 1) Developing an action plan with assigned responsibilities, action steps and due dates, to include resource inventories, needs assessments, location incentives and marketing, recruitment and retention strategies. (Objective 1.2)
- 2) Examining the quality, type and venue (scale, design and character) of new businesses, (Objectives 1.3 and 1.4) and
- 3) Serving as a general liaison between local officials, businesses and neighborhood representatives. (Objective 1.5)

ACTION STEPS:

1.1.1 Publicize and hold a meeting asking for volunteers to sit on the committee. Once formed, the committee should meet regularly to establish a mission statement and address the above 3 major issues.

"Sustainable economic development only occurs when businesses, neighborhoods, churches and schools come together to properly plan for it. That has happened and this document reflects their vision. We are proud to have played a role in this process and look forward to implementing it."

Cindy Taylor, President,
South San Antonio Chamber of Commerce

Timeline: Immediately (1 year)

Lead Partner: Highland Alliance Team

Partnerships: South San Antonio Chamber of Commerce, Hispanic Chamber of Commerce, Chamber of Commerce of Greater San Antonio, Southside Chamber of Commerce, East Central School District, San Antonio Independent School District, business owners, Pecan Valley Golf Club, Frost Bank, other banks and credit unions, Brooks City Base

Funding sources: No cost



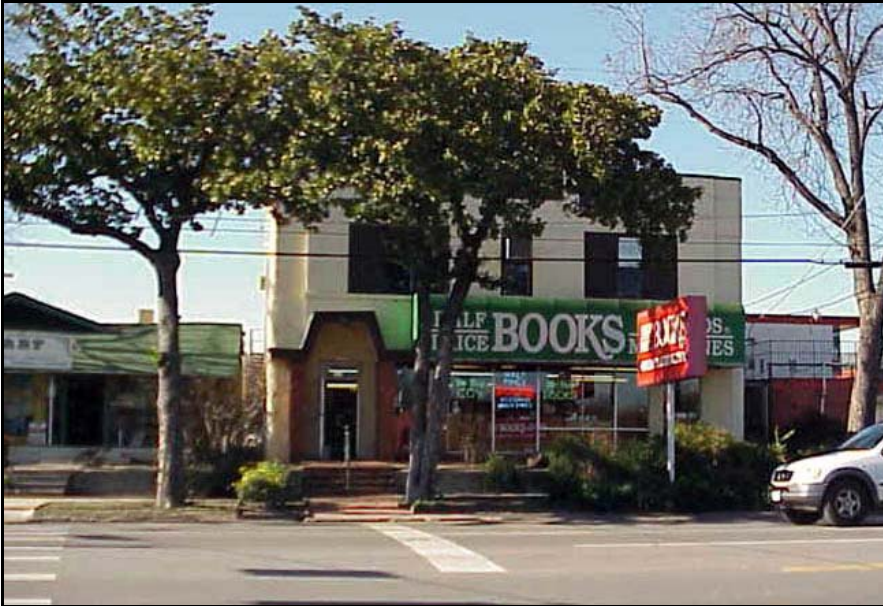
Opportunity for redevelopment at Goliad and Fair.

Objective 1.2 Develop an Action Plan

Develop and publicize an appropriate action plan to diversify and expand the current availability of goods and services within the Highlands community by identifying and evaluating new and existing resources.

ACTION STEPS:

1.2.1 Develop an inventory of existing businesses. Begin by contacting the Texas Workforce Commission for listings.



Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: Texas Workforce Commission, South San Antonio Chamber of Commerce, Small Business Administration, COSA Economic Development Department First Point Business Information Office, Development Services (building permits and Certificates of Occupancy), COSA Neighborhood Action Department Neighborhood Commercial Revitalization Program

Funding sources: Minimal cost

Example of good business.

1.2.2 Perform a Needs/Wants Assessment of goods and services for the community and establish detailed criteria by which to evaluate future business proposals of all types and scale.

- Conduct a community survey to determine what businesses the community desires and will support.
- Discourage the location of sexually oriented businesses (SOB), dollar stores and flea markets in the area and ensure that bars and other businesses that sell alcohol are appropriately located.
- Encourage a mix of various-sized stores, shops, businesses and other facilities which provide all needed goods, services and entertainment such as: large discount retailers, department stores, specialty stores, small businesses (mom and pop), computer/technology stores, coffee shops, book stores, movies, upscale restaurants, mid-price hotels (alternatives to expensive downtown accommodations), exercise facilities, etc.

Timeline: Short to mid (2 to 3 years)

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: UTSA Small Business Development Center, major retailers, Chambers of Commerce (see 1.1.1), local public relations firm, Enterprise Foundation

Funding sources: Local, state and national politicians, Enterprise Foundation

1.2.3 Develop an inventory of vacant, deteriorated and/or available property, list by street address, condition, and neighborhood, then contact property owners to address underuse.

- Work with the Planning Department to identify, map, and catalog vacant properties and their owners.
- Assist property owners in improving and/or marketing their property for sale.



Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: Planning Department, Real Estate companies, Certified Commercial Investment Members (CCIM), Chambers of Commerce (see 1.1.1), Brooks City Base

Funding sources: No cost

Opportunity for redevelopment of vacant Albertson's.

1.2.4 Research existing and develop new incentives that encourage the location of new businesses.

- Promote small business development by showcasing existing programs regarding technical assistance and affordable loans for capital upgrades and startup costs.
- Utilize City incentives that are already in existence to attract businesses.
- Create and publish a directory of businesses within the community that provides services such as networking, communications, bookkeeping, etc. so that new businesses might use their services.
- Work with the UTSA Small Business Development Center, the City of San Antonio First Point Business Information Office, and other agencies that help small businesses.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: UTSA Small Business Development Center, City of San Antonio Economic Development Department First Point Business Information Office, Chambers of Commerce (see 1.1.1), banks and credit unions, ACCION, San Antonio Local Development Company (SALDC), Community Development Loan Fund, Service Corps of Retired Executives (SCORE), Small Business Administration, COSA Neighborhood Action Department Neighborhood Commercial Revitalization Program, Brooks City Base

Funding sources: Advertising in the directory

1.2.5 Pursue marketing opportunities for the area.

- Increase levels of involvement with Hispanic Chamber of Commerce, South San Antonio Chamber of Commerce, the Southeast Division of the Greater Chamber of Commerce, the Southside Chamber of Commerce and other applicable organizations to explore options and maximize resources.

Timeline: Mid (3 to 5 years) and ongoing

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: S.A. Business Journal, S.A. Express News, Southside Reporter, Pecan Valley Golf Club, Salado Creek

- Work with the media (S.A. Business Journal, S.A. Express News, Southside Reporter) to begin promotion of the area as a local recreation destination capitalizing on Pecan Valley Golf Club, the new golf course south of Military, and Salado Creek as major amenities.
- Promote teamwork and networking between neighborhoods, churches and the business community.

1.2.6 Actively recruit desirable types of businesses to the area.

- Work with the various Chambers of Commerce to demonstrate capacity to support businesses potentially locating in the area through the development of a “sales pitch” in the form of a promotional brochure and/or presentation piece. The subject matter may include financial statistics demonstrating existing means, clear market identification through needs assessment, existence of other new commercial and/or residential development, existence and location of available, inexpensive property, discussion of cultural and environmental amenities and outline of business location incentives.
- Coordinate with the Economic Development Foundation to specifically recruit small, high-tech firms to create high-paying job sources. In order to do so successfully, the following steps may be necessary:
 - Develop assessment by commercial area of infrastructure needed to recruit high-tech/computer and subsequent support businesses.
 - Work with officials and relevant utilities to provide high-tech infrastructure needs such as broadband access, etc.
 - Facilitate the location of high-tech training centers in the area, possibly in vacated HEB on Goliad, Wards building in McCreless Mall, or the soon-to-be vacated Albertson’s at Goliad and Southcross.
 - Coordinate with the Brooks City Base Office to seek guidance on the types of development proposed for Brooks and the surrounding area in order to avoid conflicting development proposals.

Foundation, surrounding neighborhood associations (Sunny Slope, Pecan Valley, Riverside), Brooks City Base

Funding sources: No cost

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: COSA Economic Development Department, Economic Development Foundation, Chambers of Commerce (see 1.1.1), Real Estate agents, Certified Commercial Investment Members (CCIM), telecommunications companies, Brooks City Base Office

Funding sources: Local, state and national politicians, ACCION



Golfer at Pecan Valley Golf Club

1.2.7 Strengthen the Highlands community by investing in local businesses. Commit to retain existing and support new businesses in the area for the long term by:

- Developing strong relationships through cooperative efforts between businesses and neighborhood organizations.
- Begin a campaign encouraging people to spend money in their own neighborhood. Have buttons and bumper stickers made that say “Buy Southeast SA” and “If we don’t have it on the Southside, we don’t need it.”
- Work with the media and other relevant organizations to implement an ongoing city-wide campaign promoting Southeast San Antonio as a regional recreation destination. Develop a tourism plan to first promote outdoor recreation (Pecan Valley Golf Club, new golf course south of Military, and Salado Creek) then general recreation (shopping and dining) as more amenities such as shopping centers and restaurants become available in the area.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: local businesses and golf courses, Service Corps of Retired Executives (SCORE)

Funding sources: Minimal cost - Donations, Neighborhood Improvement Challenge Program

BUY SE SA

Objective 1.3 Evaluate New Business

Examine new business concepts proposed to the area and work to ensure that they are of high quality and appropriate type according to conclusions made and criteria established in the community wants/needs assessment.

ACTION STEPS:

1.3.1 Monitor properties identified in the inventory of under-used commercial space, contact owners who have recently acquired properties, and inquire about their plans for the property.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: real estate firms, Certified Commercial Investment Members (CCIM)

Funding sources: No cost



Example of a desired business, a sit down restaurant

1.3.2 Monitor area zoning cases for consistency with the community wants/needs assessment and the land use plan. (page 50)

Timeline: Short (1 to 2 years) and ongoing
Lead Partner: Highlands Alliance Economic Development Team and neighborhood associations
Partnerships: Development Services Department
Funding sources: No cost

Objective 1.4 Business Character

Ensure new and existing businesses conform to the scale, design and character of the community, enhancing it aesthetically whenever possible.

ACTION STEPS:

1.4.1 Explore possibility of using special zoning districts, such as Transit-Oriented Developments (TOD), Mixed-Use Developments (MXD) and Infill Development Zones (IDZ) or overlays such as a Neighborhood Conservation District (NCD), to apply design standards to new or existing developments.

Timeline: Short (1 to 2 years) and ongoing
Lead Partner: Highlands Alliance Economic Development Team
Partnerships: developers, real estate firms, Chambers of Commerce (see 1.1.1)
Funding sources: No cost

1.4.2 Consider utilizing vacant buildings or lots through Infill Development Zones (IDZ) to prevent sprawl and preserve rural outskirts by keeping businesses close to existing residential areas.

Timeline: Short (1 to 2 years) and ongoing
Lead Partner: developers, builders
Partnerships: Highlands Alliance Economic Development Team, Chambers of Commerce (see 1.1.1), real estate firms, Certified Commercial Investment Members (CCIM)
Funding sources: Tax incentives

1.4.3 Preserve the small town feeling of the neighborhood commercial areas by encouraging neighborhood friendly businesses, such as hamburger eateries and ice cream shops, within walking distance of residences. Ensure pedestrian access to these areas and general neighborhood walkability by planting street trees and advocating for sidewalks and traffic calming devices.

Timeline: Short (1 to 2 years) and ongoing
Lead Partner: Highlands Alliance Economic Development Team and neighborhood associations
Partnerships: local businesses
Funding sources: Planning Department Neighborhood Improvement Challenge fund for trees, Public Works Department for sidewalks and traffic calming

1.4.4 Follow the land use plan (page 50) closely when evaluating the location of new businesses. Concentrate “big box” retail in nodal areas designated for high-intensity regional uses; locate auto-related and larger scale businesses along high-traffic corridors; and place small-scale, low-intensity neighborhood businesses in neighborhood commercial nodes.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Development Services Department

Partnerships: Highlands Alliance Economic Development Team

Funding sources: No cost

1.4.5 Campaign for general aesthetic rejuvenation of commercial areas using as examples other business districts in the revitalization process (Avenida Guadalupe, Southtown, Fredericksburg Rd. Deco District, St. Paul Square area).

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: businesses, Chambers of Commerce (see 1.1.1)

Funding sources: Developers, business owners, small business loan agencies (see resources, page #)



Street trees and pavers in the Deco District, Fredericksburg Road.

1.4.6 Provide local businesses with information on funding sources to fix up their property (see Objective 4.2). Participate in neighborhood improvement programs offered by the City, SAWS, and other organizations.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance Economic Development Team

Partnerships: Planning Department, SAWS, small business loan agencies (see resources, page #)

Funding sources: Minimal cost for providing information

1.4.7 Work closely with owners of McCreless Mall property during its pending redevelopment to mitigate potentially negative impacts to the community while achieving a concept that is equitable for all parties involved.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance
Economic Development Team

Partnerships: McCreless Mall owners

Funding sources: No cost



Above: McCreless Mall viewed from Ada St.



Right: McCreless Mall entrance.

Objective 1.5 Representation on Boards and Commissions

Utilize the Highlands Economic Development Team to communicate with the mayor, city council, county commissioner, state representatives, etc. to achieve more representation on city boards, commissions and committees in order to advocate for the area. Avoid using elected officials to represent the alliance on committees.

ACTION STEPS:

1.5.1 Create a list of relevant boards, commissions and committees including terms, timelines and appointers. Also, create a list of residents willing and able to sit on these commissions and committees in the future.

Timeline: Short (1 to 2 years)
and ongoing

Lead Partner: Highlands Alliance

Partnerships: City Clerk's Office, City Councilperson, County Commissioner, State representatives

Funding sources: No cost

1.5.2 Monitor terms and as vacancies occur recommend these individuals to appropriate officials in the proper forums.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance

Partnerships: City Clerk's Office, City Councilperson, County Commissioner, State representatives

Funding sources: No cost

Goal 2: Community Appearance and Neighborhood

Improve the appearance of the community and maintenance of the commercial buildings while preserving the character of the Highlands neighborhoods.

Objective 2.1 Education on Code Issues

Educate residents and business owners about what is expected of a good neighbor (mowing the lawn, not parking on the grass, etc), what constitutes a code violation, and what are the most violated ordinances.

ACTION STEPS:

2.1.1 Highlight one code compliance issue each month in the Southside Reporter and neighborhood newsletters. Coordinate with code compliance officers and the police so they can concentrate on enforcing that issue that month (e.g.: junk cars, responsibility for alleys, building permit enforcement, signage regulations, parking in the front yard, 18-wheeler truck parking, responsibility for vacant buildings, house conversion without permit, zoning enforcement).

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance, Highland Park NA, Highlands Hills NA, and SE Highland Hills Good Neighbor Crime Watch

Partnerships: Code Compliance Department, Police Department, Southside Reporter

Funding sources: No cost

2.1.2 Encourage the San Antonio Express News to feature an article or a series of articles on code compliance issues.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance

Partnerships: San Antonio Express News

Funding sources: No cost



Front yard parking.

2.1.3 List helpful phone numbers in neighborhood newsletters and promote use of the City's 311 Citizen Call Center for reporting code violations, street problems and safety concerns. Devote a special newsletter column to code compliance issues and education.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance

Partnerships: Neighborhood newsletter editors, City 311 call center

Funding sources: No cost

2.1.4 Distribute a regular, ongoing code compliance newsletter to every household and business. Include educational information on zoning violations and brush pick-up violations.



Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance

Partnerships: Highland Park NA, Highland Hills NA, SE Highland Hills Good Neighbor Crime Watch

Funding sources: Environmental Services Department

*Overgrown weeds.
Illegal outside storage.*

2.1.5 Have educational literature and neighborhood newsletters available for distribution at churches, the library, and local businesses.

Timeline: Short (1 to 2 years)

Lead Partner: Neighborhood newsletter editors and distributors

Partnerships: churches, McCreless Library, local businesses

Funding sources: No cost

2.1.6 Put educational articles and neighborhood newsletter articles on the Highland Park and Highland Hills web pages (www.neighborhoodlink.com/sat/hparkna and www.neighborhoodlink.com/sat/hhills).

Timeline: Short (1 to 2 years)

Lead Partner: Neighborhood newsletter editors

Partnerships: Neighborhood Link, Neighborhood Resource Center

Funding sources: No cost

2.1.7 Educate the youth about community standards and how to be a good neighbor so they will grow up to be responsible adults.

- Create a coloring book and educational materials to be given to youth.
- Hold contests (coloring contest, slogan contest, etc) to involve the youth in thinking about ways to make their neighborhood more attractive.
- Work with the schools to educate children about community appearance.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance

Partnerships: Keep San Antonio Beautiful, COSA Environmental Services Department, COSA Cultural Affairs Office, schools, libraries

Funding sources: PTA's, church schools, COSA Cultural Affairs Office Arts in the Community Program

2.1.8 Work with the Code Compliance Department and the Public Information Office to create and promote public service announcements on the importance of community appearance.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance, Public Information Office

Partnerships: Code Compliance Department, TV and radio stations

Funding sources: COSA

Objective 2.2 Code Compliance and Safety

Promote a clean and livable environment that enhances the appearance and safety of the Highlands neighborhoods.

ACTION STEPS:

2.2.1 Coordinate with the Code Compliance trainer to hold a neighborhood training class on code violations.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Code Compliance Department

Funding sources: No cost

2.2.2 After neighborhood citizens are trained, give them some authority to help code officers with enforcement. Trained volunteers could give first warning reminder “tickets.”

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Code Compliance Department

Funding sources: No cost

2.2.3 Have a Code Compliance Committee keep an overall list of code violation locations in the Highlands area. Prioritize the list and concentrate on reporting and resolving the top 25 worst cases. Be persistent until actions are taken and the problem is solved.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Code Compliance Department

Funding sources: No cost



Junked vehicle.



Illegal dumping.



Unkempt alley.

2.2.4 Encourage better communication and collaboration between the Police and Code Compliance Departments on code enforcement, especially on noise complaints and front yard parking.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Code Compliance Department, Police Department

Funding sources: No cost

2.2.5 Lobby City Council members and the Mayor to increase fines for code violators and hold property owners accountable. Above all, increase fines for front yard parking. Support efforts to create stricter rules for enforcing code and zoning violations.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance

Partnerships: City Council, Mayor, Code Compliance Department

Funding sources: No cost

2.2.6 Lobby City Council members and the Mayor to increase the number of code compliance officers in San Antonio and the Highlands area.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance

Partnerships: City Council, Mayor, Code Compliance Department

Funding sources: No cost for lobbying to increase COSA budget for more code officers

2.2.7 Participate in, publicize, and support programs such as SAFFE, Neighborhood Watch, and Cellular on Patrol (COP).

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Police Department

Funding sources: No cost

Objective 2.3 Community Appearance and Aesthetics

Improve the physical appearance and landscaping of the business districts and neighborhoods to enhance the pedestrian environment, add to the value of the area, and maintain the character of the Highlands neighborhoods.

ACTION STEPS: (also see action steps 1.4.5 and 1.4.6)

2.3.1 Organize volunteers to assist with clean-up endeavors and neighborhood projects. Recruit more residents and local businesses, including youth, to become involved in the welfare of the neighborhoods.

- Ask church groups to work with the neighborhoods on improvement projects.
- Organize volunteers that will be available to provide free or low-cost yard maintenance and/or minor home repair for eligible elderly or disabled citizens.
- Work with Bexar County and COSA police to get probationers and juvenile detention youth to provide labor to help clean up graffiti, trash, alleys and neighborhood eyesores.
- Enlist the help of school organizations such as the student council, environmental club, national honor society, and ser-

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Keep San Antonio Beautiful, COSA Environmental Services Department, churches, schools, Southeast Community Outreach for Older People (SCOOP), Boy Scouts, Girl Scouts, Code Compliance Department, Police Department and SAFFE officers, local businesses such as Home Depot and Wolf Nursery

Funding sources: No cost for volunteers, donations from businesses

vice clubs to help in beautification projects.

- Enlist the help of Boy Scout and Girl Scout troops and other youth organizations.
- Coordinate volunteer efforts with the Code Compliance officers for the area.

2.3.2 Host “house meetings” block by block to meet each other and share ideas and concerns about improving the appearance of the block. Write up the results of the discussion and distribute it to all neighbors on the block.

Timeline: Short (1 to 2 years)

Lead Partner: Residents on each block

Partnerships: Neighbors

Funding sources: No cost

2.3.3 Distribute a letter from the Neighborhood Association to all homeowners, renters, and businesses discussing the community’s goals and what beautification steps can be taken by every person. If improvements are not made to problem properties, follow up with a letter and personal visit offering help, listing programs that are available, and giving encouragement.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Keep San Antonio Beautiful, COSA Environmental Services Department, Code Compliance Department

Funding sources: No cost

2.3.4 Approach businesses that need improvement and encourage them to keep their storefronts clean, weeded and well kept in order to attract more customers and add to the quality of the neighborhood. Encourage businesses to use appropriate, aesthetic signage. Discourage use of painted plywood signs.

Timeline: Short (1 to 2 years)

Lead Partner: Highland Alliance and neighborhood associations

Partnerships: local businesses, Keep San Antonio Beautiful, COSA Environmental Services Department, Code Compliance Department

Funding sources: No cost



Well kept storefronts in another city.



Good signage.

2.3.5 Target thoroughfares for tree planting and landscaping; for example, S. New Braunfels/Hackberry, Gevers off Highway 90 as an entrance to Highland Park, the Pecan Valley median, the Southcross median, Hot Wells at IH-37. Plant trees where street improvements necessitated tree removal.



Median with trees in San Antonio.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: SA Trees, Master Gardeners, City arborist, Wolf Nursery, Home Depot, Planning Department, SAWS, CPS, VIA (trees adjacent to bus stops)

Funding Sources: Planning Department tree fund and/or project fund, SAWS, Alamo Forest Partnership (future) tree fund, VIA (trees adjacent to bus stops), businesses such as Wolf Nursery and Home Depot



Nice median in San Antonio.

2.3.6 Increase the number of trees and landscaping in the Highlands area. (Also see Objective 6.1 Parks and Natural Areas.)

- Participate in the SAWS program.
- Apply to the Neighborhood Improvement Challenge Program Tree Fund for trees.
- Start a program where citizens can donate money to have a tree planted in memory or honor of a loved one.
- Work with the schools, businesses and McCreless Mall to plant trees along the street.
- Educate citizens on xeriscape plants and opportunities. Obtain and distribute informational material from Texas A&M Extension Service, Master Gardeners, and SA Trees.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: SA Trees, Master Gardeners, City arborist, businesses such as Home Depot and Wolf Nursery, Planning Department, SAWS, CPS

Funding Sources: Planning Department tree fund and/or project fund, SAWS, Alamo Forest Partnership (future) tree fund, donations from businesses

2.3.7 Hold a neighborhood clean-up day twice a year. One of these clean-up days can be devoted specifically to alley clean-up.



Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Keep San Antonio Beautiful, COSA Environmental Services Department, Boy Scouts, Girl Scouts, churches, civic organizations, Municipal Court and/or Bexar County (probationers)

Funding sources: Minimal cost, donations

Children help paint out graffiti and neighbors unload junk picked up in alleys during a clean-up day in San Antonio.

2.3.8 Identify intersections with poor visibility due to overgrown vegetation; dead trees or trees with dead limbs that pose a danger to the street; and trees and vegetation that block sidewalks or overhang the street. Prioritize the problem areas, then work with identified property owners, the Public Works Department, City Public Service, and other pertinent groups to address the problem.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Committee from each neighborhood association

Partnerships: Each neighborhood Cellular on Patrol group, property owners, Public Works Department, City Public Service

Funding sources: No cost to identify problem areas

2.3.9 Encourage anyone seeing outdated garage sale or political signs on public property to report them by calling 311 or the Chief Sign Inspector at 207-8289.

Timeline: Short (1 to 2 years)

Lead Partner: Highland Alliance and neighborhood associations

Partnerships: Development Services Chief Sign Inspector

Funding sources: No cost

2.3.10 Work with Development Services Sign Inspectors, SAFFE officers and Code Compliance officers to enforce the sign ordinance. Educate people and business owners about the sign ordinance. Work to strengthen the sign ordinance.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Development Services Chief Sign Inspector, SAFFE officers, Code Compliance Department

Funding sources: No cost

2.3.11 Investigate programs that use anti-graffiti plastic film over street signs and find out if it is feasible for use in San Antonio.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance

Partnerships: Public Works Department, other cities

Funding sources: No cost to investigate

Goal 3: Communication and Community Involvement

Encourage citizens to become involved in community programs and activities.

Objective 3.1 Community Involvement

Increase citizens' awareness of and participation in neighborhood activities.

ACTION STEPS:

3.1.1 Form a neighborhood “welcome” committee that will:

- Work with realtors to identify new residents. Committee members will greet new neighbors, inform them about the neighborhood, extend invitations to neighborhood association meetings, and encourage them to become involved in neighborhood projects and beautification activities.
- Distribute literature about meetings, remind people to vote, educate neighbors about what makes a good neighbor and encourage them to become involved.

Timeline: Short (1 to 2 years)

Lead Partner: Highland Park NA, Highland Hills NA, SE Highland Hills Good Neighbor Crime Watch

Partnerships: Real estate agents, neighbors

Funding sources: No cost

3.1.2 Meet with area church representatives in order to share ideas. Encourage churches to become involved in the community by providing volunteers for beautification and other community projects, posting information on community meetings and projects, providing meeting space, etc.

Timeline: Short (1 to 2 years)

Lead Partner: Neighborhood greeters (see 3.1.1)

Partnerships: Local churches

Funding sources: No cost

Objective 3.2 Communication with Government and Non-Profit Agencies

Enhance communication between government, non-profit agencies and neighborhood citizens concerning ongoing and future projects in the Highlands area as well as available services.

ACTION STEPS:

3.2.1 Work to provide notification to affected neighborhoods as well as any involved Cellular on Patrol groups, church groups, and/or community organizations of upcoming zoning cases, planning commission items, board of adjustment cases, etc.

- Educate and encourage local neighborhood groups, church groups and community organizations to use the City's web page to access board and commission agendas. Computers are available at all libraries for public use.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Development Services Department

Funding sources: No cost



To find out about **City agendas**, go to the City's web page at www.sanantonio.gov; then:

- hold the cursor on the word *Government* under the picture of the Alamo;
- click on *city departments*;
- click on *Development Services Department*;
- Under the *Boards and Agendas* box click on which agenda you would like to view.

To find out about **upcoming zoning cases** follow the above steps to get to the Development Services page. Then:

- Click on the small arrow next to *chose a destination* and pick *Zoning*
- Hit *GO*

This will take you to the zoning web page where you can chose to look at the *Zoning Agenda*, *Preliminary Staff Recommendations*, *Zoning Case Applications*, *Frequently Asked questions*, or *Permitted Uses*.

3.2.2 Form a committee that will follow progress on all projects (eg. road construction, park construction) in the Highlands area and report back to the neighborhood associations. Encourage governmental agencies (Public Works, CPS, SAWS, telecommunications companies, etc.) to assign a contact person who will provide regular updated information on future and current projects in the Highlands area.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Public Works Department (ROW management and district project managers), CPS, SAWS, telecommunications companies

Funding sources: No cost



*Far left: New sidewalk construction by Japhet Elementary School.
Left: Reconstruction of Clark Avenue.*

3.2.3 Improve communication with residents about services available to the community.

- Use the Southside Reporter to inform people. Have a regular column each week highlighting an agency or a program that is available to Highlands residents.
- Put notices in CPS bills educating people about City programs.
- Form a committee to research and educate the Highlands residents about available programs.

Timeline: Mid (3 to 5 years)

Lead Partner: COSA Public Information Office

Partnerships: Highlands Alliance, Southside Reporter, CPS, all City departments

Funding sources: Minimal required

3.2.4 Applications for City services and programs are often long and require a lot of data collection. Work with City departments to change applications so they are easier to complete. Partner with City departments to request assistance in completing applications.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: City departments and agencies

Funding sources: No cost

Goal 4: Housing Appearance and Character

Improve the quality, appearance and variety of existing and new housing for people of all ages while preserving the character of the neighborhoods.

Objective 4.1 Housing Character

Enhance and improve the distinctive character of the Highlands neighborhoods and encourage compatible infill housing within the neighborhoods.

ACTION STEPS:

4.1.1 Encourage a variety of housing size and price that facilitates connections between people. Market-rate retirement housing and assisted living housing is desired.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: the development community, Real Estate Council, San Antonio Board of Realtors

Funding sources: No cost

4.1.2 Investigate the ramifications of establishing a conservation district in the Highlands area.

Timeline: Mid (3 to 5 years)

Lead Partner: Highland Park NA, Highland Hills NA

Partnerships: Planning Department

Funding sources: No cost



House in Highland Park.

4.1.3 Encourage quality infill housing that fits the character of the neighborhood. Approach quality builders who may become interested in building in the area.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: builders, developers, realtors, San Antonio Board of Realtors, Real Estate Council

Funding sources: No cost

Objective 4.2 Housing Repair and Maintenance

Improve the appearance, condition and maintenance of the housing in the Highlands neighborhoods.

ACTION STEPS:

4.2.1 Identify low-cost financing for home and property improvements for homeowners and landlords. Educate the community about available programs.

- Look into the possibility of zero interest loans for renovation and major repairs to houses in the Highlands area.
- Educate the community about programs that are available including reverse mortgages.
- Have information about home repair loan programs available at the Community Link Service Center at McCreless Mall.

4.2.2 Identify owners of problem rental properties; educate and encourage them about the advantages of improving maintenance and completing repairs on their property, as well as improving their rental property and selling it to new homeowners.

- Encourage owners to apply to the Rental Rehabilitation Program (RRP) offered by the Neighborhood Action Department. Look into the latest tools in the Incentive Tool Kit offered by the City to provide tax abatement incentives for rental rehabilitation.
- Support efforts to create stiffer laws related to home repair. Investigate laws available in other cities such as Baltimore.
- Encourage renters to help with the upkeep and yard maintenance of rental properties.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance

Partnerships: Neighborhood Action Department, Housing and Community Development Department, Southeast Community Outreach for Older People (SCOOP), housing agencies, Frost Bank, other banks and credit unions

Funding sources: Minimal cost

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Neighborhood Action Department

Funding sources: No cost



Rental property.

What is the Rental Rehab Program?

The City of San Antonio's Neighborhood Action Department utilizes Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) funds to provide rental-property owners with incentives to repair existing rental property to ensure safe, decent, affordable and accessible housing in San Antonio.

For dwellings with 1 to 4 units the RRP offers a 50/50 0% interest loan, with environmental related costs (eg. lead paint removal) forgiven up front and the remaining balance split with the owner. For 5 or more units the RRP offers low-interest deferred payment loans for up to 50% of the repair costs.

4.2.3 Target first-time home buyers and teach them how to care for their house.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: real estate agencies

Funding sources: No cost

4.2.4 Investigate volunteer organizations (community groups, churches, colleges, City Year, Southeast Community Outreach for Older People (SCOOP)) that will help paint/fix up houses and match them with needy residents.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Community groups, churches, colleges, City Year, , Southeast Community Outreach for Older People (SCOOP)

Funding sources: Grants



Volunteers scrape and paint a house in San Antonio.

Objective 4.3 Senior Citizen Housing

Provide more options and choices for senior housing in the Highlands area.

ACTION STEPS:

4.3.1 Approach and encourage developers to rehabilitate dilapidated apartments and older buildings for assisted living.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance

Partnerships: Developers, lenders, realtors

Funding sources: Minimal cost

4.3.2 Investigate the possibility of starting a home-sharing program or partnering with a church or non-profit agency to match people for shared housing arrangements.

Timeline: Long (over 5 years)

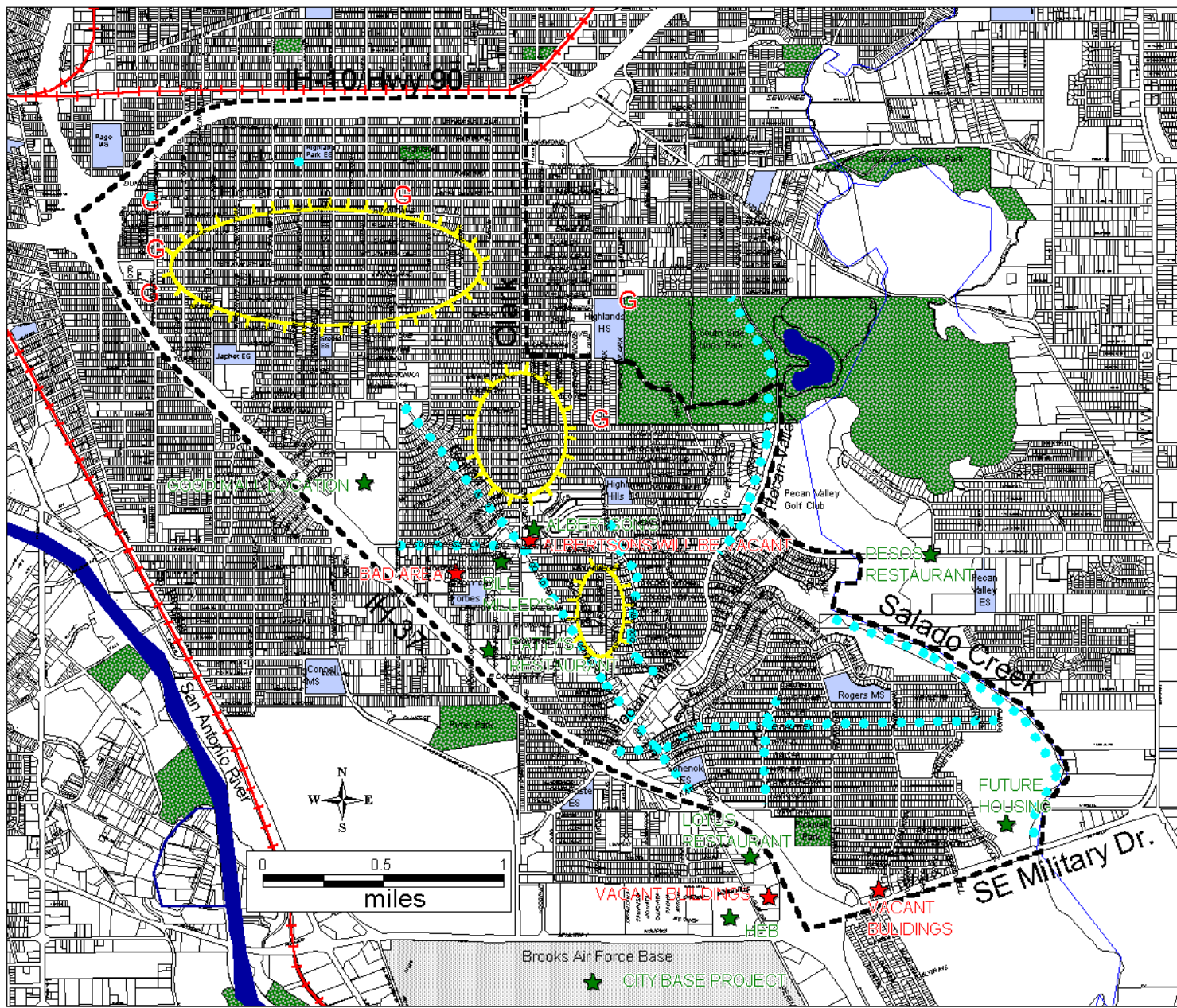
Lead Partner: Highlands Alliance

Partnerships: Churches, nonprofit housing agencies

Funding sources: No cost to investigate

What is shared housing?

Shared housing is an agreement between two unrelated people who choose to share a home. An older person who may own their home, but is no longer able to take care of the home, may invite a college student, single mother, or young adult to live with them and take over yard work, cleaning, transportation and/or cooking in exchange for a reduction in rent or room and board. Both parties have the benefit of greater independence (the older person is freed from household chores and a single mother can have someone to help care for her child), the security of another person living in the home, companionship, and shared expenses. An informative website is nationalsharedhousing.org.



HEART OF THE NEIGHBORHOOD SWOTS

Highlands Community Plan

LEGEND

- ★ Strength
- ★ Weakness
- G Graffiti
- Code issues
- Poor lighting
- ▭ Schools
- ▭ Parks
- ▭ Military
- Plan Boundary

Prepared by the City of San Antonio Planning Department, May 2001

Land Use Plan

The Land Use Plan identifies the preferred land development pattern for Highlands Community Planning Area. The location of different land uses is based on existing uses, community discussions and policies from the City’s *Master Plan*. Each land use classification is described in the following table.

After City Council approval of the Highlands Community Plan, the Land Use Plan will be consulted for developing staff recommendations on individual zoning cases.

Note: A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Land Use Classification	Description
Low-Density Residential (single family)	Low-density residential uses include single-family houses on individual lots. All off-street parking and vehicle use areas adjacent to residential uses require buffer landscaping, and lighting and signage controls. Certain non-residential activities, such as schools, places of worship and parks, are appropriate within these areas and should be centrally located to provide easy accessibility.



Land Use Classification

Description

Medium-Density Residential

(single family, accessory dwellings, cottages, duplexes, triplexes, fourplexes, townhomes)

Urban low-density residential uses include single-family houses on individual lots as well as duplexes, and attached and detached accessory dwelling units such as granny flats, garage apartments “echo” (elder cottage housing opportunity) units. Only one accessory dwelling unit is permitted per lot, and should reflect the appearance of the main structure.



High-Density Residential

(single family, accessory dwellings, cottages, duplexes, triplexes, fourplexes, townhomes, apartments, condominiums)

High-density residential consists of the full spectrum of residential unit types including apartments and condominiums with over 4 dwelling units. This category also includes assisted living homes and dormitories. All residential uses can be found within this classification. High Density Residential is typically located along or in the vicinity of major arterials or collectors, often in close proximity to commercial and transportation facilities.



Land Use Classification

Description

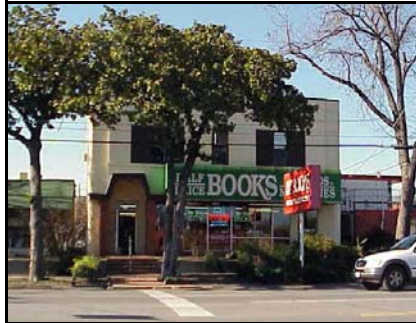
Neighborhood Commercial

(Dentist, insurance, professional, and non-profit offices; coffee shop, cafe, shoe repair, gift shop, hair salon, dry cleaners, deli, pet grooming, bakery, bed and breakfast; as well as residential uses, especially live/work units and residential over retail)

Neighborhood Commercial includes small offices and shop-front retail establishments that can be served by pedestrian access, generally less than 5000 square feet. No drive-through establishments are permissible. Residential uses can be in the same building with retail and office uses. This includes small apartment buildings and townhouses. Live/work units and residential units above retail are encouraged. Uses are in scale with the surrounding residential development.

Community green areas with benches, trees and landscaping; small plazas; and public gathering spaces are encouraged as part of the neighborhood commercial area.

Buildings should have windows on the ground level. Parking areas should be located behind the buildings. Service entrances and/or yards are screened from residential areas and refuse enclosures are located at the rear of the site and screened. Buffer yards provide a landscaped separation between residential and commercial uses. All off street parking and vehicle use areas adjacent to residential uses require buffer landscaping and lighting and signage controls.



Land Use Classification

Description

Community Commercial

(Grocery stores, convenience stores with gas stations, car washes, video games, furniture sales, exercise fitness center, and small plant nurseries as well as all neighborhood commercial uses)

Community Commercial development includes moderate-intensity convenience retail or service uses, generally serving the area community. These uses depend on a greater volume of vehicular traffic. Drive-through establishments are permitted. A mix of uses in the same building or development is allowed.

Community Commercial uses are typically located at nodes on arterials at major intersections. Community Commercial uses should incorporate well-defined and accessible entrances, shared internal circulation, limited curb cuts to arterial streets, ample sidewalks, shade trees in parking lots, landscaping on planting strips between parking lot and streets, and well-designed monument signage (no large pole signs). Shared parking is encouraged in order to minimize impervious cover. Community commercial centers should be linked to adjoining land uses with safe, attractive and convenient vehicular and pedestrian access. Appropriate buffering is required if this use abuts a residential use.



Land Use Classification

Description

Regional Commercial

(Shopping malls, large hotels, large home improvement centers, automobile repair shops, automobile sales, “big box” retailers, mini storage facilities, large commercial landscape companies, and high-rise office buildings)

Regional Commercial development includes land uses that draw their customer base from a larger region thus bringing more traffic and parking needs. This classification can include a mix of uses in the same building or in the same development.

Regional Commercial uses are typically located at intersection nodes along major arterial highways and expressways, or along rapid transit system transfer nodes. Regional Commercial uses should incorporate well-defined entrances, shared internal circulation, limited curb cuts to arterial streets, ample sidewalks, shade trees in parking lots, landscaping on planting strips between parking lot and streets, and well-designed monument signage (no large pole signs). Regional commercial centers should be linked to adjoining land uses with safe, attractive and convenient vehicular and pedestrian access. If this use abuts a residential category more buffering is needed.



Land Use Classification

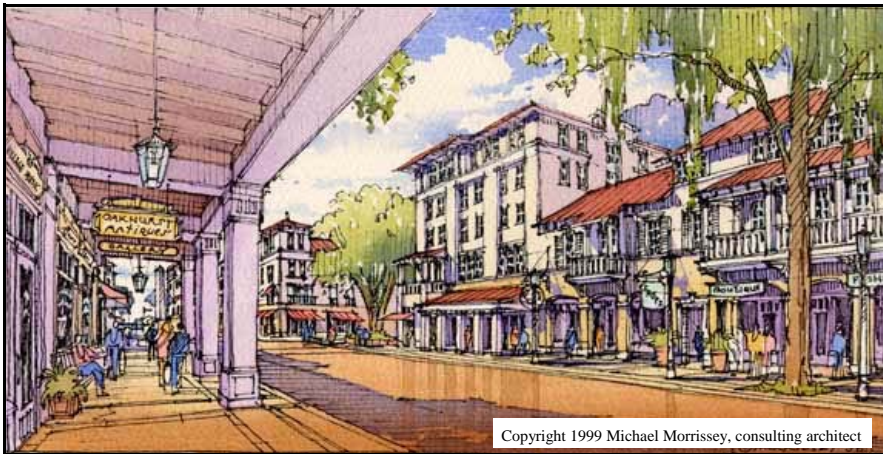
Description

Mixed Use

(A variety of commercial, office and residential uses within a building and within a development)

Mixed Use development is a concentrated blend of residential, retail, service, office, entertainment, leisure and other related uses at increased densities to create a pedestrian-oriented environment where people can enjoy a wide range of experiences in one place. Nodal development around a transit stop is preferred, with density decreasing toward the edge of the node. Mixed Use incorporates urban design features such as attractive streetscapes, parks/plazas, and outdoor cafes. Instead of surface parking, centralized parking has pedestrian linkages to a multi-modal transportation system with an option for light rail transit service, making this use pedestrian/transit oriented rather than automobile oriented. Buffer yards provide a landscaped separation between residential and commercial uses, and for all off-street parking and vehicle use areas.

Uses include those in the residential and commercial categories including low, mid and high rise office buildings and hotels. A mix of uses is allowed in the same building. A Mixed Use Town Center also provides a central civic function.



Land Use Classification

Description

Public/Institutional

(Public or private school, church, museum, hospital, post office, library, police and fire stations, zoo, airport)

Public, quasi-public, utility company and institutional uses are included in this classification.



Parks

(Playground, athletic field, hiking trail, plaza)

Parks include city, county or national recreational lands or open spaces that are available for public active use, passive enjoyment or environmental protection, including walking and biking trails.



**Land Use
Classification**

Description

Open Space

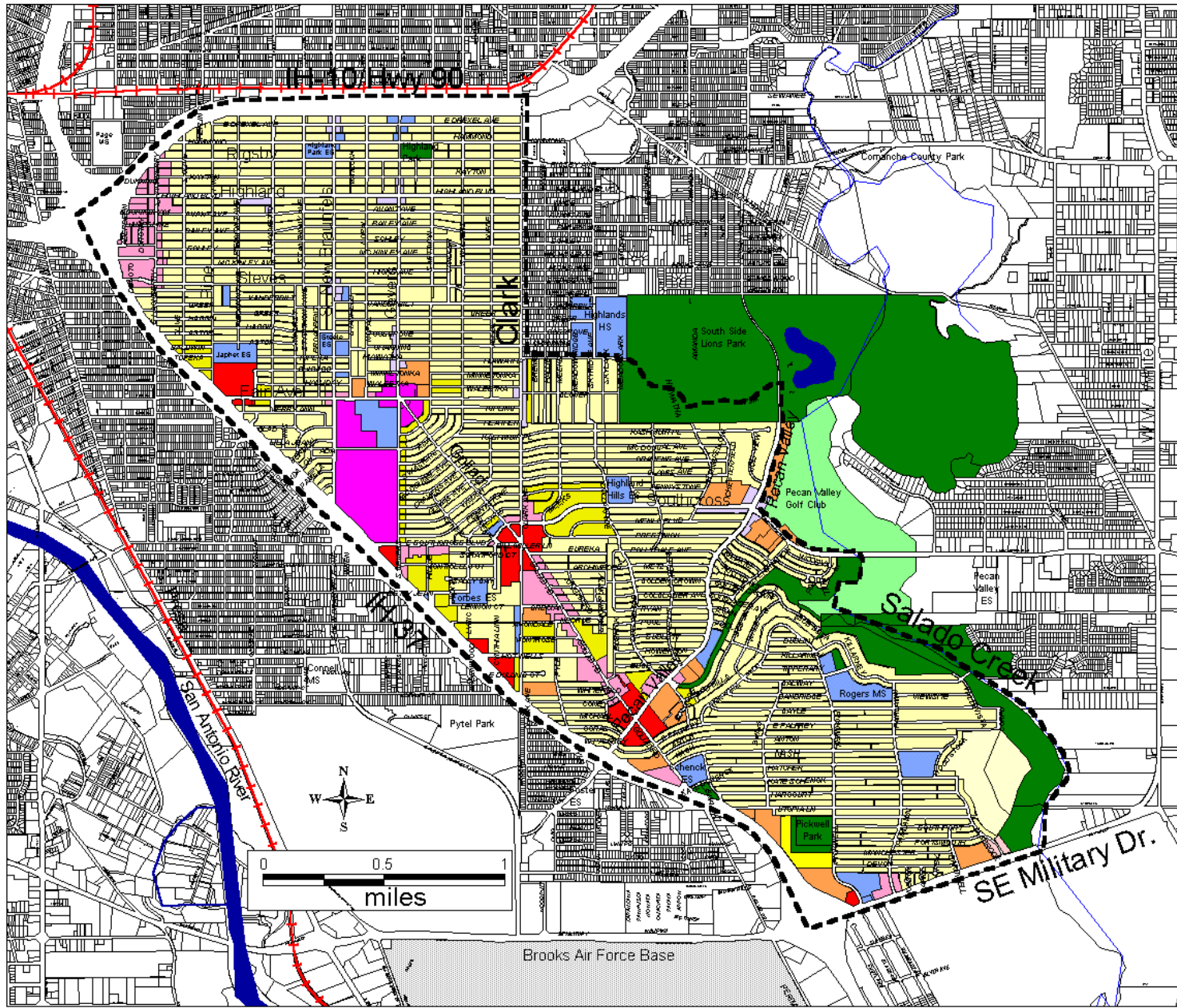
(Golf course, cemetery, drainage area)

Open space includes land that is open green space but is not accessible for public use.



LAND USE PLAN

Highlands Community Plan



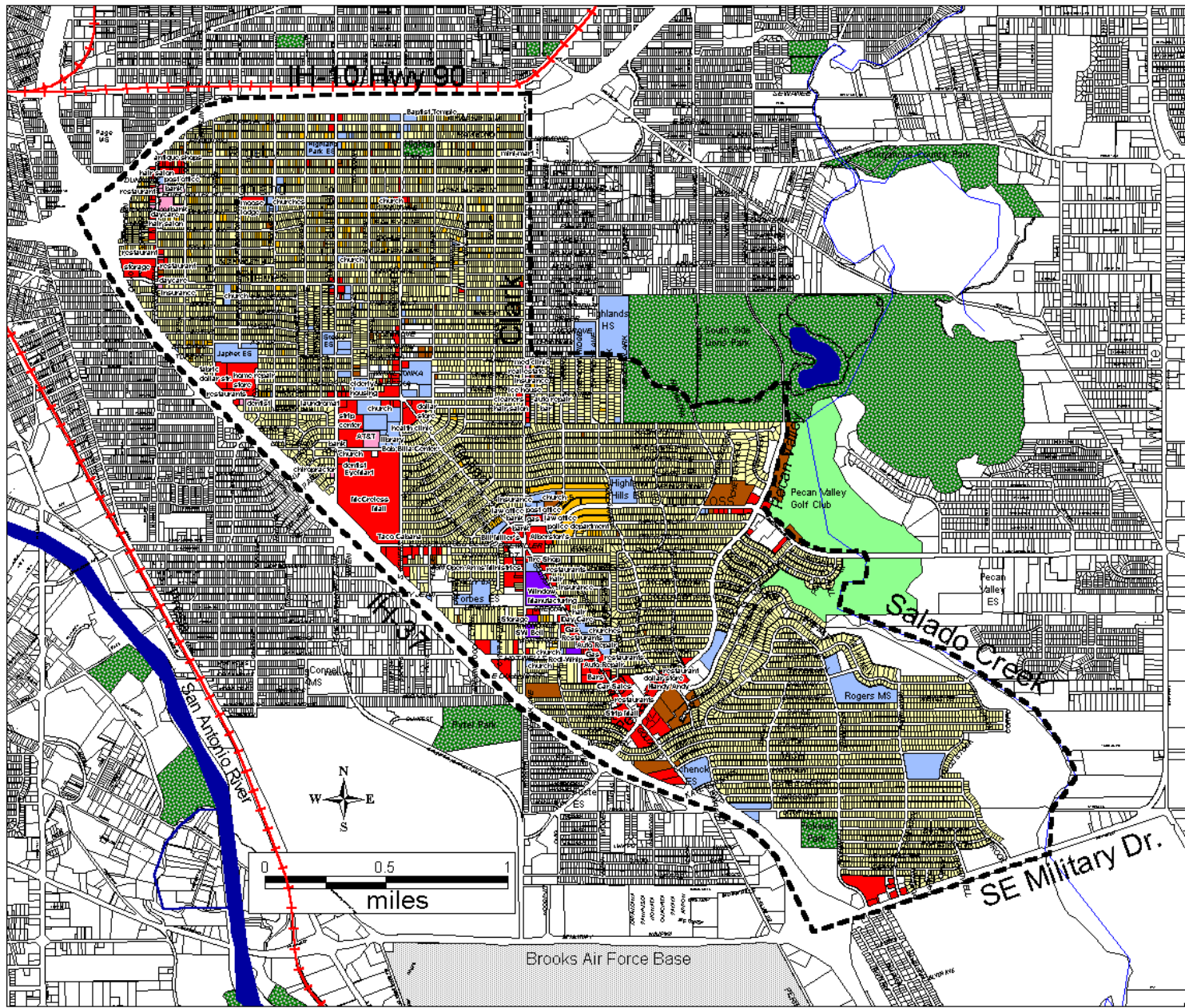
LAND USE CATEGORIES

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Neighborhood Commercial
- Community Commercial
- Regional Commercial
- Mixed Use
- Public/Institutional
- Parks/Open Space
- Golf Courses/Cemeteries

--- Plan Boundary

A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

Prepared by the City of San Antonio Planning Department, November 2001



EXISTING LAND USE

Highlands Community Plan

LAND USE CATEGORIES

- Single Family Residential
- Two/Four Plex Residential
- Multi-Family Residential
- Commercial
- Office
- Industrial
- Public/Institutional
- Parks/Open Space
- Golf Courses/Cemeteries
- Vacant
- Plan Boundary

Prepared by the City of San Antonio Planning Department, November 2001

Getting Around Town



Above: Bus stop on Walters Street.

The Southeast San Antonio area is part of the foundation area of San Antonio and Bexar County. It has a very beautiful future since it is close to the downtown area, has a good stock of homes with neighbors that consider themselves their neighbors' keepers and has almost no traffic jams.

Tommy Adkisson, Highlands resident and Bexar County Commissioner

The Highlands Community is served by six VIA bus routes and a park-and-ride facility at McCreless Mall. VIA Metropolitan Transit is planning to construct a new building at the park-and-ride at that location.

There is one bike route in the Highlands Planning area on Walters Street that is marked by signs only. Off road bike riders use the area along Salado Creek and Military Drive for trail riding.

Sidewalks in the planning area are more prevalent in Highland Park, the northern section of the planning area, since it was developed in the 1920's and 1930's. Sidewalks in Highland Hills vary from section to section. Some areas have sidewalks with a planting strip, some have narrow sidewalks next to the curb, and other areas do not have sidewalks.

In this chapter, the goals, objectives and action steps developed

by the community address concerns about better traffic control and management, especially in school zones and several problem intersections, the need for enhanced bus service and amenities; the desire for a continuous, safe and well designed pedestrian network; and a functional, well-connected bicycle route system. The Infrastructure section calls for more and better street improvements, and drainage and utility improvements.

GOAL 5: Improved Transportation System

Promote a safe, efficient, aesthetically pleasing, multi-modal transportation system throughout the Highlands neighborhoods.

Objective 5.1 Traffic Control

Promote safe, efficient, and orderly vehicular movement within Highlands neighborhoods' school zones, and throughout the Highlands Community Plan area.

ACTION STEPS:

5.1.1 Address physical improvements needed for school zone safety through a Transportation and Infrastructure Team. The Team should:

- Work with the school district, area PTA's, and city partners, to inventory existing school zone boundaries, and all existing traffic control mechanisms contained within (signs, lighting, signals, markers, speed humps, etc.).
- Create a traffic safety needs assessment based in part on the Highlands Community Plan transportation S.W.O.T.S. map, and further input from residents surrounding the neighborhoods' major school zones. Supplement the needs assessment with traffic accident report information.
- Utilize the survey and needs assessment to create a "school zone safety improvement listing," to include suggested locations for transportation improvement projects, such as:
 - additional signage needs, and their suggested locations.
 - speed hump investigation request forms.
 - signal additions and improvement needs, and their locations.
 - one-way street conversion suggestions.
 - suggested traffic improvement needs for site plans associated with new schools or existing school additions.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation and Infrastructure Team

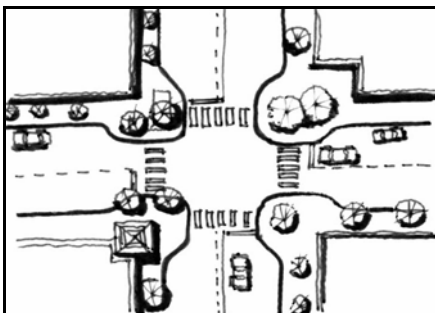
Partnerships: Metropolitan Planning Organization (MPO), COSA Public Works, PTA's, SAISD

Funding Sources: COSA Capital Improvement Program, COSA Neighborhood Accessibility Program (NAP) Funds, COSA General Fund



Above: Crossing guard at Kate Schenck Elementary School.

Below: Traffic calming examples.



5.1.2 Increase awareness and enforcement of traffic regulations to control speeding throughout the Highlands neighborhoods.

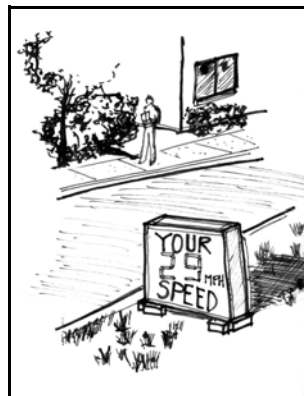
- Get local SAFFE officers involved in High School driver's education classes, to include relating instances of real life traffic accidents and the reasons for their occurrence.
- Participate in the education component of the SAPD "Drive Smart Be a Cool Operator" program.
- Begin dialogue with area SAFFE Officers to learn about utilizing existing, and acquiring new, mobile speed trailers for use in the Highlands area
- Investigate the possibility of launching a program in the Highlands neighborhoods that is similar to the "Keep Kids Alive Drive 25" campaign
- Begin dialogue with State Representatives to explore passing legislation that would allow for signal-mounted cameras that "catch" and send tickets to motorists that speed and/or run red lights.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: SAISD, SAPD SAFFE and Traffic Division Officers

Funding Sources: No cost



Mobile speed detector

5.1.3 Address critical intersections and street corridors needing traffic signals in the Highlands neighborhoods.

- Use this plan's transportation S.W.O.T.S. as a base for beginning an inventory of new signals and left-turn signal additions needed. Present the list to the Traffic Engineering section of the City of San Antonio's Public Works Dept., as well as to the District representative.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: COSA Public Works Traffic Engineering Div.

Funding Sources: No cost



Intersection of Goliad, Southcross and Clark streets.

5.1.4 Anticipate and prepare for the occurrence of the future traffic control and safety problems in the Highlands neighborhoods. Develop a dialogue with the City of San Antonio Development Services Department to be made aware of commercial permits and zoning changes in the Highlands Community Plan area, including their traffic impact analyses data.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: COSA Development Services Dept., COSA Planning Dept., COSA Public Works Dept.

Funding sources: No cost

Objective 5.2 Mass Transit

Improve current bus service and coverage, and work to create a future transit system that is efficient, environmentally friendly, economical, and aesthetically pleasing.

ACTION STEPS:

5.2.1 Work with VIA Metropolitan Transit to improve customer service and the safety and quality of bus riding.

- Discuss the possibility of implementing a VIA-Trans “Customer Service Ambassador Program” in which each new VIA Trans customer is invited to secure a photo I.D. and receive a briefing on the service
- Increase awareness of, and participation in, the ongoing creation of the VIA Comprehensive Service Plan.
- Promote and support VIA’s security program that includes uniformed security to cover particularly problematic buses and bus routes, and the use of surveillance cameras onboard some buses to discourage criminal activity on buses.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: VIA Metropolitan Transit

Funding Sources: No cost



Low floor bus.

5.2.3 Increase bus frequency and coverage, including services and routes for special needs populations and special purpose trips.

- Identify Highlands area(s) with highest concentration of elderly and link routes from those areas to local grocery stores and hospitals.
- Increase the number of fixed route buses that are lift-equipped and built with low-floor to accommodate handicapped populations.
- Explore the possibility of establishing a “mall route” that links McCreless with other major shopping centers in the area.

Timeline: Mid (3 to 5 years)

Lead Partner: VIA Metropolitan Transit

Partnerships: Highlands Alliance Transportation Team

Funding Sources: VIA

5.2.4 Improve the access to, and quality of, Highland's neighborhood bus stops.

- Conduct a comprehensive survey of sidewalks in the area, and coordinate the information gathered with VIA's GIS person. Use the newly created GIS coverage to map out disparities between the location of existing bus stops and areas lacking sidewalk connections. Use the information to push for the development of new sidewalks in those areas.
- Explore possibility of getting more bus shelters in the Highlands neighborhoods.
- Participate in VIA's "adopt-a-bus shelter" program administered by VIA's Public Affairs Department so that neighborhood groups can volunteer to clean up and report problems with bus shelters in their area.
- Notify VIA of bus stops that have particularly problematic drainage or location problems and begin dialogue to explore relocating the stop.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: VIA Metropolitan Transit

Funding Sources: VIA Metropolitan Transit



Bus stop at Dollarhide Avenue and Bob Billa Drive.

5.2.5 Advocate for the acquisition of alternate forms of future mass transit technology.

- Begin dialogue with VIA to discuss possibility of a light rail corridor to service Brooks and Highlands planning area.
- Work with VIA to explore implementing an Intelligent Transportation System (ITS) to include real-time bus arrival notification read outs at all bus stops/shelters.
- Communicate regularly with City Councilpersons and VIA administrators to support these, and other, mass transit goals. Attend monthly VIA Board of Directors and Citizen Advisory Team meetings.

Timeline: Immediate and Ongoing

Lead Partner: Highlands Alliance Transportation Team

Partnerships: VIA Metropolitan Transit, Metropolitan Planning Organization

Funding Sources: No cost



Example of light rail stop.

5.2.6 Strive to limit effects of buses on the quality of the environment and infrastructure in the Highlands planning area.

- Explore incorporating more “green” technology (e.g. alternate fuels) and using smaller buses. Encourage VIA to complete its planned replacement of its bus fleet with low-polluting vehicles within 6 years.
- Encourage bike friendly amenities on and near bus routes and stops. Support VIA’s plans for bike racks on buses and bike lockers at some VIA stops.
- Begin a dialogue with City of San Antonio Public Works Dept. and VIA Metropolitan Transit to ensure that those streets identified by VIA as primary transit corridors are built and structured accordingly.

Timeline: Ongoing

Lead Partner: Highlands Alliance Transportation Team

Partnerships: VIA Metropolitan Transit, Metropolitan Planning Organization (MPO), Public Works Department

Funding Sources: No cost

Objective 5.3 Pedestrian Network

Assess status and quality of current pedestrian network, and work to develop a continuous, safe, and well-designed network of sidewalks in the Highlands community. (Also see action step 1.4.3.)

ACTION STEPS:

5.3.1 Conduct a comprehensive survey of the neighborhood’s sidewalk network.

- Formulate a method for ranking area sidewalks, and design a survey instrument to involve neighborhood volunteers in the data collection process.
- Coordinate with the City of San Antonio Planning and Public Works Departments to map the results of the survey. (also see 9.2.4)
- Use the results of the survey, together with data gathered from the transportation S.W.O.T.S. of the Highlands Community Plan, and the Public Improvement Projects map, to prioritize areas needing new sidewalks or sidewalk improvements. Pay special attention to bus stops without sidewalk linkages and school zones without an appropriate sidewalk infrastructure.
- Discuss results of the survey with City Councilperson and the appropriate City of San Antonio Public Work’s Department Capital Improvement Project Officer(s).
- During all discussions with officials, advocate for the development of wide sidewalks, with ample space between sidewalks and curbs.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: COSA Public Works Dept., COSA Planning Dept.

Funding Sources: minimal cost for volunteer survey



Example of good sidewalk with tree lined planting strip.

Objective 5.4 Bicycle Mobility

Work to develop a functional and well-connected network of bicycle lanes, routes and trails that connect important destinations in the Highlands Community planning area.

ACTION STEPS:

5.4.1 Increase awareness and understanding of the advantages and differences between bicycle routes, lanes, and trails.

- Invite the Metropolitan Planning Organization (MPO) and City of San Antonio Public Works Department representatives to Highlands neighborhood association meetings to present on this topic.

Timeline: Short (1 to 2 Years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: Metropolitan Planning Organization (MPO), COSA Public Works

Funding Sources: No cost



Bike route.



Bike lane.



Hike and bike trail.

5.4.2 Develop a plan for the location of bicycle routes, lanes, and trails in the Highlands Community planning area.

- Conduct a survey to determine level of demand and special needs associated with a bicycle network in the area.
- Conduct a survey of existing and needed bicycle mobility amenities utilizing the Highlands Community Plan's transportation S.W.O.T.S. and Existing Land Use map as a guide.
- Evaluate results of the surveys to determine streets or utility easements that might be suitable for bicycle mobility projects, including those that are identified as corridors in the Metropolitan Planning Organization's Bicycle Mobility Plan.
- Develop a priority list and implementation schedule.

Timeline: Short (1 to 2 Years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: Metropolitan Planning Organization (MPO), COSA Public Works

Funding Sources: No cost

5.4.3 Secure funding for the establishment of the desired bicycle mobility amenities.

- Work through COSA Public Works and the Metropolitan Planning Organization (MPO) to submit proposed Transportation Improvement Projects favoring the development of a bicycle network in the Highlands neighborhoods.
- Talk to City Councilperson and attend annual city budget hearings to advocate for the development of a bicycle amenity fund, similar to the sidewalk fund.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: City Public Works, TXDOT, Metropolitan Planning Organization (MPO)

Funding Sources: COSA Public Works, Metropolitan Planning Organization (MPO), TXDOT



Example of good bike lanes separated from traffic.



GOAL 6: Improved Infrastructure Network

Assess current infrastructure, and work to develop a modern, functional, safe, well maintained, and aesthetically pleasing network of streets, alleys, drainage rights of way, and utilities.

Objective 6.1 Street Maintenance and Improvements

Assess current condition of the Highlands area's streets, and take appropriate action to develop a functional and well-maintained street network throughout the Highlands Community planning area.

ACTION STEPS:

6.1.1 Conduct a comprehensive survey of the Highlands area's street network.

- Formulate a method for ranking area streets, and design a survey instrument to involve neighborhood volunteers in the data collection process.
- Coordinate with the City of San Antonio Public Works Departments to map the results of the survey.
- Use the results of the survey, together with data gathered from the transportation S.W.O.T.S. of the Highlands Community Plan, and the Public Improvement Projects map, to prioritize areas needing new street repairs.
- Discuss results of the survey with area City Councilperson and the appropriate City of San Antonio Public Work's Department Capital Improvement Project Officer(s).

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: COSA Public Works, TXDOT

Funding Sources: No cost for survey

"Our infrastructure really needs improvement."

Gaynell Smith, neighborhood resident



Example of a street in bad condition, Francis Jean Street.

6.1.2 Ensure that new street improvements are completed adequately, and that existing street networks receive regular maintenance.

- Keep informed of ongoing street related capital improvement projects by beginning and maintaining a regular dialogue with the area’s assigned Capital Improvements Project Officer.
- Use the Highlands Community Plan Capital Improvement Projects Map as a starting point.
- Call 311 to report potholes, or streets needing repair.

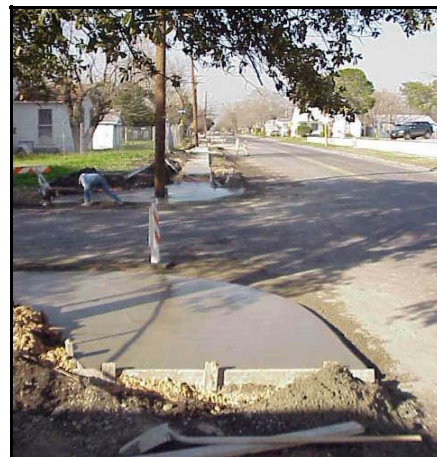
New sidewalk construction on Pine Street near Japhet Elementary School.

Timeline: Immediate and ongoing

Lead Partner: Highlands Alliance Transportation Team

Partnerships: COSA Public Works Dept.

Funding Sources: No cost



6.1.3 Ensure that proper coordination occurs between City of San Antonio Capital Improvement Projects and utility repairs/ installations.

- Have a City of San Antonio Public Works representative and a SAWS or CPS representative attend neighborhood association meetings to discuss the City’s Right of Way Management Ordinance.
- Charge the Highlands Alliance Transportation Team with informal policing related to the ordinance.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance Transportation Team

Partnerships: CPS, City Public Works, SAWS, Cable Companies

Funding Sources: No Cost

Objective 6.2 Drainage Improvements

Assess the current condition of drainage system, and work to develop a functional and dependable system that mitigates flooding problems.

ACTION STEPS:

6.2.1 Request that public works verify efficiency of current drainage infrastructure.

- Study storm sewer inlets and drainage flow, as well as culverts.
- Supplement assessment with data gathered from the Highlands Community Plan transportation S.W.O.T.S. (see map on page 64)
- Use results of study to install curbs and gutters where needed, and advocate for placement of drainage ditches below ground if warranted.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: COSA Public Works-Storm Water Utility Division, City Councilperson

Funding Sources: COSA Capital Improvement Program funds, City General Fund

6.2.2 Ensure that ongoing drainage improvements are completed adequately, and that existing drainage network receives regular maintenance.

- Keep informed of ongoing drainage related capital improvement projects by beginning and maintaining a regular dialogue with the area's assigned Capital Improvements Project Officer. Use the Highlands Community Plan transportation S.W.O.Ts as a starting point.
- Contact Storm Water Utility Operations of the City of San Antonio's Public Works Department concerning particularly problematic areas of the system.
- Report drainage problems through the City of San Antonio's 311 system.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance Transportation Team

Partnerships: COSA Public Works Dept.- Storm Water Utility Division

Funding Sources: No cost



Drainage near Pecan Valley Drive and Dollarhide Avenue.

6.2.3 Work to ensure the current drainage system remains clean and unobstructed.

- Notify Storm Water Utility Operations of the City of San Antonio's Public Works Department when heavy soil and trash run-off obstructs storm water inlets.
- Advocate for coordinating street sweeping with brush pick up.
- Whenever possible, move cars parked in the street before street sweeps occur.

Timeline: Immediate and ongoing

Lead Partner: Highlands Alliance Transportation Team

Partnerships: COSA Public Works-Storm Water Utility Division, COSA Environmental Services Department

Funding Sources: No cost

Objective 6.3 Utility Improvements

Work with City Public Service to create a safe, unobtrusive, and aesthetically pleasing utility network.

ACTION STEPS:

6.3.1 Select specific above ground electrical utilities to be converted to an underground network, and have all future electrical utilities placed underground.

- Form a committee to select priority areas for conversion projects, and submit a Conversion Process Suggestion Form to the Department of Public Works.
- Encourage the placement of utilities underground as infrastructure is repaired or replaced.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance Transportation Team

Partnerships: CPS, COSA Public Works

Funding Sources: City of San Antonio Overhead Electrical Conversion Fund



Opportunity for underground conversion of utilities along Goliad.

6.3.2 Coordinate with City Public Service and the City of San Antonio to improve lighting infrastructure.

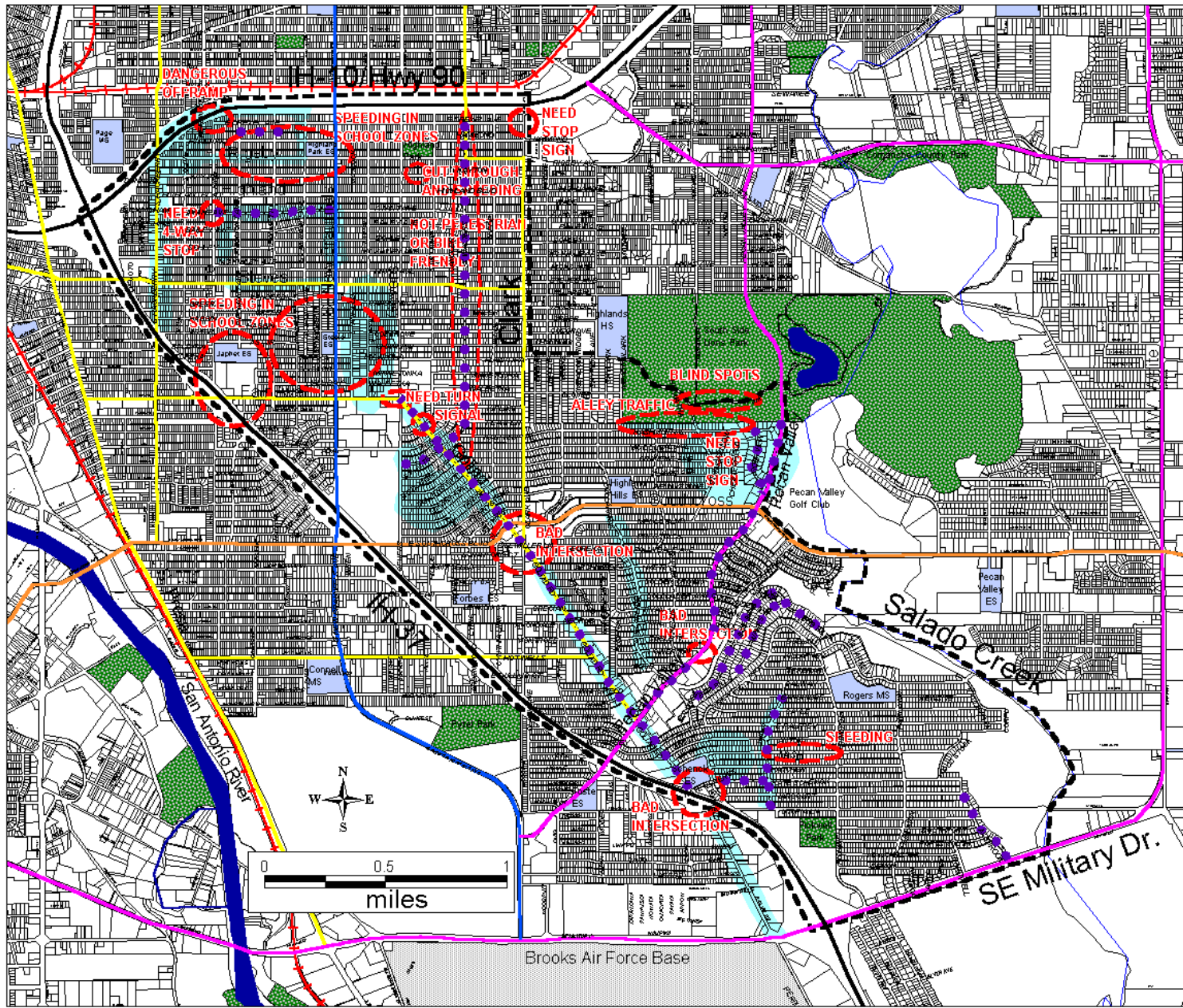
- Identify public streets lacking lighting and coordinate with neighbors to secure necessary signatures to obtain new lights. (See SWOTS map, page 41)
- Request that the City revisit its street lighting policy to allow for the lighting of alleys in addition to streets.
- Explore alternative lighting options with City Public Service and the City to address issues associated with the intensity and angle of public lighting.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance Transportation Team

Partnerships: City Public Service, COSA Public Works

Funding Sources: No cost



GETTING AROUND TOWN SWOTS

Highlands Community Plan

LEGEND

- Drainage problem
- Sidewalks/street repair
- Traffic hazard
- Expressway 300'
- Primary Arterial Type A 110'
- Primary Arterial Type B 60' - 110'
- Secondary Arterial Type A 86'
- Secondary Arterial Type B 60'-86'
- Railroad
- Schools
- Parks
- Military
- Plan Boundary

Prepared by the City of San Antonio Planning Department, May 2001

Places to Gather, Play, and Learn



Above: Bode Recreation Center in Highland Park.

The vision created by the Highlands Community Alliance represents the future for Southeast San Antonio. It is the culmination of hard work, good ideas, and a blueprint for the community to embrace. Not it is time to roll up our sleeves and get to work.”

Mark Carmona, Highlands resident

The Highlands planning area has several community focal points. Highland Park’s neighborhood park includes the Bode Recreation Center. The 600 acre Southside Lions Park, on the edge of the planning area, is part of three neighborhoods. The Highland Hills neighborhood and many area residents use the community center, swimming pool, picnic tables, pavilions, pond and open space at this large park. Residents of the Southeast Highland Hills

Good Neighbor Crime Watch area congregate in their neighborhood’s Pickwell Park.

Six elementary schools, one middle school, and several parochial schools are located in the planning area with Highlands High School just outside the planning boundary.

A branch library is located in the planning area as well as the Bob Billa Learning Center, and a University Health clinic. Southeast Baptist Hospital is

situated just outside the planning area.

Numerous churches are located in the planning area, including two large Catholic parishes with schools and recreation facilities.

In this chapter, the goals, objectives and action steps developed by the community address concerns about youth and elderly programs, pocket parks, park amenities, expanded recycling programs, the availability comprehensive healthcare, and ex-

Goal 7: Community Facilities and Programs

Address unmet needs for community programs and facilities for residents of all ages.

Objective 7.1 Community Facilities

Acquire and/or enhance recreational and educational facilities for community residents of all ages.

ACTION STEPS:

7.1.1 Conduct a community survey to identify unmet facility needs in order to better focus efforts.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: YMCA, Planning Department., UTSA Institute for Economic Development, local businesses, chambers of commerce (see 1.1.1), churches

Funding Sources: Neighborhood Association dues, business donations, City Council discretionary funds, Bexar County, McCreless Mall, Friends of McCreless Library



Vacant buildings, such as the Albertson store on Southcross are possible locations for community services.

7.1.2 Work with the YMCA to obtain a facility that caters to all ages with playgrounds (modern, covered equipment), basketball courts, tennis courts, swimming pool, community center, exercise facilities, etc.

- Meet with YMCA to determine feasibility.
- Identify a central place for the facility by consulting the inventory of underused land. (See Action Step 1.2.3)
- Explore possible funding sources.

Timeline: Mid (3 to 5 years)

Lead Partner: YMCA

Partnerships: Highlands Alliance and neighborhood associations, property owners, human service providers, real estate agencies

Funding Sources: YMCA, private donations, private foundations, United Way

7.1.3 Work with COSA Parks and Recreation Department and other organizations to establish teen/senior centers and more public pools with expanded summer hours. Centers with computer labs, skate-parks, and exercise facilities are needed.



Timeline: Short (1 to 2 years) and ongoing

Lead Partner: COSA Parks and Recreation Department

Partnerships: Highlands Alliance and neighborhood associations, City Councilperson, youth serving organizations, literacy groups, private business, churches, Parks Foundation

Funding Sources: Parks Foundation, bond issues, COSA capital improvement funds, CDBG funds

A father and son play basketball in Pickwell Park.

7.1.4 Advocate for school improvements, expansions and/or additions that enhance student educational quality and/or safety.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: SAISD, ECISD, private schools

Partnerships: Highlands Alliance and neighborhood associations, PTAs, PTOs, school boards, Region 20, COSA Office of Cultural Affairs

Funding Sources: bond funds, donations, tuition, expanded scholarships, grants from state/federal agencies

7.1.5 Pursue opportunities to establish a senior citizen center in a central location.

Timeline: Mid (3 to 5 years)

Lead Partner: COSA Department of Community Initiatives Eldercare and Parks and Recreation Department

Partnerships: Texas Department on Aging, Sisters Care, Christian Senior Services, Southeast Community Outreach for Older People (SCOOP), churches

Funding Sources: City Council discretionary funds, fund raisers, private foundations, private donations

Objective 7.2 Community Programs for All Ages

Develop and/or enhance recreational and educational programs for community residents of all ages. If possible, combine with facilities survey.

ACTION STEPS:

7.2.1 Conduct a survey of the community to identify unmet programmatic needs in order to better focus efforts.



Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance

Partnerships: YMCA, churches, literacy centers, COSA Department of Community Initiatives, Planning Department, Health Department, University Health System, Friends of McCreless Library

Funding Sources: neighborhood associations, grant, local businesses, churches

Computer class.

7.2.2 Work with neighborhood volunteers, area churches and non-profit groups to develop and administer additional youth and elderly citizen programs such as:

- A “drop-in center” to provide home-like atmosphere for juveniles.
- Work programs for juveniles and after-school challenge programs for younger children.
- A “Neighbor to Neighbor” campaign to match elderly residents with a neighbor to ensure that every elderly person is contacted daily and is not isolated.
- Childcare training for new and young parents to help teen parents develop life skills and community contacts.
- Senior citizens involvement in youth programs such as after school homework help and teacher’s aides in schools.
- Solicit local corporations to sponsor at-risk youth so they can participate in youth programs.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: McCreless Library, learning centers, Southeast Community Outreach for Older People (SCOOP), Christian Youth Organization (CYO), SAISD, COSA Department of Community Initiatives, COSA Office of Cultural Affairs, HEB, COSA Parks and Recreation Department, YMCA, Epworth Church, PTA’s, Councilperson, neighborhood volunteers, churches

Funding Sources: State, Federal, private foundations, United Way, COSA general fund

7.2.3 Encourage youth involvement in sports such as baseball, basketball, soccer, etc. and with organizations such as the Boy Scouts and Girl Scouts by offering and promoting these activities in schools.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: SAISD, ECISD

Partnerships: YMCA, Christian Youth Organization (CYO), churches, COSA Parks and Recreation Department, youth serving organizations

Funding sources: fees, donations, scholarships from professional athletic organizations, sporting goods stores, private exercise facilities

7.2.4 Work with the San Antonio School District, City representatives, and other agencies to establish a regular neighborhood youth event (sporting event, concert, festival, District 3 Olympics, etc.).

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Christian Youth Organization (CYO), youth serving agencies, SA Missions baseball, Palo Alto College, COSA Office of Cultural Affairs, COSA Parks and Recreation Department, City Council, SAISD, YMCA, churches

Funding Sources: corporations, in-kind donations from businesses, individual donations, entry fees/donations at gate



Spring social event.

Goal 8: Parks and Environment

Improve the environmental health of the area by enhancing parks and open space while addressing sustainability issues related to energy and recycling.

Objective 8.1 Parks and Natural Areas

Promote increased usage of community parks and natural areas through physical improvement of existing spaces and acquisition of new ones.

ACTION STEPS:

8.1.1 Facilitate the creation of a Highlands Area Parks and Recreation Master Plan, with particular emphasis on Southside Lions Park and Salado Creek. The plan will address:

- Passive facilities including natural areas with bicycle paths, walking paths and nature trails along Salado Creek.
- Underused space in Southside Lions Park to develop trails and facilities for picnics and community activities.



Timeline: Short (1 to 2 years)

Lead Partner: COSA Parks and Recreation Department

Partnerships: Planning Department, Highlands Alliance and neighborhood associations, Master Gardeners, Master Naturalists, Texas Forest Service

Funding Sources: COSA Parks and Recreation, City Council

Unused land in Southside Lions Park.

8.1.2 Encourage and facilitate more activity in Pickwell Park by:

- Installing attractive entry signage and constructing a gazebo.
- Enforcing leash laws.
- Expanding the park area.

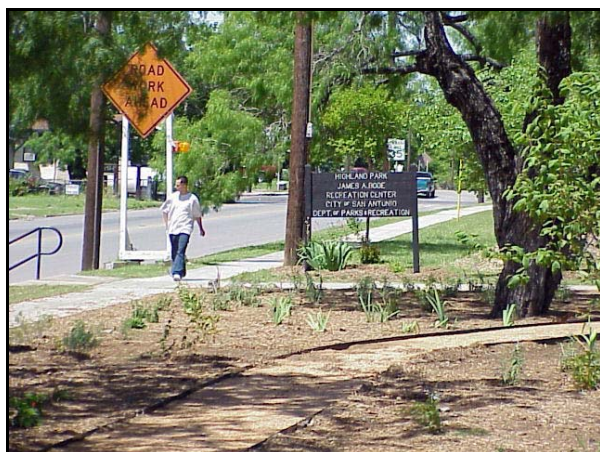
Timeline: Short (1 to 2 years) to long (over 5 years)

Lead Partner: COSA Parks and Recreation

Partnerships: Highlands Alliance and neighborhood associations, COSA Planning Department, COSA Office of Cultural Affairs

Funding Sources: Planning Department's Neighborhood Improvement Challenge Program, Office of Cultural Affairs arts in the community program, fundraising, personal donations, bond funds

8.1.3 Encourage neighborhood groups to pursue beautification grants to improve parks (e.g. Highland Park xeriscape project).



Highland Park xeriscape.

8.1.4 Establish additional green spaces, pocket parks and gathering places throughout the community whenever possible.



Example of a small park in San Antonio.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: SAISD, ECISD, private schools, churches, COSA Planning Department, SAWS, Master Gardeners, Master Naturalists, nurseries, SA Trees

Funding Sources: SAWS, COSA Planning Department, SA Trees, Nurseries (Fanick's)

Timeline: Mid (3 to 5 years) and ongoing

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: businesses, COSA Parks and Recreation Department, fraternal and service organizations, Highlands High School Horticultural Program, Planning Department

Funding Sources: Private donations, business landscape requirements, neighborhood associations, fund-raising, COSA Planning Department Neighborhood Improvement Challenge Program

Objective 8.2 Sustainability and the Environment

Work to address sustainability issues within the community such as recycling and alternative energy sources.

ACTION STEPS:

8.2.1 Advocate for the use of solar energy and other conservation technology in private as well as public buildings.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: Solar SA, SAWS, elected officials, CPS Environmental Division, Sierra Club Alamo Chapter, Sustainable Building Coalition, Green Party

Funding Sources: Volunteers, Solar SA, COSA, fundraising, Habitat for Humanity

8.2.2 Support existing community recycling programs through publicity/adult education campaigns and by partnering with schools to educate children on environmental and sustainability issues.

- Work with the media to promote conservation and sustainable practices.
- Develop a media piece that follows a discarded item from the time it leaves the house until it goes into the ground or is recycled.
- Look for or develop educational programs that demonstrate the benefits of trees, fresh air, xeriscaping, etc.



Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance

Proposed Partnerships: Media, Green Party, Sustainable Building Coalition, Sierra Club Alamo Chapter, Texas Forest Service, Solar SA, Keep San Antonio Beautiful, COSA Environmental Services Department

Proposed Funding Sources: School Districts, volunteers, Solar SA, COSA, Texas Forest Service Urban Forestry Partnership Grant Program, fundraising

Recycling.

8.2.3 Coordinate with the City, SAWS, CPS, other agencies, and the private sector to improve current recycling practices.

- Investigate the feasibility of specialized recycle bins of different sizes to increase usage.
- Bring recycling service to apartment complexes.
- Work with the City to develop an incentive program for recycling. ("Pay As You Throw")
- Form partnerships with companies that use copper, plastic, paper or other recyclables to create destinations for waste.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: COSA Environmental Services Department, SAWS, CPS, environmental organizations, individual companies

Funding Sources: individual companies, SAWS, CPS, COSA

Goal 9: Community Health and Wellness

Improve the availability of comprehensive, quality healthcare in the southeast part of San Antonio.

Objective 9.1 Hospital Facilities

Support Southeast Baptist Hospital's development as a comprehensive medical center to meet the community's needs.

ACTION STEPS:

9.1.1 Poll the Highlands community about how they would like to see SE Baptist Hospital grow and what will be needed for it to be successful. (Include questions regarding hospital in previously mentioned community survey.)

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: COSA Health Department, University Health System, SE Baptist Hospital, businesses, churches

Funding Sources: SE Baptist Hospital, Neighborhood Association dues, business donations, City Council discretionary funds, Bexar County, churches

9.1.2 Promote the expansion/rebuilding of SE Baptist Hospital as a major health facility with specialists in most disciplines and services for total care such as complete laboratory and x-ray facilities.

Timeline: Mid (3 to 5 years)

Lead Partner: SE Baptist Hospital

Partnerships: Highlands Alliance

Funding sources: Baptist Health System

9.1.3 Encourage coverage by television, radio and the newspapers of the importance of the SE Baptist Hospital to the community.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance and neighborhood associations

Partnerships: SA Express News, Southside Reporter, radio

Funding sources: No cost

9.1.4 Encourage SE Baptist Hospital to hold a yearly health fair.

Timeline: Short (1 to 2 years)

Lead Partner: SE Baptist Hospital

Partnerships: COSA Health Department, medical vendors, health providers, University Health System

Funding sources: Baptist and University Health Systems, COSA, drug companies

Objective 9.2 Health and Wellness Services

Increase awareness, accessibility and availability of health and wellness services in the Highlands area.

ACTION STEPS:

9.2.1 Educate the community about San Antonio Metropolitan Health services such as the Pecan Valley Clinic, the SE Military Drive WIC facility and city programs (e.g.. maternity program).



Timeline: Short (1 to 2 years)

Lead Partner: SA Metropolitan Health District (Health Education and Promotion staff, Public Information Officer and Nursing Division)

Partnerships: Highlands Alliance and neighborhood associations, schools, churches

Funding sources: State and Federal grants, private foundations

SE Military Drive WIC facility.

9.2.2 Research the need for more community clinics that are affiliated with local hospitals by integrating appropriate questions into community survey.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Highlands Alliance, Hospitals

Partnerships: SA Metropolitan Health District

Funding sources: Hospital Systems

9.2.3 Develop and implement a parish nursing program at one of the Highlands churches. The program provides a nurse who will come to the church and perform health screenings such as blood pressure and cholesterol checks and will visit church members who are ill.

Timeline: Mid (3 to 5 years)

Lead Partner: Highlands Alliance, churches

Partnerships: University of the Incarnate Word Nursing School, UT Health Science Center

Funding sources: foundations, Arch Diocese, churches, private donations

Goal 10: Library Services

Improve awareness, patronage, and access to the McCreless library while expanding its programs and resources.

Objective 10.1 Library Support

Increase community, business and political support for the library.

ACTION STEPS:

10.1.1 Publicize and expand Friends of McCreless Library.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Friends of McCreless Library

Partnerships: Highlands Alliance and neighborhood associations, PTA's, youth organizations

Funding sources: in-kind donations, volunteers

10.1.2 Encourage private donations for the library from businesses and citizens.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Friends of McCreless Library

Partnerships: McCreless Library, Highlands Alliance and neighborhood associations, individuals

Funding sources: individuals, businesses

10.1.3 Encourage elected officials to advocate for the library.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Friends of McCreless Library

Partnerships: Highlands alliance and neighborhood associations, School districts, elected City, County and State officials

Funding sources: No cost



McCreless Library

Objective 10.2 Library Programs and Usage

Offer new and expanded services at McCreless Library to increase neighborhood patronage of the library and its services.

ACTION STEPS:

10.2.1 Create technology centers at each library that will include more computers and training classes in a variety of computer programs. Have computers available for neighborhood use such as writing the neighborhood newsletter, making neighborhood flyers, etc.



*Computers at
McCreless library*

10.2.2 Have special publicity events at the library to increase patronage. Possibly tie in to regular youth event to promote learning.

10.2.3 Encourage more active older adult programs at the library, such as a grandparents day and a senior memoirs project.

Timeline: Long term (over 5 years)

Lead Partner: COSA Library Dept.

Partnerships: Friends of McCreless Library, Highlands Alliance and neighborhood associations, businesses, Alamo PC, AWDC

Funding sources: State/Federal funding, CDBG funds, United Way

Timeline: Mid (3 to 5 years)

Lead Partner: McCreless Library

Partnerships: Christian Youth Organization (CYO), youth serving agencies, SA Missions baseball, Palo Alto College, COSA Cultural Affairs Office, COSA Parks and Recreation Dept., City Council, YMCA, churches, school districts

Funding Sources: corporations, in-kind donations from businesses, individual donations, entry fees/donations at gate

Timeline: Short (1 to 2 years)

Lead Partner: McCreless Library

Partnerships: Highlands Alliance and neighborhood associations, CSS, Sister's Care, Southeast Community Outreach for Older People (SCOOP), churches

Funding sources: Private foundations, state/federal, volunteers, COSA Elderly Services, neighborhood-based senior-service centers

10.2.4 Use the library as a place where the public can obtain information on all types of local services. Create a marketing program that will promote the library as such a repository.



Timeline: Short (1 to 2 years) and ongoing

Lead Partner: Library Department

Partnerships: COSA Departments, volunteers, United Way

Funding sources: Public announcements on TV, radio and in newspaper, volunteers/donations, foundations, COSA

McCreless library interior.

10.2.5 Recruit community involvement in communicating their priorities to the library system. Have a Friends of McCreless Library representative make a presentation to each neighborhood association in District 3 and request support and a liaison from each association.

Timeline: immediate

Lead Partner: Friends of McCreless Library, Highlands Alliance

Partnerships: Neighborhood associations, churches, schools

Funding sources: volunteers

10.2.6 Begin a paperback book exchange and/or book loan program for hospitalized patients at SE Baptist Hospital.

Timeline: Short (1 to 2 years) and ongoing

Lead Partner: SE Baptist Hospital, Friends of McCreless Library

Partnerships: Highlands Alliance and neighborhood associations, Half-Price Bookstores, churches

Funding sources: SE Baptist, individual donations

Taking Action



Above: Tree planting project.

“This is the first step toward the building of a strong neighborhood and a community where our children and grandchildren can live and enjoy life. With the outstanding guidance of the City’s Planning Department, we have received the tools necessary for developing a strategic plan for structuring our community into a clean, safe and happy place to live. Now we must all take this Plan and utilize all our neighborhood and city resources to make it work.”

Patrick C. Sandoval, Jr.—neighborhood resident

This chapter of the Highlands Community Plan focuses on the community’s goal, objective, and action steps for creating a group responsible for overseeing plan implementation.

In each of the previous three

plan chapters, Heart of the Neighborhood, Getting Around Town, and Places to Gather, Play and Learn, Lead Partners were identified who volunteered to serve as coordinators to bring together all of the groups needed to achieve the proposed

action. The Highlands Alliance Implementation Team will work to coordinate the efforts taken towards plan implementation by the Lead Partners.

Goal 11: Taking Action

Work towards implementation of the goals, objectives and action steps included in the Highlands Community Plan.

Objective 11.1 Implementation

Organize, educate and encourage the community to support the ideas found in the Highlands Community Plan.

ACTION STEPS:

10.1.1 Form Highlands Alliance committees/teams called for in the Plan, including an Economic Development Team, Code Compliance Committee, Neighborhood Welcome Committee, Transportation and Infrastructure Team and Public Project Oversight Committee.

Timeline: Immediate (1 year) and on-going

Lead Partner: Highlands Alliance

Partnerships: Highlands Alliance neighborhood associations, PTA's, youth organizations, COSA Planning Department

Funding sources: No cost

10.1.2 Conduct a community survey as mentioned several places in the Plan. Seek help from local undergraduate and graduate students to assist in the development, administration and analysis of the results of the survey.

Timeline: Short (1 to 2 years)

Lead Partner: Highlands Alliance

Partnerships: Highlands Alliance neighborhood associations, local colleges, PTA's, youth organizations, COSA Planning Department

Funding sources: grants

Measuring Our Success



Above: Indicating preferences at a public meeting.

"This was a learning experience for me. If you want to get something done you have to go out and find a way to get things done!"

Barbara Isner, neighborhood resident

This chapter of the Highlands Community Plan focuses on the community indicators, which are used to help determine if progress is being made towards the community's goals.

National examples of indicators include the consumer price index, the number of highway-related fatalities, and the na-

tional unemployment rate. Indicators help evaluate whether actions are having the desired effect. They can be used to raise awareness of community issues, inform decision-making, and identify trends. The result of the indicator analysis can be used to measure progress and publicize good works or identify areas where more work needs to

be done. For example, the community could publish an annual report indicating progress on plan implementation as shown through positive changes measured by the community's indicators. The report also could call for volunteers or policy changes needed to spur action.

Heart of the Neighborhood

Indicator 1:

Number of vacant businesses and lots on Goliad from Fair to Military.

Baseline: Number of vacant businesses and lots in January 2002.

Desired Future Outcome: Decrease the number of vacancies.

Data Source: Larry Temple and Gaynell Smith will drive Goliad Road and inventory vacant lots and buildings. In future years they will be responsible for gathering the data or recruiting volunteers.

Frequency of Review: Annually.

Indicator 2: Number of code violation complaints.

Baseline: Number of code violation complaints in 2001.

Desired Future Outcome: Decrease the number of code violation complaints.

Data Source: City of San Antonio Code compliance Department.

Frequency of Review: Annually.

Getting Around Town

Indicator 3: Number of transit riders boarding within the Highlands planning area.

Baseline: Average weekday ridership in 2001 for bus stops in the planning area.

Desired Future Outcome: Increase ridership in the Highlands community.

Data Source: VIA Metropolitan Transit.

Frequency of Review: Annually.

Indicator 4: Number of miles of bicycle routes, including Salado Creek.

Baseline: Number of miles of bicycle routes in the Highlands planning area as of January 2002.

Desired Future Outcome: Increase the miles of bicycle routes within the community.

Data Source: Metropolitan Transit Authority.

Frequency of Review: Every 2 years.

Indicator 5: Number of traffic accidents at selected intersections.

Baseline: The number of traffic accidents at selected intersections in 2001. Intersections will be selected by looking at totals for all intersections in the planning area for 2001 and the SWOTs map, then choosing the top eight.

Desired Future Outcome: Decrease the number of traffic accidents.

Data Source: City of San Antonio Police Department.

Frequency of Review: Annually.

Places to Gather, Play, and Learn

Indicator 6: Number of pounds (or tons) of recycling taken from designated schools.

Baseline: The number of pounds (or tons) of recycling taken from Holy Name, St. Margaret Mary, Highland Park, Kate Schenck, and Highland Hills schools.

Desired Future Outcome: Increase the number of pounds (tons) of recycling taken from the designated schools.

Data Source: Designated schools.

Frequency of Review: Annually.

Indicator 7: Number of dollars donated to the McCreless Library.

Baseline: The number of dollars donated to McCreless Library in 2001.

Desired Future Outcome: Increase the number of dollar donations designated to the McCreless Library.

Data Source: Friends of McCreless Library and the City of San Antonio Library Department.

Frequency of Review: Annually.

Appendices



Above: Lake in Southside Lions Park

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History of the Highlands

Highland Park

The land where the Highland Park neighborhood is today was once owned by Albert Steves Sr. who allowed it to be used for grazing by local dairy farms. The land was purchased by the developers L.P. Beck, Benno Kayton, W.C. Rigsby, Ben Hammond, Charles Peterson and A.M. Avant in 1909.

The neighborhood was established in 1910 making it one of the older neighborhoods in San Antonio. It got its start when

developers extended street-car lines to the property and sold lots to upper-middle class future homeowners. Once the home of several prominent local residents, the area boasted one of the highest elevations on the southeast side. The inherent cool breezes and bucolic setting were attractive selling points.

Through the years, the bungalow style architecture gave way to a patch-work of styles including Spanish and English Tudor. The neighborhood grew to its approximate current density between WWI and WWII. Its integrity was almost decimated by efforts in the 1950's to construct

IH-10 through its heart. Fortunately, neighborhood leaders were able to thwart these plans and preserve the character of the community.

The Highland Park area was originally an extension of the King William historic area, later separated into three parts by the development of interstate highways. As separate communities, the neighborhoods all began to experience problems of urban blight.

The neighborhood fell into decline in the mid 1970s when many 2-story homes were converted to apartments and housing





stock fell into disrepair. The local park for which the neighborhood was named had become a dangerous home to truants and vagrants and the community as a whole needed rejuvenation.

The 1980s saw a renaissance period with establishment of an active neighborhood association. The group implemented home improvement activities and promoted community cohesion through improvement efforts. This resulted in an influx of younger residents to the area who began to plan for the future.

Highland Hills

The area that is now Highland Hills was once frequented by local hunters, but was targeted for development in late 1940s by local developer E.J. Burke. The idea was to accommodate the influx of soldiers returning to San Antonio from World War II. The GI bill had been passed and people were in the market for new housing.

The majority of the homes in Highland Hills were built from 1940 to 1959 and commercial development accompanied the growth. McCreless Village, a small shopping center development spearheaded by real-estate developer G.S. McCreless was constructed in 1952 with plans for expansion. Over the course of the next decade these plans culminated in the completion of McCreless Shopping City, now known as McCreless Mall.

The shopping center was viewed as a tremendous accomplishment in its day and was heralded by architect Phil Shoop as the largest shopping center in Texas at that time. Upon opening, it became a popular establishment and even hosted the 1965 Miss America Pageant for its 3rd anniversary celebration.

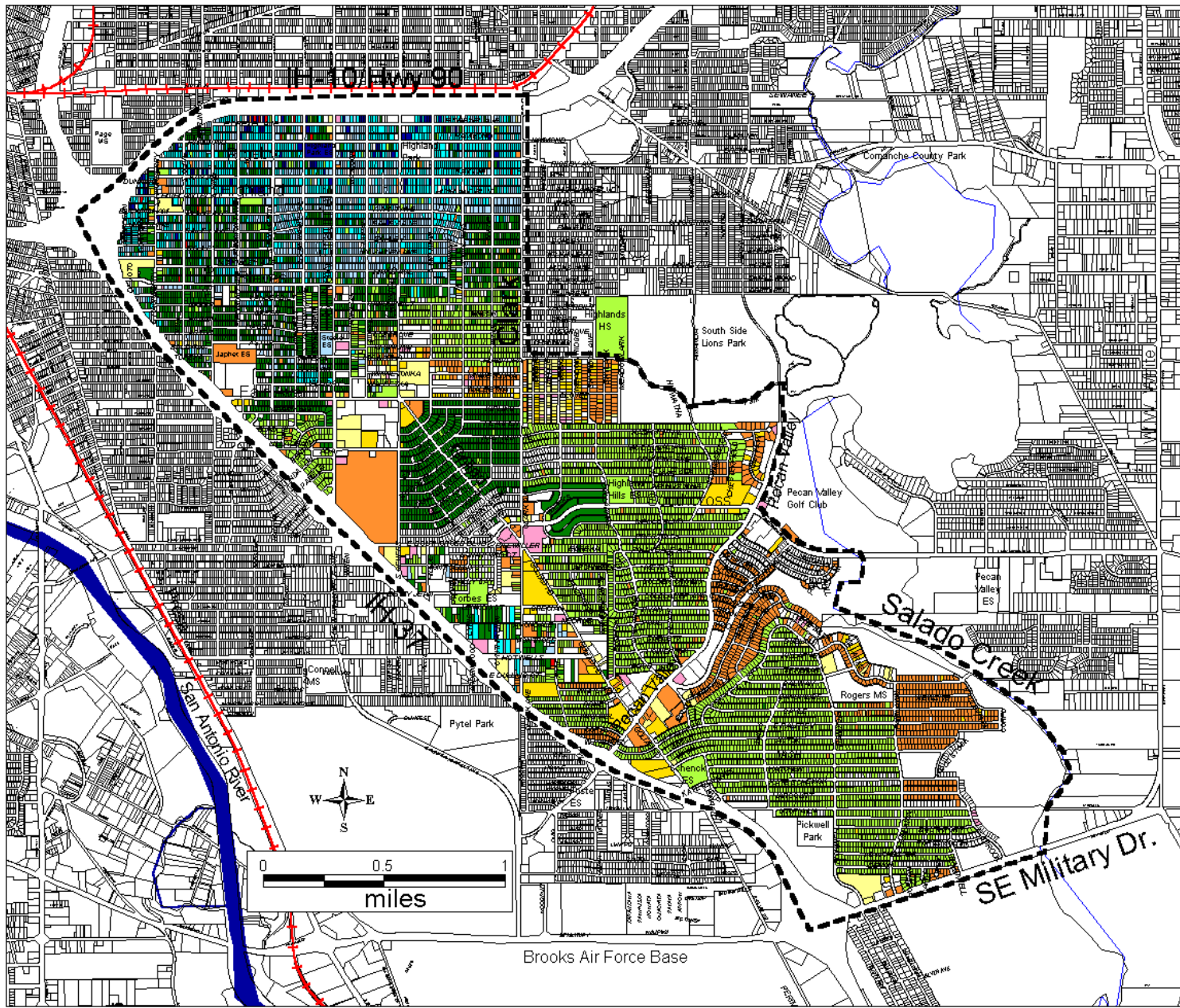
In 1968 the Highlands area also hosted the 50th PGA championship. Pecan Valley Golf Club was the site for the prestigious tournament and is listed as one

of the top 50 courses in the nation even today.

However, the area began to stagnate after the prosperous 1950s and early 1960s due to northward flight. Development interest in the area waned considerably. The area fell into decline and experienced common difficulties such as increased crime, deteriorating housing stock and degraded community facilities and infrastructure throughout the 1970s.

In 1980, the Highland Hills Neighborhood Association was established. This marked the impetus of a movement to improve the neighborhood and local involvement increased under enthusiastic leadership. Improvement initiatives undertaken by the association include participation in the Cellular on Patrol Program and the establishment of Southeast Highland Hills Good Neighbor Crime Watch.

YEAR STRUCTURE BUILT Highlands Community Plan



YEAR BUILT

Before 1910	(13)
1910 to 1919	(87)
1920 to 1929	(934)
1930 to 1939	(908)
1940 to 1949	(1790)
1950 to 1959	(3801)
1960 to 1969	(998)
1970 to 1979	(170)
1980 to 1989	(131)
1990 to 2001	(56)
Unknown	(1469)

----- Plan Boundary

Numbers in parentheses indicate the number of properties in each category. Data from Bexar Appraisal District has not been verified.

Prepared by the City of San Antonio Planning Department, November 2001

Community Demographics

The following tables provide the 1980, 1990 or 2000 census of Population and Housing demographics for both the Highlands community planning area and the City of San Antonio as a whole.

Total Population Comparison (2000 census)

Year	Highland area	% Change	City	% Change
1980	28,679	-	786,023	-
1990	29,016	1%	935,933	19%
2000	30,185	4%	1,144,646	22%

Ethnicity Comparison—Hispanic (2000 census)

Year	Highland area	% Change	City	% Change
1980	12,736	-	421,954	-
1990	16,942	33%	520,282	23%
2000	21,559	27%	671,394	29%

Ethnicity Comparison—Anglo (2000 census)

Year	Highland area	% Change	City	% Change
1980	14,845	-	299,357	-
1990	10,731	-28%	339,115	13%
2000	6,743	-37%	371,911	10%

Ethnicity Comparison—African American (2000 census)

Year	Highland area	% Change	City	% Change
1980	895	-	57,700	-
1990	1,156	29%	63,260	10%
2000	1,323	14%	78,000	23%

Ethnicity Comparison—Others* (2000 census)

Year	Highland area	% Change	City	% Change
1980	203	-	6,869	-
1990	187	-8%	13,276	93%
2000	560	199%	23,341	76%

* With the 2000 census, the Race category can include more than one race, therefore, categories are not comparable to any previous census.

Neighborhood Age Breakdown (2000 census))

Age Group	Under 5	5-17	18-24	25-44	45-64	65 plus
#	2,322	6,260	2,932	8,311	6,155	4,205
%	7.9	20.7	9.7	27.5	20.3	13.9

Median Age (2000 census)

Year	Highland area	% Change	City	% Change
1980	31.4	-	27.1	-
1990	33.4	5%	29.8	10%
2000	33.9	2%	32.2	8%

Income and Poverty (1990 census)

	Highland area	City
Annual Median Household Income	\$22,010	\$23,584
Persons (%) below Poverty Level	5044 (17%)	207,161 (23%)

Educational Attainment for Persons 18 and Older (1990 census)

	Highlands	City
Less than 9 th Grade	3,406 15.3%	15.1%
9 to 12 th Grade	4,410 19.9%	15.6%
High School Graduate	7,098 32.0%	25.2%
Some College	4,798 21.6%	23.4%
Associate Degree	1,009 4.5%	4.9%
Bachelor Degree	1,088 4.9%	10.5%
Graduate Degree	389 1.8%	5.3%
TOTAL 18 Years +	22,198 100%	100%

Median Household Income (1990 census)

Year	Highland area	% Change	City	% Change
1980	\$13,426	-	\$27,300	-
1990	\$22,010	64%	\$49,700	82%

Housing (2000 census)

	Highlands		City	
Owner-occupied	7,257	67%	176,422	54%
Renter-occupied	3,495	33%	150,339	46%
Total occupied units	10,752		326,761	
Vacant housing	614	5%	38,653	11%
Total housing units	11,366		365,414	

Housing (1990 census)

	Highland area	City
Median Owner Occupied Housing Value	\$42,870	\$49,700
Median Monthly Rent	\$290	\$308
Median Housing Age	1954	1969

Number of Households (2000 census)

Year	Highland area	% Change	City	% Change
1980	10,502	-	271,278	-
1990	10,491	0%	326,761	20%
2000	10,752	2%	405,474	24%

Average Household Size (2000 census)

Year	Highland area	% Change	City	% Change
1980	2.72	-	2.97	-
1990	2.81	3%	2.80	-6%
2000	2.79	-1%	2.63	-6%

Number of Housing Units (2000 census)

Year	Highland area	% Change	City	% Change
1980	10,845	-	291,560	-
1990	11,525	6%	365,414	25%
2000	11,366	-1%	454,619	24%

Meeting Calendar

Listed below are the dates and places that meetings were held to plan, develop and gather community input.

Community Meetings

Kickoff Celebration

Saturday, March 24, 2001
Rogers Middle School
314 Galway Drive

Reviewing Strengths and Weaknesses

Wednesday, May 23, 2001
Bode Community Center
900 Rigsby

Mapping the Issues

Monday, April 16, 2001
St. Margaret Mary's Activity Center
1314 Fair Avenue

Reviewing the Strategies

Saturday, January 19, 2001
Epworth United Methodist Church
5718 Pecan Valley Drive

and

Saturday, April 21
Rogers Middle School
314 Galway Drive

Business Owners Meeting

Thursday, November 1, 2001
Pecan Valley Golf Club
4700 Pecan Valley Drive

Planning Team Meetings

(to oversee the planning process and plan the Community Meetings)

Wednesday, January 3, 2001
Planning Department
114 W. Commerce

Wednesday, April 18th, 2001
McCreless Library
1023 Ada

Wednesday, January 31, 2001
Bode Community Center
900 Rigsby

Wednesday, June 6, 2001
St. Margaret Mary's Activity Center
1314 Fair Avenue

Tuesday, February 13, 2001
St. Margaret Mary's Activity Center
1314 Fair Avenue

Thursday, October 4, 2001
St. Margaret Mary's Activity Center
1314 Fair Avenue

Saturday, March 24, 2001
Rogers Middle School
314 Galway Drive

Thursday, October 4, 2001
St. Margaret Mary's Activity Center
1314 Fair Avenue

Workshops

Heart of the Neighborhood

Saturday, July 21, 2001
Highland Terrace United Methodist Church
1918 Steves

Code Compliance and Aesthetics

Tuesday, July 31, 2001
McCreless Library
1023 Ada

Future Land Use Plan

Tuesday, August 14, 2001
McCreless Library
1023 Ada

and

Wednesday, October 17, 2001
McCreless Library
1023 Ada

Places to Gather, Play, and Learn

Saturday, August 25, 2001
Highland Terrace United Methodist Church
1918 Steves

Getting Around Town

Saturday, September 29, 2001
Highland Terrace United Methodist Church
1918 Steves

Work Meetings

Edit Plan and Identify Partners

Wednesday, November 7, 2001
McCreless Library
1023 Ada

and

Thursday, November 8, 2001
St. Margaret Mary's Activity Center
1314 Fair Avenue

Writing Indicators

Tuesday, January 8, 2002
McCreless Library
1023 Ada

Participating Departments and Agencies

Listed below are the names and addresses of consulting experts who helped the community draft the plan.

Heart of the Neighborhood

ACCION

2014 S. Hackberry, San Antonio 78210

Janie Hernandez
226-3664

COSA Code Compliance Department

PO Box 839966, San Antonio 78286

Paul Banda, Citizen Action Officer Section 2
207-8272

Franklin Blizzard, Code Compliance Officer
416-5892

Matthew Conrad, Training Officer

Robert Long, Code Enforcement Officer
414-6316

COSA Neighborhood Action Department

PO Box 839966, San Antonio 78286

Richard Collins, Construction Specialist II
225-6833

Jeannette Jay, Senior Planner
Neighborhood Commercial Revitalization
207-3917

San Antonio Development Agency

115 E Travis Suite 800

Ramon Lozano,
225-6833

Getting Around Town

COSA Public Works Department

PO Box 839966, San Antonio 78286

Kathleen Buckalew, Traffic
207-7720

Joe duMenil, Storm Water Utility
207-8023

Torry Hurt, Drainage
207-7587

David Pasley, Special Projects and
Bicycle Coordinator
207-3398

Metropolitan Planning Organization

1021 San Pedro, San Antonio 78212

Scott Ericksen, Public Involvement
Coordinator
227-8651

VIA Metropolitan Transit Agency

800 W. Myrtle, San Antonio 78212

Todd Hemingson, Community Planning Man-
ager
362-2000

Places to Gather, Play and Learn

COSA Department of Community Initiatives

PO Box 839966, San Antonio 78286

Dave Calkins, Elderly and Disabled Services
207-7158

COSA Police Department

3635 E. Houston St, San Antonio 78219

Officer K. Kurtz, SAFFE Officer
207-7566

Officer Mike Trainor, SAFFE Officer
207-7566

Salado Creek Foundation

4706 Pecan Grove Dr., San Antonio 78222

Charles Bartlett
337-6428

San Antonio Metropolitan Health District

332 W. Commerce, Suite 303,
San Antonio 78222

Patty Villarreal, RN Nurse Consultant
207-8870

San Antonio School District

Learning Community Center
237 W. Travis, San Antonio 78222

Roger Rodriguez, After School Challenge Program

Lenor Flores, After School Challenge Program

Southeast Baptist Hospital

4214 E. Southcross, San Antonio 78222

Barbara Larson, Hospital Administrator
297-3600

YMCA

1213 Iowa Street, San Antonio 78203

Charles Shannon,
532-0932

Resource Directory

Listed below is the beginning of a list of organizations and agencies that may be helpful in helping the community with plan implementation.

Businesses

Fanick's Garden Center	648-1303	1025 Holmgreen, San Antonio 78220 Mr. Mark Fanick, owner
Half-Priced Books	822-4597	3207 Broadway, San Antonio 78209
HEB	638-8000	646 S. Main, San Antonio 78204
Home Depot	531-9600	527 Fair Avenue, San Antonio 78223 Mr. Moses Arriaga, Manager
McCreless Mall	534-8831	1000 McCreless Mall, San Antonio 78223 Mr. John Carrell, General Manager
Pecan Valley Golf Club	333-9018	4700 Pecan Valley Dr., San Antonio 78223 Mr. Greg Carroll, General Manager
Wolfe Nursery	433-3029	1507 Ruiz, San Antonio 78207 Mr. Ray Castillo, Manager

Churches

Aldersgate United Methodist Church	532-6671	402 Kayton Ave, San Antonio 78210 Mr. Leighann Breichan
Brookhill Baptist Church	333-4947	631 Utopia Ave, San Antonio 78223 Mr. William McFarland
Church of San Antonio Baptist Church	533-7114	901 E Drexel Ave, San Antonio 78210 Mark Newton
East Central Assembly of God	532-1111	PO Box 23278, San Antonio 78223 Rick Gonzales
Epworth United Methodist Church	333-5310	5718 Pecan Valley Dr, San Antonio 78223 Dr. Tom Gibbons
First Mexican Fundamental Baptist Church	534-3400	455 Avany, San Antonio 78210 Rene Ortiz

Churches *continued*

Highland Hills 7th Day Adventist		2526 Goliad, San Antonio 78223 Bud Williams
Highland Park Lutheran Church	533-9484	705 Hammond, San Antonio 78210 Tony Dietsel
Highland Terrace United Methodist Church	534-6179	1918 Steves, San Antonio 78210 Mr. Carl Westbrook, Pastor
Holy Cross Lutheran Church	532-1300	3118 S New Braunfels Ave, San Antonio 78210 Roger Hotopp
Holy Name Catholic Church	333-5020	3814 Nash Blvd, San Antonio 78223 Monsignor Frank Kurzaj
New Testament Christian Churches of America	359-1959	902 Hot Wells, San Antonio 78223 J.P. Rodriguez
St. Margaret Mary's Catholic Church	532-6309	1314 Fair Avenue, San Antonio 78223 Rev. Dennis Jarzombek

Community Groups, Foundations, Civic and Service Organizations

Boy scouts, council office		2211 NW Military Highway, San Antonio 78213
Boy Scouts, Downtown		1410 Guadalupe Street, San Antonio 78207
Christian Senior Services		4306 NW Loop 410, San Antonio 78229
City Year	678-0506	302 Valley Hi Drive, San Antonio 78227 Mr. Juan Carlos Arocha, Program Director
City Year	678-0506	302 Valley Hi Drive, San Antonio 78227 Dahn Windhorn, Program Director
Enterprise Foundation	225-6969	118 Broadway Suite 621, San Antonio 78205 Mr. Johnathan Lane, Director
Friends of the Library	533-1867	834 Cravens, San Antonio 78223 Ms. Barbara Isner
Girl Scouts		1410 Gulfdale Street, San Antonio 78216
Neighborhood Resource Center	735-0586	PO Box 120246, San Antonio 78212 Ms. Sylvia Schmidt, Executive Director

Community Groups, Foundations, Civic and Service Organizations *cont.*

San Antonio Wheelmen		PO Box 34208, San Antonio 78265 Ms. Laura Mathews
SCOOP at Crestholme Presbyterian Church	359-6678	1602 Goliad Rd. 78223 Ms. Terri Milligan
Sisters Care	733-9800	830 West Mulberry, San Antonio 78212
TX Bicycle Coalition	(512) 476-7433	PO Box 1121, Austin 78767 Mrs. Gayle Cummins, Executive Director
United Way	352-7000	PO Box 898, San Antonio 78293 Ms. Margaret Oser
YMCA	246-9662	1123 Navarro Street, San Antonio 78205 Mr. Charles Shannon

Economic Development Agencies

ACCION Small Business Loans	226-3664	2014 S. Hackberry, San Antonio 78210 Ms. Janie Hernandez
Community Development Loan Fund loans	738-0312	100 W. Olmos, Suite 104, San Antonio 78212 Mr. Moses Aguilar
First Point business Information Center, City of SA Economic Development Department small business counseling	207-3900	215 S. San Saba PO Box 839966, San Antonio 78283 Mr. Hugo Villarreal
Greater San Antonio Chamber of Commerce	229-2130	602 E. Commerce, San Antonio 78205 Mr. Joseph Krier, President
Hispanic Chamber of Commerce	225-0462	318 W. Houston St, Suite 300, San Antonio 78205 Ms. Rita Elizondo, President
San Antonio Local Development Company (SALDC) economic development	207-3932	PO Box 830505, San Antonio 78283 Mr. Ed Somers
Service Corps of Retired Executives (SCORE) small business consulting	472-5931	C/o SBA, 727 E. Durango, Room A-527, San Antonio 78206 Mr. Don Beck, Chairman of Chapter

Economic Development Agencies *cont.*

Small Business Administration (SBA) small business aid	472-5900	727 E. Durango, Rm A-527, San Antonio 78206 Mr. Rodney Martin
South San Antonio Chamber of Commerce	533-5867	908 McCreless Mall, San Antonio 78223 Ms. Cindy Taylor
Texas Workforce Commission/Alamo Workforce Development, Inc. workforce research and development	272-3250	115 East Travis, Suite 220, San Antonio 78205 Mr. Alan Miller, Executive Director
UTSA Institute for Economic Development economic development		145 Duncan Drive, Suite 200, San Antonio 78216 Mr. Morrison Woods
UTSA Small Business Development Center (SBDC) small business development	458-2460	145 Duncan Drive, Suite 200, San Antonio 78216 Mr. Tom Hansis, Business Development Specialist

Educational Institutions

San Antonio ISD	226-4993	601 N. Flores, San Antonio 78210 Dr. Ruben Olivarez, Superintendent
San Antonio ISD	299-5500	141 Lavaca, San Antonio 78210 Ms. Sylvia Reyna
East Central ISD	648-7861	6634 New Sulpher Springs, San Antonio 78263 Mr. Gary Patterson, Superintendent
Forbes Elementary PTA	534-2651	2630 Sally Gay, San Antonio Ms. Amy Quintero, President
Forbes Elementary School	534-2651	2630 Sally Gay, San Antonio Mrs. Aselma Chase, Principal
Highland Hills Elementary PTA	534-6461	734 Glamis, San Antonio Mr. Joe Villanueva, President
Highland Hills Elementary School	534-6461	734 Glamis, San Antonio Mr. Tommy Mowles, Principal
Highland Park Elementary School	533-8051	625 Rigsby, San Antonio 78210 Ms. Liz Janecka, Principal

Educational Institutions *continued*

Highlands High School	333-0421	3118 Elgin, San Antonio Ms. Lisa Contreras, Principal
Highlands High School Horticultural Program		3118 Elgin, San Antonio Mr. Brauning
Japhet Elementary School	534-5321	314 Astor, San Antonio 78210 Mrs. Aselma Chase, Principal
Japhet Elementary School PTA	534-5321	314 Astor, San Antonio 78210 Mr. James Ramos, President
Rogers Middle School	333-7551	314 Galway, San Antonio Ms. Kathy Tackett, Principal
Schenck Elementary School	333-0611	101 Schenck, San Antonio Ms. Tambry Johnson, Principal
Steele Elementary School	533-5331	722 Haggin, San Antonio 78210 Ms. Maria Elena Garza, Principal
Steele Elementary School PTA	533-5331	722 Haggin, San Antonio 78210 Ms. Velma Lopez, President
Holy Name Catholic School	333-7356	3814 Nash, San Antonio Mr. Chad Mills, Principal
St. Margaret Mary Catholic School	534-6137	1202 Fair Avenue, San Antonio Ms. Susan Bukala, Principal
San Antonio Fighting Back	299-1070 x 323	2803 E. Commerce, San Antonio 78203 Ms. Mary McNaughton, Youth Services Coordinator
Palo Alto College		1400 West Villaret Blvd., Admin Building room 105, San Antonio 78224 Dr. Pam Hill, Dean of Extended Services and Community Outreach
University of the Incarnate Word Nursing School	829-6029	4301 Broadway, San Antonio 78209 Dr. Kathy Light, Dean of Extended Services and Community Outreach
UT Health Science Center		7703 Floyd Curl, San Antonio 78229

Environmental and Historic Preservation Organizations

Keep San Antonio Beautiful volunteer group; dial-a-trailer		1940 Grandstand, San Antonio 78238 Ms. Liza Cardenas
Master Gardeners trained volunteers	467-6575	3355 Cherryridge, San Antonio 78230 Ms. Dianne Pfiels
Master Naturalists trained volunteers	348-6350	134 Briarcliff Drive, San Antonio 78213 Mr. Rufus Stephens, Texas Parks and Wildlife urban biologist
Parks Foundation parks donations	212-8423	315 E. Commerce Street, San Antonio 78205 Ms. Lila Cockrell
Salado Creek Foundation advocacy group		4706 Pecan Grove Dr., San Antonio 78222 Mr. Charles Bartlett
San Antonio Conservation Society historic preservation	224-6163	107 King William, San Antonio 78204 Ms. Loyce Ince, 2001 President
San Antonio Conservation Society historic preservation	224-6163	107 King William, San Antonio 78204 Mr. Bruce Mac Dougal, Executive Director
San Antonio Conservation Society historic preservation	224-6163	107 King William, San Antonio 78204 Ms. Jill Souter, 2002 President
San Antonio Trees tree donations and volunteers		8331 Fredericksburg Road #1602, San Antonio 78229 Mr. Eloy Rosales
Sierra Club Alamo Chapter environmental advocacy group	222-8195	
Solar SA promote alternative energy	354-0236	118 Broadway, Suite 635, San Antonio 78205
Sustainable Building Coalition promote sustainable building practices		

Government Agencies

Alamo Area Council of Governments (AACOG)	362-5200	8700 Tesoro Drive #700, San Antonio 78217 Mr. Al Notzon, Executive Director
Bexar County Agency on Aging (AACOG)	362-5217	8700 Tesoro Drive #700, San Antonio 78217 Ms. Tina Richards
Texas Department on Aging	424-6840	PO Box 12786, Austin 78711
Texas Forest Service	223-9963	202 E. Nueva, San Antonio 78204 Mr. Mark Peterson, regional urban forester

Health Agency Providers

San Antonio Metropolitan Health District	207-8870	332 W. Commerce, suite 303, San Antonio 78205 Ms. Patty Villarreal, RN nurse consultant
SE Baptist Hospital	297-3600	4214 E. Southcross, San Antonio 78222 Ms. Barbara Larson, Hospital Administrator

Housing Agencies

San Antonio Development Agency	225-6833 x228	115 E Travis Suite 800, San Antonio 78205 Mr. Ernest Haffner
San Antonio Housing Authority	220-3210	818 S Flores Street, San Antonio 78204 Mr. Melvin Braziel, Executive Director
San Antonio Housing Authority	220-3298	818 S Flores Street, San Antonio 78204 Ms. Deborah Flach, Deputy VP for Section 8 Operations

Lenders

Bank of America	270-5310	300 Convent Street, Floor 5, San Antonio 78205 Ms. Dawn Bannwolf
Chase Bank of Texas	531-2036	P. O. Box 47531, San Antonio 78265 Ms. Brenda Bass
Frost Bank	220-4851	PO Box 1600, San Antonio 78296 Donna Normandin, Assistant Vice President
Randolph-Brooks Federal Credit Union	637-4167	PO Box 29215, San Antonio 78228 Ms. Anna Postelle, Business Development

Media

San Antonio Business Journal	341-3202	70 NE Loop 410, Suite 350, San Antonio 78216 Mr. Bill Conroy, Editor
San Antonio Express News	250-3000	PO Box 2171, San Antonio 78287 Mr. Craig Thomason, Metro Editor
San Antonio Express News	250-3334	PO Box 2171, San Antonio 78287 Ms. Elisa Schement, reporter South and East Neighbor Section
Southside Reporter	534-8848	2203 S. Hackberry, San Antonio 78210 Ms. Theresa Rabbe, Managing Editor

Political Parties/Elected Officials

Bexar County Commission Precinct 4	335-2614	100 Dolorosa, San Antonio 78205 Mr. Tommy Adkisson, County Commissioner
City Council and Mayor	207-7076	PO Box 839966, San Antonio, 78286 Mayor Ed Garza
City Councilperson, District 3	207-7064	PO Box 839966, San Antonio, 78286 Ms. Toni Moorhouse
Texas State Board of Education		6410 Laurelhill Drive, San Antonio 78229 Mr. Joe Bernal
Texas State Representative	532-8899	2823 E. Southcross, San Antonio 78223 Representative Robert Puente
Texas State Senator	927-9464	1313 SE Military Dr, Ste 101, San Antonio 78214 Senator Frank Madla
Texas US Representative	924-7383	1313 SE Military Dr, Ste 115, San Antonio 78214 Congressman Ciro Rodriguez

Real Estate companies, Builders, Developers

Burke Properties	333-0842	P. O. Box 23247, San Antonio 78223 Jimmy and Betty Burke, Owners/Managers
Certified Commercial Investment Members (CCIM)		
D.B. Harrell	222-2424	801 N. St. Mary's, San Antonio 78205 Mr. Charles Jeffers
First American	496-7775	14502 Brook Hollow, San Antonio 78223 Mr. Gary Stirman
Holiday Interests, Inc	829-7078	1920 Nacogdoches #202, San Antonio 78209 Mr. Rob Holliday
Perron & Co.	737-8100	3707 N St. Mary's St, Ste 201, San Antonio 78212 Mr. Leo Perron
Real Estate Council	804-4370	1335 NE Loop 410, San Antonio 78209 Ms. Martha Mangum
San Antonio Board of Realtors	593-1200	9110 West IH-10, Suite 1, San Antonio 78230 Ms. Robyn Locke, Director of Political and Community Affairs
Site Insight	222-2907	105 N. Alamo, Suite 504, San Antonio 78205 Mr. Steve Thurlow

Transportation Agencies

Metropolitan Planning Organization	227-8651	1021 San Pedro, San Antonio 78212 Mr. Scott Erickson, Public Involvement Coordinator
Metropolitan Planning Organization	227-8651	1021 San Pedro, San Antonio 78212 Ms. Jeanne Geiger
TxDOT	615-1110	4615 NW Loop 410, San Antonio 78229 Mr. Clay Smith, PE, District Planning Engineer
TxDOT	615-5923	4615 NW Loop 410, San Antonio 78229 Mr. Ken Zigrang
VIA Metropolitan Authority	362-2000	800 W Myrtle, San Antonio 78212 Mr. Bill Barker, Planning Director
VIA Metropolitan Authority	362-2000	800 W Myrtle, San Antonio 78212 Mr. Todd Hemingson, Community Planning Manager
VIA Metropolitan Authority	362-2000	800 W Myrtle, San Antonio 78212 Mr. John Milam, General Manager

Capital Improvement Projects

The following is a list of public improvement projects undertaken in the planning area over the last few years and projects that are planned for the future (as of January 2001). The projects are keyed to the map on page A-xx.

MAP ID	LOCATION/FACILITY	AMOUNT	PROJECT SCOPE	DEPT. AGENCY	STATUS
1	McCreless Mall	n/a	Park and Ride Facility	VIA	Planning
2	Bode (Highland Park) Com. Ctr.	\$630,000.00	construct gym, expand exist. recreation center	Parks and Recreation	Under Constr.
3	Highland Park Tennis Courts	\$25,000.00	resurface and restripe courts	Parks and Recreation	Under Constr.
4	Pickwell Park	\$240,000.00	construct lighting, pedestrian trail, pavilion	Parks and Recreation	Under Constr.
5	Southside Lions Com. Center Rehab	\$631,404.00	structural repairs, ADA accessibility	Parks and Recreation	Constr. to begin 2/01
6	Southside Lions Park	\$150,000.00	pedestrian trail, lighting	Parks and Recreation	Constr. to begin 2/01
7	Southside Lions Park Soccer Fields	\$250,000.00	park, soccer field development	Parks and Recreation	Under Design
8	Gevers: IH10 to Southcross	\$696,831.00	construct sidewalks	Public Works	Under Design
9	Goliad: Pecan Valley to Military	\$2,331,176.00	Drainage on Goliad	Public Works	Under Design
10	New Braunfels: Fair to Steves	\$654,287.00	reconstruct street	Public Works	Under Constr.
11	New Braunfels: Rigsby to Southcross	\$395,000.00	construct and reconstruct sidewalks	Public Works	Under Constr.
12	Montincello: S. Gevers to Hillje	\$188,000.00	reconstruct street	Public Works	Under Design
13	Fair/Pine	\$1,456,000.00	drainage project at crossing# 52B	Public Works	Planned
14	Greer storm drain	\$1,400,000.00	storm drain project at crossing# 54	Public Works	Planned
15	Gevers St.	\$5,400,000.00	drainage project at crossing# 55	Public Works	Planned

MAP ID	LOCATION/FACILITY	AMOUNT	PROJECT SCOPE	DEPT. AGENCY	STATUS
16	Lennon Court: Clark Ave. to IH37	\$1,500,000.00	drainage project at crossing# 56B	Public Works	Planned
17	Belford St.: Dublin to Utopia	\$9,980,486.00	drainage project at crossing# 1000	Public Works	Planned
18	Adele: Drexel Rd. to Fair Ave.	\$365,000.00	drainage project at crossing# 1020	Public Works	Planned
19	Stringfellow: Southcross to Kashmuir	\$396,850.00	drainage project at crossing# 1076	Public Works	Planned
20	Kellis: Kashmuir to Southcross	\$1,543,700.00	drainage project at crossing# 1086	Public Works	Planned
21	Southcross: S Presa to S New Braunfels	\$2,030,000.00	Reconstruct and Expand to 4 Lanes	TXDOT	Planned
22	Walters: Rigsby to Fair	\$19,500.00	Bicycle Lanes and Signs	TXDOT	Planned
23	Clark: Fair to Southcross	\$1,448,370.00	reconstruct road w/curbs, sidewalks and drainage	TXDOT	Under Design
24	Clark: Southcross to Hotwells	\$403,711.00	construct sidewalks	TXDOT	Under Design
25	Hotwells: IH37 to New Braunfels	\$320,000.00	construct sidewalks	TXDOT	Under Design
26	IH37: Southcross to New Braunfels	\$1,023,522.00	Construct Retaining Wall at McCreless Mall	TXDOT	Complete
27	IH37: Fair to SPRR	\$123,000.00	Refurbish Signs	TXDOT	Planned
28	Forbes E.S.	\$4,224,000.00	New school and P.E. Facility	SAISD	Under Constr.
29	Highland Park E.S.	\$4,999,180.00	Wing Addition and P.E. Facility	SAISD	Under Constr.
30	Highlands H.S.	\$7,026,839.00	Wing Addition	SAISD	Under Constr.
31	Japhet E.S.	\$4,196,224.00	Wing Addition and P.E. Facility	SAISD	Under Constr.
32	Rogers M.S.	\$4,460,017.00	Wing Addition	SAISD	Award Stage

MAP ID	LOCATION/FACILITY	AMOUNT	PROJECT SCOPE	DEPT. AGENCY	STATUS
33	Schenck E.S.	\$3,903,646.00	Wing Addition and P.E. Facility	SAISD	Comple- tion Phase
34	Steele E.S.	\$5,700,000.00	Wing Addition and P.E. Facility	SAISD	Prelim. Constr.
35	McCreless Branch Li- brary	n/a	Library Renovations	SA Public Library	Complete
36	Nopal, North of Fair	n/a	Improvements at Low Water Crossing# 147	Public Works	Planned
37	Hiawatha, East of Nopal	n/a	Improvements at Low Water Crossing# 146	Public Works	Planned
38	Hackberry: Steves to Southcross	n/a	Street/ Sidewalk Construction	Public Works	Under Design
39	Alsbrook/SE Military	\$1,569,883.00	TIF Project (253 homes)	NAD	Planned/ On hold
40	Goliad: Pecan Valley to Military	n/a	Construction/Rehab of electric utilities	CPS	Under Design
41	Southcross: S Presa to S New Braunfels	n/a	Construction/Rehab of electric utilities	CPS	Planned
42	Clark: Fair to South- cross	n/a	Construction/Rehab of electric utilities	CPS	Under Design
43	Clark: Southcross to Hotwells	n/a	Construction/Rehab of electric utilities	CPS	Under Design
44	S. New Braunfels: Ste- ves to Fair	n/a	Construction/Rehab of electric utilities	CPS	Under Constr.
45	Hackberry: Steves to Southcross	n/a	Construction/Rehab of electric utilities	CPS	Planned
46	Highland Heights: Units 3A,B & C	n/a	Subdivision Planning	CPS	Planned
47	All of Highland Hills	n/a	Service Renewal, alley work only	CPS	Ph1 Constr. Ph2&3 Planned
48	Bardwell/SE Military	n/a	Construction of new ele- mentary school	ECISD	Planned
Total		\$68,111,743.00			

Highlands Community Plan



Capital Improvements

- ## Other Features

- Prepared by the City of San Antonio Planning Department, March 2001

Traffic Accident Statistics

The following is a chart showing the number of traffic accidents at various intersections in the Highlands area according to police reports.

INTERSECTIONS		ACCIDENTS		
STREET 1	STREET 2	1998	1999	2000
E.Drexel	Gevers	2	2	16
Rigsby	Hackberry		2	11
Rigsby	S.New Braunfels	2	20	14
Rigsby	Gevers	4	12	10
Rigsby	Clark	6	9	14
Highland	Gevers		6	10
Highland	Clark	6	4	2
Steves	Hackberry	6	41	21
Steves	Pine		6	8
Steves	S.New Braunfels	4	22	21
Steves	Clark	2	6	
Fair	I-37	9	142	172
Fair	Piedmont	3		8
Fair	S.New Braunfels	14	51	42
Fair	Gevers	6	28	24
Fair	Clark		4	15
Ada	S.New Braunfels	2	8	14
Ada	Gevers		6	11
Southcross	I-37	2	34	30
Southcross	Gevers	21	42	68
Southcross	Goliad		42	43
Southcross	Clark	8	22	40
Southcross	Dollarhide	2	13	14
Southcross	Stringfellow		8	2
Bill Miller	Goliad	4	35	17
Hotwells	I-37	8	55	61
Hotwells	Goliad		17	17

INTERSECTIONS**ACCIDENTS**

STREET 1	STREET 2	1998	1999	2000
Pecan Valley	I-37	9	36	28
Pecan Valley	Goliad	10	33	48
Pecan Valley	Dollarhide	1	14	15
Pecan Valley	Southcross		37	36
S.E. Military	I-37	15	19	40
S.E. Military	Pickwell		33	36
S.E. Military	Fairlawn		10	7

Conservation Districts

The Neighborhood Conservation District (NCD) ordinance is the latest tool neighborhoods can use to address appropriateness of new construction in both residential neighborhoods and commercial districts.

The development of NCDs responds to the 1997 Master Plan and 1998 Community Action Revitalization Group (Crag) recommendations, and addresses concerns about protection of neighborhood character for new residential and commercial construction.

The NCD planning tool, in the form of a zoning overlay designation (a specific geographic area is identified in an “overlay” to the base zoning, however, it does not change the uses allowed within the base zoning designation) will be available to help implement neighborhood and community plans, through the application of neighborhood based design standards, individually tailored to address specific redevelopment issues.

Recognized as a means to promote neighborhood revitalization, NCD designation identi-

fies a set of “character-defining elements,” (e.g. front porches, roof lines, detached garages, building heights, setbacks, etc.) for a specific residential and/or commercial area, that are adopted as design standards through a neighborhood ordinance.

When a infill development or rehabilitation project is proposed within a NCD area, a review of the neighborhood design standards is performed for the project, in an effort to retain neighborhood integrity, protect and stabilize property values, and prevent insensitive development. The review process is administered through the Planning Department, and allows for a streamlined, objective evaluation of projects proposed within the established NCD boundaries.

As a zoning overlay designation, NCD status does not affect

the use of property, nor does it require a property owner to rehabilitate existing structures to conform to the design standards. In addition, Conservation District designation alone does not increase property taxes.

Conservation District designation, whether used to protect distinctive architecture, combat incompatible development, or stabilize property values, is a neighborhood revitalization planning tool that provides a more predictable course of development, an efficient building permit process without the necessity of a HDRC review, and a means of self-determination for residential and commercial neighborhood organizations.

Learning and Leadership Development Centers

Location and Hours

Listed below are the location and hours of the Learning and Leadership Development Centers operated by the City of San Antonio Community Initiatives Department.

Fr. Albert Benavides Learning and Leadership Development Center

515 Castroville Road, 78237 phone: 435-2352 or 435-2353

Hours: 7:45 am to 9:00 pm Monday – Thursday

7:45 am to 4:30 pm Friday

Bob & Jeanne Billa Learning and Leadership Development Center

1033 Ada, 78223 phone: 534-9905

Hours: 7:45 am to 9:00 pm Monday – Thursday

7:45 am to 4:30 pm Friday

Columbia Heights Learning and Leadership Development Center

1502 Fitch Street, 78211 phone: 977-8464 or 977-8465

Hours: 7:45 am to 9:00 pm Monday – Thursday

7:45 am to 4:30 pm Friday

Margarita R. Huantes Learning and Leadership Development Center

1411 Guadalupe, 78207 phone: 225-0174 or 225-0175

Hours: 7:45 am to 9:00 pm Monday – Thursday

7:45 am to 4:30 pm Friday

St. Mary's Learning and Leadership Development Center

3141 Culebra Road, 78228 phone: 436-7633

Hours: 7:45 am to 9:00 pm Monday – Thursday

7:45 am to 4:30 pm Friday

St. Philip's Learning and Leadership Development Center

101 Meerscheidt Street, 78203 phone: 531-4852 or 531-4853

Hours: 7:45 am to 9:00 pm Monday – Thursday

7:45 am to 4:30 pm Friday

Willie C. Velasquez Learning and Leadership Development Center

1302 N. Zarzamora, 78207 phone: 733-9355 or 733-0101

Hours: 7:45 am to 9:00 pm Monday – Thursday

7:45 am to 4:30 pm Friday

225-READ Central Referral Center

Provides client and volunteer referrals to approximately 215 literacy services provider sites located throughout the San Antonio metropolitan area.

1502 Fitch Street, 78211 phone: 225-7323

Hours: 8:15 to 5:00 pm Monday – Friday

Conversion Project Suggestion Form

The purpose of this form is to initiate discussion on a project involving the conversion of utility service. Provide as much information as possible (if you need more room, attachments--especially maps and drawings--are encouraged).

For Staff Use Only

Project Number: _____

Project Name: _____

Please Print or Type

Initiated By: _____

Name

Address

City, State, Zip

Phone: _____ Fax: _____

E-Mail: _____

Do you represent a group? If so, group name is: _____

Conversion Type: (i.e. overhead to underground\relocate overhead\etc.)

Threshold Status: Is this project linked to a public improvement project, i.e. a street widening project; or is it of a unique city-wide significance, or is it strongly supported by the *affected* property owners, most of whom would sign a petition requesting the project? Please explain:

Project Boundaries (e.g. San Pedro from Basse to Jackson-Keller) :

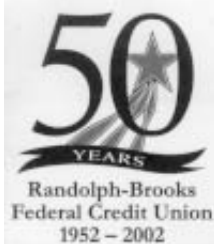
Proposed Improvements Summary (Describe what you want the project to accomplish):

Other Comments:

Send To:

Dave Pasley, Special Projects Coordinator
Department of Public Works
PO Box 839966
San Antonio, Texas 78283-3966

Phone: 210-207-3398
Fax: 210-207-4406
E-Mail: Pasplan@ci.sat.tx.us



February 4, 2002

San Antonio City Council
P.O. Box 839966
San Antonio, TX 78283-3966

RE: Endorsement for the Highland Community Alliance Plan

Randolph-Brooks Federal Credit Union has been proudly serving our members for 50 years. Our cooperative provides financial services to nearly 200,000 members in South Texas and around the world, with the majority of our members residing in the San Antonio area.

We are active in the Highland Community Alliance because this area is in the heart of a financially underserved area that we began serving a year ago in the South San Antonio area. In November 2000, we received approval from the National Credit Union Administration to serve the financial needs of this defined area of South San Antonio. This area encompasses Brooks Air Force Base, where we have had a branch since 1959 and in 2000 we established our Mission South Branch on S.W. Military. We are providing the families in South San Antonio our full range of free and low-cost financial services to help them save their hard-earned money and build brighter financial futures.

Commitment to Building a Strong Community

Randolph-Brooks is committed to helping improve the economic well-being of our members and the citizens who live in the communities we serve. Our Business Development team crafted a plan to work with local community citizens, leaders, and organizations of South San Antonio. In March 2001, we were invited to participate in the Highland Community Alliance which allowed us the opportunity to be involved with a significant community revitalization initiative.

Over the course of the year, our staff has had the opportunity to work with many local citizens and business leaders who were evaluating their community and proposing ways to improve it. The Highland Community Plan is the result of this effort and serves as a blueprint to establish a better tomorrow.

The economic impact outlined in the Highland Community Plan will give businesses relocating to the area valuable insight into the area's economic development strategy. The plan clearly demonstrates a need for changes, while outlining the components that will be used to accomplish those changes. The plan represents countless hours donated by citizens, leaders, and business representatives who believe in the power of people helping people.

We are committed to working directly with the Highland Community Alliance to help build a stronger community – rich not only in culture, but also in economic potential. We strongly encourage the San Antonio City Council to support this important community initiative.

Sincerely,

A handwritten signature in dark ink that reads 'Randy Smith'.

Randy M. Smith
President & CEO

(210) 945-3300
1-800-580-3300
www.rbfcu.org

RANDOLPH•BROOKS
Federal Credit Union
P.O. Box 2097, Universal City, Texas 78148-2097



Frost National Bank

Member: Cullen/Frost Bankers, A Family of Texas Banks

December 27, 2001

Mr. Emil Moncivais
Director, City of San Antonio Planning Department
P.O. Box 839966
San Antonio, Texas 78283-3966

Dear Mr. Moncivais:

After reading through the Highlands Alliance Community Plan, Frost Bank is in support of the efforts to be put forth in this area. We would be happy to assist with the action steps asking for bank support such as sitting on committees for Economic Development and Small Business Development and other committees outlined.

We would also request that banks be added to the section—Objective 4.2 Housing Repair and Maintenance—as this is an area that we could be helpful in with products, issues and ideas for revitalization efforts for current homeowners.

Thank you for including us in the mailing of this and future plans and we wish you the best of luck with this project.

Sincerely,

Donna C. Normandin
Vice President

Frost National Bank Post Office Box 1600 San Antonio, Texas 78206-1600



December 27, 2001

Emil R. Moncivais, AICP, AIA
Director, Planning Department
City of San Antonio
P.O. Box 839966
San Antonio, Texas 78283-3966

Re: Highlands Alliance Community Plan

Dear Mr. Moncivais: *Emil*

Thank you for allowing us to study the Draft Highlands Alliance Community Plan dated December 2001. After a careful review and comments on the plan, VIA strongly supports the goals and objectives of the Highlands Alliance Community Plan and recommends approval by the Planning Commission and City Council.

We are pleased that the neighborhood plan has addressed the transportation issues in the community. Although VIA is supportive of COSA's projects and goals and expects to participate in their implementation, our potential role in project funding will be limited and reviewed on a case-by-case basis.

VIA staff was involved in a number of meetings and observed the important emphasis placed on community involvement. We believe the plan will address significant area transportation issues and that it represents a solid foundation for the Highlands Alliance community to build upon. We compliment COSA's Planning staff for their work and look forward to future collaborations.

Finally, please note that our comments concerning specific goals and partnerships have been sent under separate cover.

Respectfully,

William G. Barker, AICP
Director of Planning

800 West Myrtle, P.O. Box 12489, San Antonio, Texas 78212 (210) 362-2000
Administration FAX # 362-2570 Maintenance/Purchasing FAX # 362-2588

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San Antonio Development Agency
BUILDING A BETTER COMMUNITY

December 17, 2001

Enil R. Moncivais, AICP, AIA
Director, Planning Department
Post Office Box 839966
San Antonio, Texas 78283-3966

RE: Highlands Alliance Community Plan

Dear Mr. Moncivais:

We received and reviewed the copy of the Highlands Alliance Community Plan and would like to be listed as a proposed partner. The San Antonio Development Agency is currently involved in a cottage development project in this area and may pursue CDBG funding requests in the future. If the Agency can help or participate in any capacity, please feel free to contact me at 225-6833.

Thank you.

Sincerely,

Ernest Haffner
Planning/Special Projects Manager



115 E. Travis, Suite 800 San Antonio, Texas 78205 Phone: 210 / 225-6833
Agency Fax: 225-4839 Administration Fax: 225-0233



January 28, 2002

Mr. Emil R. Moncivais, AICP, AIA
Director, City of San Antonio Planning Department
114 West Commerce
San Antonio, Texas 78205

Dear Mr. Moncivais:

The Friends of McCreless Library strongly support the Highlands Community Plan. We are committed to helping library staff provide the services needed in our community, and also to promoting greater community support of the library. The responsiveness of the Highlands Alliance Planning Team to these issues has been very encouraging, and we look forward to collaboration with neighborhood associations and other community groups in support of the Highlands Alliance goals.

In the Library's earlier response to the Planning Department, Director Laura Isenstein stated, "In Sections 2.1.5, 2.1.7, and throughout Goals 7 and 10, the Library Department is mentioned as a proposed partner. We are willing to act as such within the current limits of funding, staffing, and space." The Friends of McCreless Library stand ready to assist the Library in this effort.

Sincerely,

Cathy Dean, Past President (2000-2001)
Friends of McCreless Library

cc: Ms. Laura Isenstein, Director, San Antonio Public Library
Ms. Addie Armstrong, Branch Manager, McCreless Library
Mr. Vern Hophan, President, Friends of McCreless Library

McCreless Branch Library — 1023 Ada Street — San Antonio, Texas 78223
Telephone: 210-532-4254

Glossary

Accessory building – A building subordinate to the use of the primary building located on the same lot, such as a detached garage, out-building, or storage building.

ADA – American with Disabilities Act

Adaptive reuse – The development of a new use for an older building or for a building originally designed for a specific purpose.

Alley – A road primarily used to access the rear of residences and businesses, not designed for general traffic.

Amortization – As related to zoning, a method of eliminating nonconforming uses by requiring the termination of the nonconforming use after a specified time period.

Arterial Street – A route used primarily for the movement of traffic, which may be both local and non-local in nature. Several classifications include:

Primary Arterial – A major thoroughfare, with limited at-grade access, which expands and links to the expressway system and is designed primarily for the movement to through traffic between activity centers of medium intensity.

Secondary Arterial – A major thoroughfare, with limited at-grade access which supports the primary arterial system by providing essential system linkages to expressways, primary arterials, and activity centers of medium intensity.

also see expressway, collector street, local access street, alley

At-Grade Crossing – The general area where two or more roadways, railways, and/or pathways join or cross. For example, an at-grade railroad crossing has a street going across the railroad tracks.

Bicycle Lane – A portion of the roadway that has been designated for preferential or exclusive use by bicycles, usually by striping, signing and/or pavement markings.

Bicycle Path – An access route, usually scenic, for the exclusive use of bicycles and pedestrians. OR A bikeway physically separated from motorized vehicular traffic by an open space or barrier and either within the highway or road right-of-way or within an independent right-of-way.

Bicycle Trail – A bicycle facility designed to accommodate bicycle travel on unpaved roads and trails.

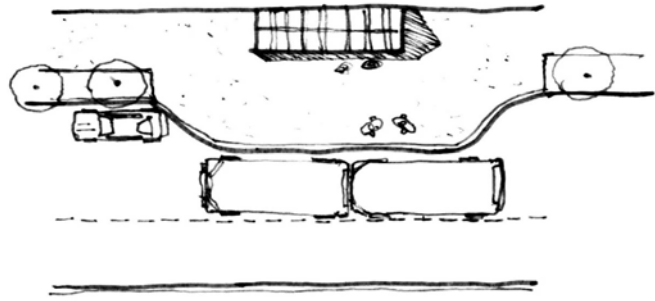
Board of Adjustment - Created by ordinance with the responsibility for holding hearings and making decisions on special exemptions to the requirements of the Uniform Development Code (UDC). In specific cases authorizes variances to the UDC where hardship is not solely financial and will not be contrary to the public interest. Appeals to the boards decisions are made to district court. Has eleven members and 4 alternates appointed by City Council for two-year terms. Meets the 1st and 3rd Mondays of each month at 1:30 PM in City Council chambers.

Bollard – A post or similar obstruction that prevents the passage of vehicles. The spacing of bollards usually allows the passage of bicycles and pedestrians. Bollards may incorporate lighting.

Buffer – A strip of land that physically and/or visually separates two land uses, especially if the uses are incompatible, or to shield or block noise, lights or other nuisances. This can include fences and berms as well as shrubbery and trees.

Building coverage – The percentage of the lot area covered by the building area.

Bus stop bulb – A portion of the sidewalk that extends out to the lane of traffic at a bus stop providing wider sidewalk space and more room for waiting bus passengers and street furniture. This provides a minimum loss of on-street parking by allowing buses to pick up and drop off passengers while stopped in the traffic lane next to the bulb. Buses do not have to re-enter the flow of traffic, thus saving valuable transit time.



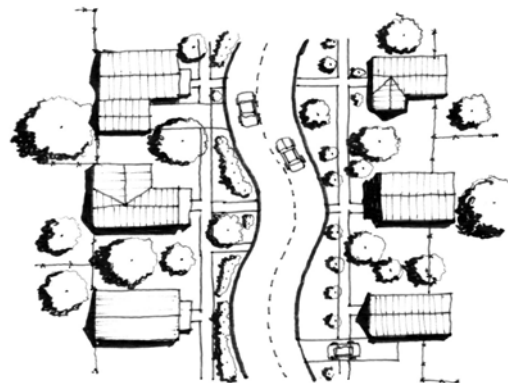
Bus only lanes – Curb lane segments on high-volume arterials that are dedicated exclusively to buses and other high-occupancy vehicles in order to help the speed and reliability of buses.

Bus pullout/turnout – A section of pavement at a bus stop that allows buses to leave the flow of traffic while stopped to load and unload passengers.

Bus zone landing pad – A paved area between the sidewalk and the curb for bus riders to board and disembark without having to step in the grass or mud in the planting strip. Especially useful for riders in wheelchairs or with strollers.

Census tract – Small areas into which large cities and adjacent areas have been divided for statistical purposes. Each census tract is based upon an average population of four thousand people.

Chicane – A set of three landscaped curb bulbs that extend out into the street in order to narrow the road and force motorists to decrease vehicle speed. Also known as deviations, serpentines, reversing curves and twists.



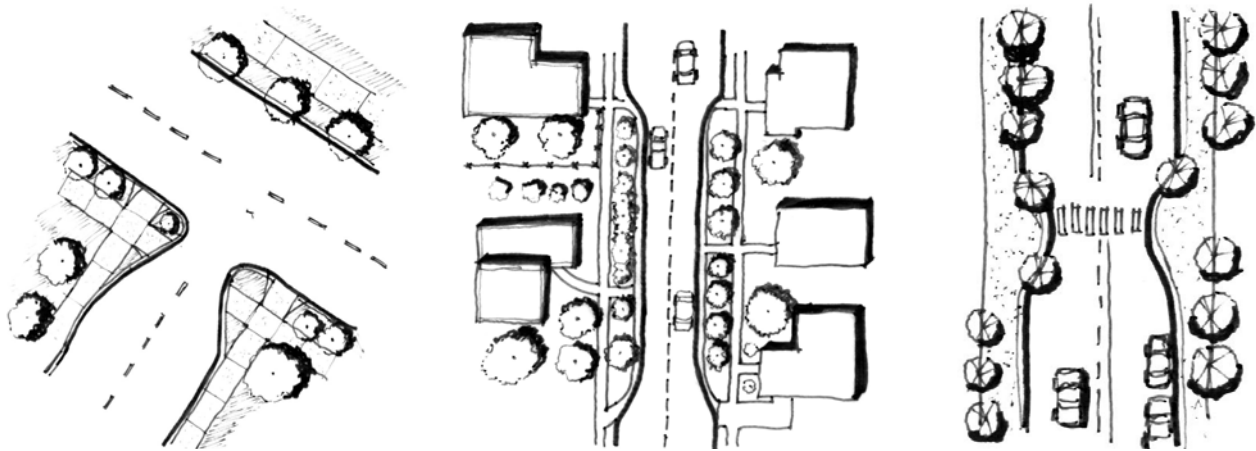
Cluster development – A design technique that concentrates buildings in specific areas on the site to allow the remaining land to be used for recreation, common open space, and/or preservation of environmentally sensitive features.

Collector street – A street that carries traffic from minor streets to the major system of arterial streets and highways.

Community Facilities – Services or conveniences provided for or available to a community. Examples include parks, libraries, fire/police stations, etc.

Charrette – Is a brainstorming exercise that results in a quick visual presentation of the generated ideas.

Choker – A set of two curb bulbs that extend out into the street that narrows the road and causes motorists to slow their speed. Can be located at the intersection or in mid-block. Also known as pinch points, constrictions, mid-block narrowings and mid-block yield points. Similar to curb bulbs.



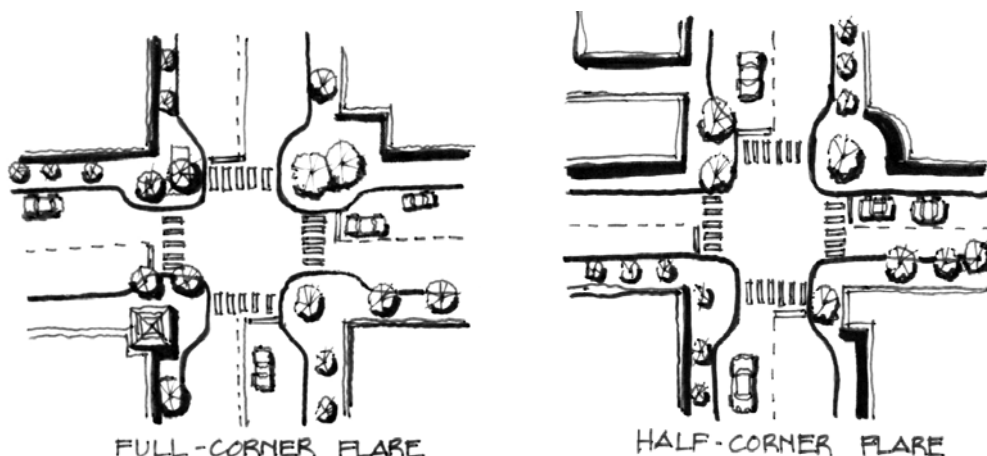
Conservation District – Is a “zoning overlay” (a specific geographic area identified as an “overlay” to the base zoning, but does not change the zoning designation use) that includes the application of neighborhood based design standards, individually tailored to address specific redevelopment issues.

Collector Street – A roadway designed to provide direct access to residential, commercial, industrial and other activity areas with a primary function of collecting and distributing traffic between local access streets and the major thoroughfare system.

COSA – City of San Antonio

Crosswalk – The marked or unmarked portion of the roadway designated for pedestrians to cross the street.

Curb bulb – An extension of the curb line into the roadway. This improves pedestrian crossings by providing better visibility between motorists and pedestrians, shortening the crossing distance, and



reducing the time that pedestrians are in the street. They also prevent vehicles from parking in a crosswalk and may encourage motorists to drive more slowly. Intersections may have full or half-corner curb bulbs. Also known as flares.

Curb cut – An opening in the curb where vehicles may enter or leave the roadway. Where there is no curb, the point at which the driveway meets the roadway pavement is considered the curb cut.

Curb radius – Refers to the degree of curvature of the curb at a corner. Other conditions being equal, a large curb radius allows right-turning vehicles to turn more quickly than a small curb radius. A reduced curb radius shortens the pedestrian crossing distance, improves visibility between pedestrians and motorists, reduces the speed at which motorists can turn, and may add parking spaces to the street.

Curb ramp – The area of the sidewalk, usually at the intersection, that allows easy access/transition for wheelchairs, strollers, and other wheeled equipment, between the sidewalk and the street.

Density – the number of families, individuals, dwelling units, or housing structures per unit of land.

Design Guidelines – Design guidelines are intended to provide a framework of design criteria within which physical planning can take place. The guidelines provide suggestions for the design of new homes/businesses and repair/rehabilitation of existing homes/businesses in order to maintain the overall character of the neighborhood. Generally, character-defining elements such as front porches, roof slopes, etc. are emphasized in residential guidelines while setbacks, canopies and signage may be emphasized in commercial guidelines.

Drainage swale – A shallow, grassy drainage channel that accommodates surface water runoff, treating the runoff as it passes through the channel by catching sediments. Used on streets without curbs and gutters. Can be planted with wildflowers or perennials.

Duplex – A building used exclusively for residential purposes containing two dwelling units.

Dwelling – A building or portion of a building designed exclusively for residential occupancy, but not including motels and hotels.

Dwelling unit – A building or portion of a building designed exclusively for residential occupancy by one family and provided with sanitation and cooking facilities.

Economic Base – The foundation on which a neighborhood relies for economic sustainability.

Effective sidewalk width – The width of the sidewalk area available for walking or wheelchair travel, unobstructed by street furniture, telephone poles or other impediments.

Egress – An exit.

Eminent domain – The authority of a government to take, or authorize the taking of, private property for public use. The Fifth Amendment to the U.S. Constitution requires just compensation for any taking and prohibits the taking of private property for private use unless declared blighted.

Expressway – A limited access, normally grade-separated, thoroughfare designed for the movement of large volumes of vehicular traffic operating at high speeds for long distances, connecting principal or regional activity centers.

Façade – the exterior wall of a building exposed to public view.

Family – (as defined by the census bureau) A group of two people or more (one of whom is the householder) related by birth, marriage, or adoption and residing together; all such people (including related subfamily members) are considered as members of one family. Beginning with the 1980 Current Population Survey, unrelated subfamilies (referred to in the past as secondary families) are no longer included in the count of families, nor are the members of unrelated subfamilies included in the count of family members. The number of families is equal to the number of family households, however, the count of family members differs from the count of family household members because family household members include any non-relatives living in the household.

Family Households – (as defined by the census bureau) A household maintained by a householder who is in a family, and includes any unrelated people (unrelated subfamily members and/or secondary individuals) who may be residing there. The number of family households is equal to the number of families. The count of family household members differs from the count of family members, however, in that the family household members include all people living in the household, whereas family members include only the householder and his/her relatives.

Full street closure – A physical barrier that closes the street to motor vehicles. Usually landscaped, a full closure can be build to allow passage of pedestrians, bicycles and wheel chairs.

Grade-separated crossing – An interchange between roadways, railways, or pathways, that provides for the movement of traffic on different levels.

Historic Tax Credits – Ad Valorem tax (property tax) exemption is available to City of San Antonio home and commercial property owners who substantially restore or renovate their historic properties. If a commercial property is listed on the National Register of Historic Properties or a contributing structure in a National Register Historic District, commercial property owners may be eligible for a federal income tax credit for completing a restoration or renovation of the historic property.

Household – (as defined by the census bureau) Consists of all the people who occupy a housing unit.

Housing Unit – (as defined by the census bureau) A house, an apartment, a mobile home or trailer, a group of rooms, or a single room that is occupied as a separate living quarters, or if vacant, is intended for occupancy as a separate living quarters.

HOV – High occupancy vehicle; typically referring to a transit vehicle, carpool, or vanpool.

Infill Development – New buildings constructed on vacant lots or open sites in an area that is predominantly developed.

Kiosk – A small freestanding structure either open or partially closed, where merchandise is displayed, advertised, or sold, or where notices are displayed.

Land Use – The manner in which land is used. For example, low-density residential land uses primarily include single-family houses.

Landscaping Ordinance – Implemented in 1994, the primary purpose of the City’s Landscaping Ordinance is to create commercial land uses that not only are attractive but add value to the property. Landscaping includes preservation of existing trees, understory plants, and natural areas in addition to installing new trees and plants.

Linear Parks– Provides a physical link between two or more areas. Linear park trails can accommodate bicycling, hiking, jogging, and walking. The width of a linear park system is important because the amount of land included in the corridor is intended to reflect a park-like environment.

Livable Wage – An income sufficient to meet a family’s basic needs.

Live/Work Units – Living units which also are zoned to allow small businesses to operate from a portion of the structure, generally identified by small retail or service oriented businesses or artist studies.

Local Access Street – A roadway, primarily a residential street, designed to provide direct access to individual homes, shops, abutting land, and similar minor traffic destinations with no provision for through traffic.

Marketing Studies – A detailed study of the potential consumers in a certain area. This type of study helps businesses determine whether or not it would be beneficial to them to locate to, develop in, or service an area.

Master Plan – The City’s Master Plan Policies were adopted May 1997. The Master Plan Policies are intended to provide guidance in the evaluation of future decisions on land use, infrastructure improvements, transportation, and other issues, and ordinances that are proposed and considered after the adoption of the Master Plan Policies. It should be consistent with the relevant goals and policies contained in the Plan. The primary objectives of master plans are to coordinate public and private investment; minimize conflict between land uses; influence and manage the development of the community; increase both the benefits and cost effectiveness of public investment; predict infrastructure and service needs in advance of demand; and ensure that community facilities are located to best serve the community.

Mean – The arithmetic average.

Median – A solid yellow or cross hatched pavement marking or a physical barrier such as a long raised island at least 18” in width, which divides any street into two or more roadways. Medians decrease accidents and give pedestrians a safe place to stop as they cross the street. By providing areas for planting street trees and ground cover, medians can make the street more attractive and pleasant.
OR The middle point in a distribution.

Microenterprise – A small business entity, usually employing less than five people.

Municipal Management District – A defined geographic area which established a separate taxing entity to provide funds for improvements within that area. Examples are TIFs (Tax Increment Financing districts) and PIDs (Public Improvement Districts).

Node – A center of activity or development, often located at a major intersection.

Off-street parking – Publicly or privately owned parking outside the street right-of-way.

Open Space – Land and/or water area with its surface open to the sky or predominantly undeveloped, which is set aside to serve the purposes of providing park and recreation opportunities, conserving valuable resources, and structuring urban development and form.

Overlay Zoning – Is a zoning classification which defines an addition set of requirements over and above the base zoning requirements.

Pedestrian friendly – Describing an environment that is pleasant and inviting for people to experience on foot; specifically, offering sensory appeal, safety, street amenities such as plantings and furniture, good lighting, easy visual and physical access to buildings, and diverse activities.

Pedestrian refuge island – A defined area in the center of the street that protects the pedestrian from moving traffic and provides a safe place to wait as they cross the street. They allow the pedestrian to cross one half of the roadway with a safe place to stop before crossing the second half of the roadway.

Pedestrian scale lighting – Overhead street lighting which is typically over the sidewalk instead of the roadway, and at a lower height than typical street light fixtures; providing illumination for pedestrians instead of motorists.

Planning Commission – Created by ordinance with the responsibility for reviewing and approving applications for the division and development of land and recommends amendments and addition to the master plan. Has nine members appointed by City Council for two-year terms. Meets the 2nd and 4th Wednesday of each month at 2:00 PM in City Council chambers.

Planning Commission / City Council Recognition – The Planning Commission reviews community plans to ensure the document is inclusive, consistent with city policies and an accurate reflection of the community's values. After Planning Commission recognition, the plan is forwarded to City Council for adoption as a component of the City's Comprehensive Master Plan. An approved plan is used by city departments, boards and commissions as a guide for decision-making.

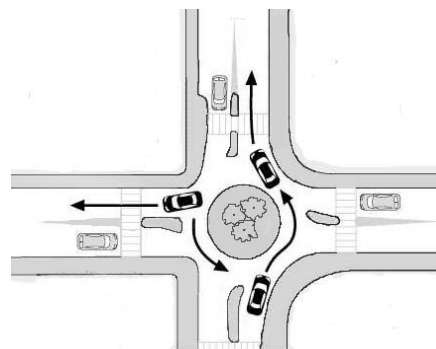
Planting strip – The street right-of-way area lying between the constructed curb and the sidewalk.

Public Improvement District – See Municipal Management District.

Residential Parking Zone – A designated zone in which on-street parking for the general public is restricted. Residents of the area are exempted from the parking restrictions by permit.

Right-of-way – 1) A strip of land platted, dedicated, condemned,, established by prescription, or otherwise legally established for the use of pedestrians, vehicles or utilities; 2) the legal right of one vehicle, bicycle, pedestrian or device to proceed in a lawful manner in preference to another vehicle, bicycle pedestrian or device.

Roundabout – A raised traffic island, usually landscaped, located in the middle of an intersection of arterial streets. Similar to a traffic circle but located in a busier intersection at a larger scale. Traffic circulates counter-clockwise around the island. Cars in the roundabout have the right of way, while cars entering must yield. Traffic slows but does not stop because left turns are not possible.



Sandwich boards – Stand-up A-shaped signs often placed on the sidewalk or street right-of-way to advertise a business or an attraction.

Sanitary Sewer – A piped system which is owned, operated, and maintained by a local municipality or sanitary district, and that is designated to carry only sewage.

School Zone – An established reduced speed area around a school.

Setback – The required or actual placement of a building a specified distance away from a road, property line or other structure.

Shoulder – The paved or unpaved area between the roadway edge and the property line.

Sign Ordinance – Rules and regulations that govern the posting of signs in a city.

Single-family detached dwelling – A dwelling that is designed for and occupied by only one family and surrounded by open space or yards and is not attached to any other dwelling.

Streets – See expressway, arterial, collector street, local access street and alley.

Street closure – partial – A curb bulb that physically blocks one direction of traffic at an intersection on an otherwise two-way street.

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

Street furniture – Accessories and amenities placed on sidewalks for the convenience and accommodation of pedestrians. These may include such things as benches or other seating, trash receptacles, drinking fountains planter, kiosks, clocks, newspaper dispensers, or telephones.

Streetscape – The visual character of a street as determined by elements such as structures, greenery, driveways, open space, view, and other natural and man-made components.

Street tree – A tree planted within the public right-of-way. Street trees can create comfortable, pedestrian-scale spaces, provide shade, reduce heat and absorb pollutants.

Street tree grates – Grates, usually metal and often decorative, that cover street tree pits and allow air and water to reach the soil.

Street tree pits – Cutouts from a sidewalk or paved planting strip, to allow air and water to reach the trees planted in the cutout.

T-intersection – The meeting of two streets, usually perpendicular, where one street does not continue through.

Townhouse – A one-family dwelling in a row of at least three such units in which each unit has its own front and rear access to the outside and each unit is separated from another unit by one or more common fire resistant walls.

Traffic calming – Of or relating to transportation techniques, programs, or facilities intended to slow the movement of motor vehicles.

Traffic circle – Raised circular islands constructed in the center of an intersection of two local streets that cause motorists to decrease speed in order to maneuver around the circle. Can take the place of a 4-way stop sign. Similar to a roundabout but at a smaller scale.

Transit oriented development (TOD) – Similar to traditional neighborhood development, but typically incorporates higher densities and an orientation to transit and pedestrian travel. Retail services and other uses are clustered in a “town center” and a range of housing densities are offered, providing an alternative to typical suburban growth patterns. Usually a 1/4 mile radius around a transit stop and core commercial area that is designed to emphasize a pedestrian-oriented environment where it is convenient for residents and employees to travel by transit, bicycle or foot, as well as by car.

Transit signal queue jump – A traffic lane on a major arterial that allows transit vehicles in the outside lane to continue through to the far side of the intersection, permitting buses to “jump” ahead of the normal flow of traffic.

Two-way left turn lane – A lane in the center of the street that can be used by left-turning vehicles travelling in either direction.

Uncontrolled intersection – An intersection where the right-of-way is not controlled by a stop sign, yield sign, or traffic signal.

Zoning – Regulates density and land use. Zoning is a key tool for carrying out planning policy.

Zoning Commission - Created by ordinance with the responsibility for making recommendations to City Council on applications for changes in zoning and boundaries of zoning districts. Has eleven members appointed by City Council with one from each council district and the Mayor; serving overlapping two-year terms. Meets the 1st and 3rd Tuesday of each month at 1:00 PM in City Council chambers.

Zoning Ordinance – Rules and regulations that govern the way land is zoned (separated according to land uses) in a city.

**CITY OF SAN ANTONIO PLANNING COMMISSION
RESOLUTION NO. 02-03-01**

RECOMMENDING THE HIGHLANDS COMMUNITY PLAN TO CITY COUNCIL TO BECOME A COMPONENT OF THE CITY'S COMPREHENSIVE MASTER PLAN AS IT CONFORMS TO THE APPROVAL CRITERIA SET FORTH IN THE UNIFIED DEVELOPMENT CODE, §35-420, PERTAINING TO "COMPREHENSIVE, NEIGHBORHOOD, COMMUNITY, AND PERIMETER PLANS."

WHEREAS, the 1997 Master Plan Neighborhood Goal 2 calls for strengthening neighborhood plans; and

WHEREAS, the San Antonio Planning Commission has approved the 1998 Community Building and Neighborhood Planning Program; and

WHEREAS, the *Unified Development Code* (adopted May 3, 2001), §35-420, sets forth provisions for the development and approval of Comprehensive, Neighborhood, Community and Perimeter Plans; and

WHEREAS, the San Antonio Planning Commission has reviewed the Highlands Community Plan and found the plan to be consistent with City policies, plans and regulations and in conformance with the *Unified Development Code*, §35-420, therefore meeting all requirements; and

WHEREAS, a public hearing was held on March 13, 2002.

NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING COMMISSION OF THE CITY OF SAN ANTONIO:

SECTION 1: The Highlands Community Plan attached hereto and incorporated herein by reference is to be submitted to the City Council with this Commission's recommendation for approval by the City Council that it be adopted as a component to the City's Comprehensive Master Plan.

PASSED AND APPROVED ON THIS 13th day of March 2002.

Approved:


E. Michael Guerra, Chair

Attest:


Executive Secretary

AN ORDINANCE **95578**

**ADOPTING THE HIGHLANDS COMMUNITY PLAN AS A
COMPONENT OF THE CITY'S MASTER PLAN.**

* * * * *

WHEREAS, the Master Plan for the City of San Antonio, approved in May of 1997, calls for the strengthening of the use of the neighborhood planning process and neighborhood plans; and

WHEREAS, the Highlands Community Plan is a partnership effort of the association of Highland Park, Highland Hills, and Southeast Highland Hills Good Neighbor Crime Watch along with the City's Planning Department; and

WHEREAS, the Highlands Community includes approximately 5.7 square miles and about 30,200 residents and is bound by Highway 90/IH-10 on the north; Clark, Hiawatha, Pecan Valley Drive, Southcross, and Salado Creek on the east; Military Highway on the south; and IH-37 on the west; and

WHEREAS, the planning process was initiated in January 2001 and more than 1,274 hours of citizen participation were devoted to the development of the Plan in 15 community and small group meetings; and

WHEREAS, review of the Plan was coordinated with the City Departments of the City Manager's Office, Asset Management, Code Compliance, Community Initiatives, Cultural Affairs, Customer Service, Development Services, Economic Development, Environmental Services, External Relations, Fire, Health, Housing and Community Development, Library, Neighborhood Action, Parks and Recreation, Planning, Police and Public Works; and

WHEREAS, the San Antonio Planning Commission reviewed the Plan on February 27, 2002 and, having found the plan to be consistent with City policies, plans and regulations and in conformance with the Unified Development Code, in a public hearing held on March 13, 2002, recommended that the City Council adopt the Highlands Community Plan as an addendum to the Master Plan; **NOW THEREFORE:**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The Highlands Community Plan is hereby adopted as a component of the City's Master Plan. A copy of the Plan is attached as Attachment I.

SECTION 2. This ordinance shall become effective ten days from the date of passage.

PASSED AND APPROVED this 4th day of April, 2002.

ATTEST 
City Clerk


MAYOR
EDWARD D. GARZA

APPROVED AS TO FORM: 
City Attorney