

UTSA

FINAL DRAFT

The University of Texas at San Antonio Campus Master Plan

November 2019





Welcome Cen

UTSA

UTSA



Message from the President

For 50 years since its founding in 1969, UTSA has been on a trajectory of excellence, building on the original intent of our founders to create a “university of first class” for all of San Antonio. To keep this momentum moving forward, we are advancing the vision for UTSA by providing this road map to ensure the university’s physical development is linked closely to strategic planning efforts.

The 2019 Campus Master Plan is UTSA’s vision for a bold future centered on reaching **three key destinations** over the next 10 years: (1) to become a national model for student success, (2) a great research university and (3) an exemplar for strategic growth and innovative excellence. The 2019 Campus Master Plan—which focuses on three of UTSA’s four campuses—enables UTSA’s growth over time while reinforcing all three destinations.

Created in consultation with Page—a respected and experienced multidisciplinary planning and design firm—this plan was developed through a highly collaborative process involving the UTSA and San Antonio communities. It is a living document, providing opportunities for ongoing engagement with our neighboring communities to ensure responsible development and growth.

This plan stems from two fundamental needs: to address critical space deficits as identified by The Higher Education Coordinating Board in 2018*, and to support UTSA’s anticipated enrollment

growth of 45,000 students over the next decade. Priorities addressed include academic classrooms and research facilities; student housing and parking; athletic and recreational facilities; infrastructure and safety; sustainability; and revenue development opportunities, among others. From paseos to plazas to promenades, every detail is focused on augmenting the student learning experience. When we ensure our students’ success, we ensure San Antonio’s success.

While this plan projects long-term growth, it also impacts short-term institutional and investment decisions. It outlines our future physical framework that creates connected, mixed-use, resource-efficient comprehensive campuses. As a result, enhancements of all four of our campuses will have a multiplier effect: advancing academic excellence, promoting socioeconomic vibrancy in surrounding communities and amplifying economic development for the city of San Antonio.

I want to thank the members of our Campus Master Plan Steering Committee, chaired by Dr. Kimberly Andrews Espy, for their time, hard work and dedication in delivering this vital document. Also appreciated are our UTSA personnel who devoted their time and talents to this endeavor. I am equally grateful to the entire UTSA community and external stakeholders for their ongoing input throughout this process — their feedback gathered through open forums, focus groups, texts, email and the web over this past year has been invaluable. In addition, our partnerships with the Urban Land Institute, city, county and state government, civic organizations and private donors have provided crucial insight.

This plan is transformational for both UTSA and the city of San Antonio, helping us to realize UTSA as a university of the future situated in the city of the future. Please turn the page, engage and envision our future of excellence together.

With appreciation,



Taylor Eighmy, Ph.D.
President of UTSA

* reportcenter.theccb.state.tx.us/reports/data/space-projection-model-fall-2018

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Executive Summary

Fulfilling the Strategic Vision for UTSA
One University, Multiple Campuses
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Fulfilling the Strategic Vision for UTSA

Soon after arriving in the fall of 2017, President Taylor Eighmy launched a strategic planning process charting a course for the university to reach new levels of excellence. This master plan is integral to the university's strategic planning efforts, and directly supports the institution's three destinations as a model for student success, a great research university and an exemplar for strategic growth and innovative excellence.

utsa.edu/strategicplan

One University, Multiple Campuses

President Taylor Eighmy's vision for The University of Texas at San Antonio is to leverage the unique context and strengths of each of the university's four campuses to reinforce one collective UTSA. The master plan establishes a roadmap for the university to achieve this vision.

With a vision for a 45,000-student enrollment, significant new development will be required. The plan calls for nearly 5.3 million gross square feet of new space to accommodate the growth in campus population and the university's projected academic and research priorities.

From an isolated original campus with a disconnected satellite campus downtown, UTSA is becoming a networked campus ecosystem, woven into the fabric of San Antonio.



Purpose and Scope

Second Line Here

SCOPE

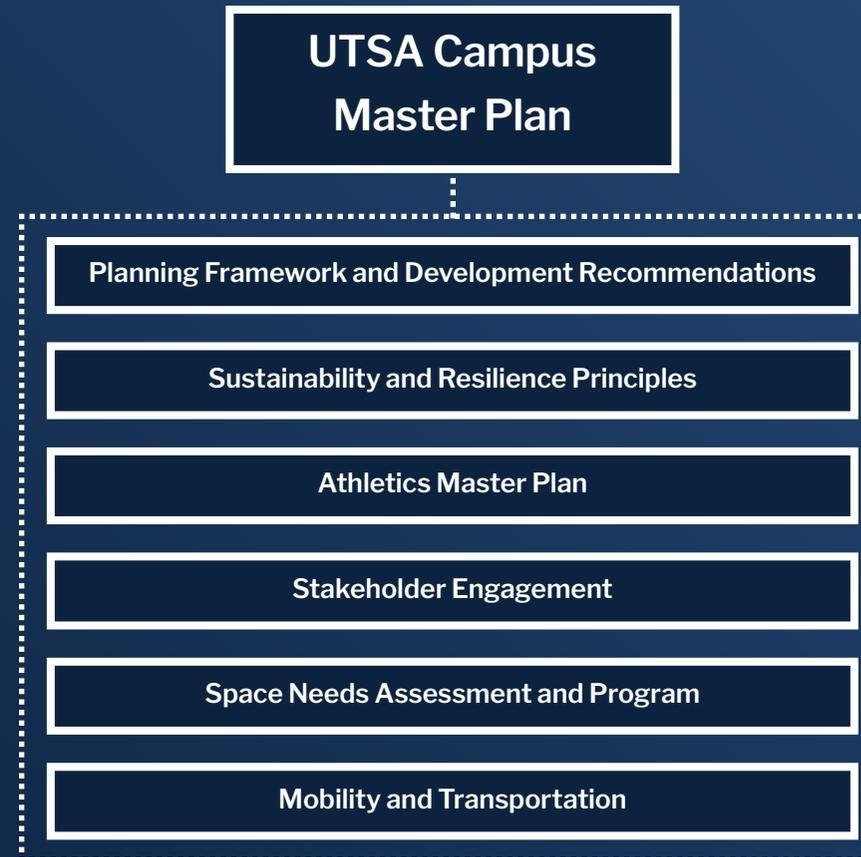
The UTSA campus master plan will articulate a roadmap to guide the university’s future physical development, investment, and growth to advance academic excellence for the success of our diverse students and to promote the socioeconomic vibrancy of our communities through the provision of access and knowledge development. The plan draws from the university’s and community’s history and legacy, leverages local assets, and projects a forward-looking framework for UTSA’s future.

Through the master plan, UTSA is committed to:

- Share facilities with our neighbors
- Promote a welcoming environment for the local community
- Increase and improve open space
- Promote cultural heritage and art
- Provide in-community learning experiences
- Support local businesses and organizations
- Become a leader in sustainability and environmental stewardship

PLAN COMPONENTS

The following basic components comprise the scope of the UTSA campus master plan:



Engagement Process

A key component of the campus master planning was comprehensive stakeholder outreach. Individuals and groups both internal and external to the university helped to shape the principles of the plan and provide input on design iterations throughout the year-long process.

Through open forums, focus groups, committees, one-on-ones, and interactive digital tools, the planning team engaged thousands of stakeholders. Feedback from these participants was distilled into several key themes, as shown to the right. These themes informed the overall master plan vision and manifest uniquely in each campus location.

Themes identified from internal campus stakeholders included the following:



• Aspiration to become a top-tier research institution and cultural hub for San Antonio



• Need for additional academic and student space



• Desire for access to open space in and around the campuses



• Need for transportation and circulation improvements and multi-modal opportunities



• Desire for mixed-use housing options on and near campus



• Need to leverage and expand partnerships with local industry, institutions, and workforce to support the neighborhood community



29
Staff Members Interviewed



6
Targeted Focus Groups



3,989
Responses to Discovery Survey



4
Public Forums

Main Campus Vision

Five overarching planning principles emerged through the comprehensive stakeholder outreach during the planning process for the Main Campus:



1. Support a robust research enterprise through interdisciplinary collaboration and partnership opportunities



2. Increase access to open space and celebrate the campus natural context



3. Promote a pedestrian-oriented and compact campus core



4. Encourage mixed-use and develop diverse housing options



5. Pursue revenue development opportunities

The major concepts for the Main Campus plan focus on these principles. The well-established network of paseos will be extended as an organizing framework, with specific programmatic plazas providing destinations at the terminus of each paseo. Building on this structure, new academic and research facilities will be clustered around the campus core, ensuring a rich and accessible pedestrian environment.

Key Plan Ideas:

Introduce a Signature Open Space

The need to re-integrate the unique natural context is clear and was apparent in feedback from all stakeholder groups. To accomplish this, a major new element, the Paseo Verde, will be implemented in the heart of the Main Campus. This iconic green space will augment the campus paseo network as well as incorporate native planting, an ephemeral stream feature, and other sustainable design elements along with a new plaza in the center of campus.

Establish a Southeastern Gateway

As the Main Campus grows, there will be opportunities for greater outside collaboration, both through on-campus incubator space as well as revenue development opportunities. The master plan accommodates this future need through the Tricentennial Innovation Park, which will be easily accessed on the southeast corner of the campus. It will be integrated with the future Roadrunner Village, a mixed-use housing development, which will create a new southeastern gateway to campus as well as form the eastern edge of the Paseo Verde. A new east-west paseo and embedded plazas, courtyards, and greens will knit the Tricentennial Innovation Park and Roadrunner Village into a unique, blended, mixed-use district with ample opportunities for creative collaboration.

Main Campus Vision CONTINUED

Create an Athletics District

Athletics and recreation facilities will be consolidated on the west side of campus. The new Roadrunner Athletics Center of Excellence, a future arena, and other improved athletics and recreation uses will be located to the west of the Recreation Wellness Center, along the future extension of the Paseo Principal.

Promote Pedestrian Circulation

Campus roadways will be realigned in some areas and improved to become a true campus loop road, easing circulation congestion by removing vehicular/pedestrian conflicts, separating the roadway from parking lots, and simplifying intersections. Service roads will continue to allow university and emergency vehicles access to internal campus areas, but private vehicles will be mostly removed from the campus core, promoting a more pedestrian-friendly environment. A new transit hub will be implemented in the new southern campus gateway, strengthening connections to downtown and the surrounding areas.

Better Utilize Park West Campus

Park West Campus will continue its current role as home to specific athletics and recreation facilities. There are opportunities for new recreation fields and a trail network to connect existing trails to the uses and open space there. Much of Park West Campus – particularly the areas along North Loop 1604 – will be reserved for potential future development.

Main Campus Long-Term Vision



Park West Campus Long-Term Vision



Downtown Campus Vision

Distinctive planning principles were developed for the Downtown Campus, which has a very different context and set of needs. The principles include:

-  **1. Promote community partnerships**
-  **2. Embrace San Antonio's urban environment, including its unique arts and culture**
-  **3. Enhance pedestrian connections to surrounding areas and connect campus facilities**
-  **4. Create a complete, comprehensive UTSA campus**

As the master plan is implemented, the Downtown Campus will transition from an internally-focused campus to one which is more integrated into the fabric of the city. Connections east and west along Buena Vista Street/Dolorosa Street and West Nueva Street will knit together UTSA property to establish it as a distributed urban campus. In collaboration with the City of San Antonio, enhancements of these corridors as Complete Streets will transform them into an extension of the campus environment. As the portion of the campus east of Santa Rosa Avenue develops, this connection will become crucially important.

Key Plan Ideas:

Embrace a Distributed Urban Campus Model

A new entry pavilion at Buena Vista Street and I-10/I-35 will anchor the main east/west corridor at the corner of the existing campus at Bill Miller Plaza. Together with interventions beneath the expressway such as food trucks and active park space, which will be implemented in phases over time, the existing campus will be tied into the street network. Further, Bill Miller Plaza will be better linked to campus surroundings to become a more welcoming and engaging open space.

Welcome the West Side

To leverage its proximity to the vibrant West Side neighborhood, the campus will physically and programmatically connect to the west. A new pedestrian bridge alongside the existing Buena Vista Street bridge will cross over the railroad tracks into the West Side neighborhood, and a plaza at the level of the bridge will provide a welcoming entry to the campus. Shared community facilities, possibly including a recreation and wellness center, will be located near this point of entrance to facilitate shared usage by the community. As the City of San Antonio-owned blocks west of South Frio Street become available, they will be integrated into the campus and house a variety of academic and research buildings, housing, and parking. A promenade will run north-south through this area, connecting to VIA Centro to the north through a pedestrian-only extension of South Medina Street.

Downtown Campus Long-Term Vision



1

One University, Multiple Campuses

- 1.1 Mission and Vision
- 1.2 History
- 1.3 Sustainability and Resilience Principles

1.1 Mission and Vision

The University of Texas at San Antonio is dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement and public service. As an institution of access and excellence, UTSA embraces multicultural traditions and serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property—for Texas, the nation, and the world.

UTSA's vision is to be a premier public research university, providing access to educational excellence and preparing citizen leaders for the global environment. The university's core values are to encourage an environment of dialogue and discovery, where integrity, excellence, inclusiveness, respect, collaboration, and innovation are fostered.

UTSA's strategic plan charts a course for the university over the next ten years. It designates three overarching destinations:

- **UTSA will be a model for student success**
- **UTSA will be a great public research university**
- **UTSA will be an exemplar for strategic growth and innovative excellence**

The strategic plan destinations are accompanied by presidential initiatives, including this master plan.

UTSA, and San Antonio in general, are poised to play a significant role in Texas and beyond in coming decades. San Antonio is currently growing at a nation-leading pace, and the current demographics of the city already mirror projections for the nation at large twenty years in the future. This master plan is designed to proactively address that future.



2018 UTSA Commencement

1.2 History

From its founding in 1969, the University of Texas at San Antonio has been an important part of San Antonio's public profile. In the past 15 years, UTSA has transitioned from a commuter-centric university to a more residential campus. It has grown quickly into one of the state's largest universities, and its programs and facilities have developed accordingly.

The coming years will see even greater change. From an isolated original campus with a disconnected satellite campus downtown, UTSA is becoming a networked campus ecosystem woven into the fabric of San Antonio. More than that, UTSA has already begun integrating its campus programming and development into downtown, transforming not just the physical relationships of UTSA and the city, but also connecting programs and people to the heart of the city.

UTSA's Main Campus was established on land donated by the Delaven Trust. The site was selected from a list of ten contenders; The University of Texas System Regents noted the site's proximity to major highways, capacity for expansion, and proximity to college-bound high school seniors (at that time, concentrated in the northwest quadrant of San Antonio) as factors in the selection.

The site lies on the southern edge of the Balcones Escarpment, one of the most concentrated areas of prehistoric human habitation dating back to the Paleoindian period, roughly 12,000 years B. P. Numerous archaeological sites have been identified on

the campus as well as in nearby areas. In the Spanish Colonial period, a major *camino royal*, or royal road, was established along the route of what is now I-10 near the Main Campus.

The Downtown Campus was built on land which was formerly the site of Fiesta Plaza Mall, a failed urban renewal project (part of the broader Vista Verde South project financed by a federal Urban Development Action Grant). Evidence of prehistoric occupation is limited, likely due to the destruction of sites in historic times, but archaeological sites in surrounding areas indicate that the site was part of a larger area of settlement dating back to roughly 12,000 years B. P.

The land was part of the original land grant which formed the settlement that was to become San Antonio. As the city grew, the blocks which now contain the Downtown Campus were residential on the east and commercial on the west (adjacent to the railroad tracks). By 1900, the blocks were either part of, or immediately adjacent to, San Antonio's notorious collection of brothels, known as the Sporting District. The Vista Verde South project included demolition of all structures on the sites.



Signing of HB 42 officially founding UTSA

1.2 History

From an isolated original campus with a disconnected satellite campus downtown, UTSA is becoming a networked campus ecosystem woven into the fabric of San Antonio.

Figure 1.1 Abbreviated Timeline of UTSA's Evolution



Main Campus site

Institute of Texan Cultures

Main Campus original buildings

Former site of Fiesta Plaza Mall

Downtown Campus

1969

UTSA commissioned by the 61st Texas Legislature

1972-1976

Construction on seven major buildings at the Main Campus, designed by Ford, Powell & Carson and Bartlett Cocke

1975

Classes begin at the Main Campus; more than 4,000 students

1986

Institute of Texan Cultures joins UTSA

1993

Land for the Downtown Campus donated by Bill Miller Bar-B-Q (formerly the site of Fiesta Plaza Mall)

1997

UTSA opens Downtown Campus

2007

125 acres west of campus acquired for Park West Campus from Patricia Shield Ayers, initially intended for recreation and athletics programs, intramural fields, parking, and housing

2013

Park West Campus athletics facilities open

2018

UTSA acquires additional downtown properties, enlarging the university's downtown presence

1.3 Sustainability and Resilience Principles

Sustainability and Resilience

As an institution of higher education, UTSA will be a responsible steward of its unique environmental and cultural assets. Across the university, UTSA will leverage data-driven approaches and promote knowledge to ensure a sustainable future for UTSA and the wider community.

UTSA's master plan strives for connected, mixed-use, resource-efficient campuses that support the health, wellness, and prosperity of all individuals in the community.

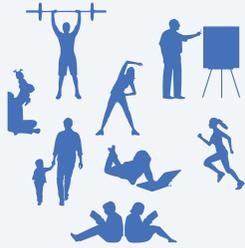
These principles are recommended for all UTSA campus sites and will be carried forward in the work by UTSA's Sustainability Council. Specific strategies will be determined based on feasibility and relative impact to establish an implementable roadmap.

Figure 1.2 Sustainability and Resilience Topics



Physical

- Mobility
- Micro-climate
- Energy and carbon
- Water
- Ecology
- Waste
- Disaster resilience



Social

- Equity
- Cultural diversity
- Student success
- Recruitment and retention
- Art
- Wellbeing
- Community connections
- Health and wellness
- Equal access



Economic

- Affordability
- Capital resources
- Revenue generation
- Leveraged investments
- Operational efficiency
- Partnerships
- Finance and investment
- Economic development

1.3 Sustainability and Resilience Principles

The master plan covers topics in all three areas but can only substantively address a subset of these. Policies, programs, and strategic partnerships will be required to cover the full breadth of sustainability and resilience subjects.

The following principles are recommended to promote a sustainable and resilient future for UTSA and its community:

Figure 1.3 Sustainability and Resilience Principles



Mobility

Strive to ignite a cultural shift towards human-powered travel and efficient transit that is memorable, connected, convenient, comfortable, safe, and accessible to all members of the community



Water

Strive to reduce potable water use through a variety of technological and behavioral means, as well as working with hydrological processes to capture, recycle, and infiltrate water so campus and natural communities thrive



Waste

Strive to conserve materials and reduce waste through purchasing, reuse, recycling, or any means possible to create plentiful communities and develop individual responsibility for the natural environment



Ecology

Strive to maintain and restore natural communities grounded by ecological processes that provide nourishment and educational opportunities for all members of the campus community, where appropriate



Energy & Carbon

Strive to reduce embodied and operational energy use in all campus elements, while simultaneously capturing renewable energy to create comfortable, efficient, and livable places for everyone



Health & Wellness

Strive to foster the physical, mental, and social success of all individuals as the basis of a connected, caring, and resilient community



Equal Access

Strive to provide opportunity for work, education, and learning for all cultures, ages, and abilities within a community that is transparent, just, and desirable for all



Finance & Investment

Strive to create and maintain financially sustainable models for capital development, maintenance, and renewal for alignment with campus sustainability goals and fiscal health



Economic Development

Strive to solidify partnerships to grow fiscal resources that support beneficial relationships, new opportunities, and increased affordability for successful communities and regions

2

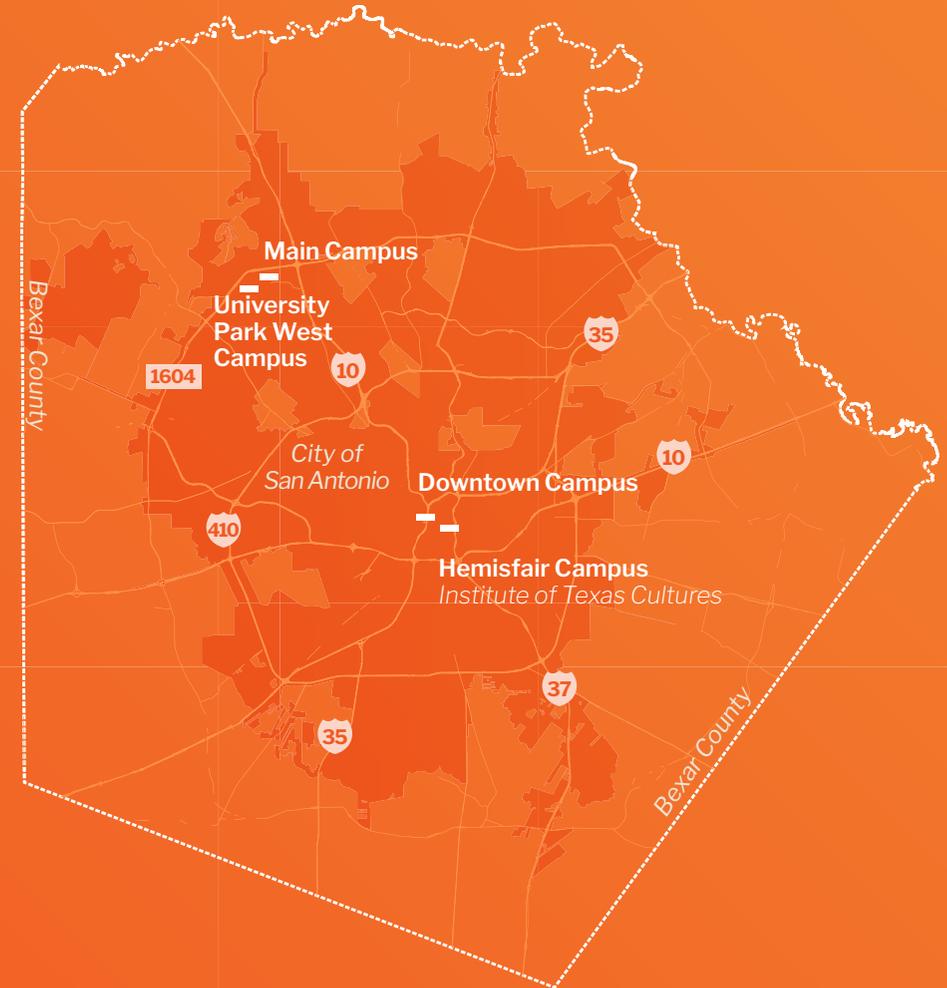
Master Planning Process

- 2.1 Purpose and Scope
- 2.2 Planning Process
- 2.3 Stakeholder Engagement
- 2.4 Program Requirements and Methodology

2.1 Purpose and Scope

THE PURPOSE

The purpose for the campus master plan for The University of Texas at San Antonio (UTSA) is to support the university's strategic vision and a future enrollment of 45,000 along with accompanying faculty and staff. The master plan includes the Main Campus, Park West Campus, and the Downtown Campus. The Institute of Texan Cultures will be addressed in a separate study, given its unique and distinct function.



2.1 Purpose and Scope

SCOPE

The UTSA campus master plan will articulate a roadmap to guide the university's future physical development, investment, and growth to advance academic excellence for the success of our diverse students and to promote the socioeconomic vibrancy of our communities through the provision of access and knowledge development. The plan draws from the university's and community's history and legacy, leverages local assets, and projects a forward-looking framework for UTSA's future.

UTSA is committed to serving the City of San Antonio, advancing local communities, and partnering for economic development.

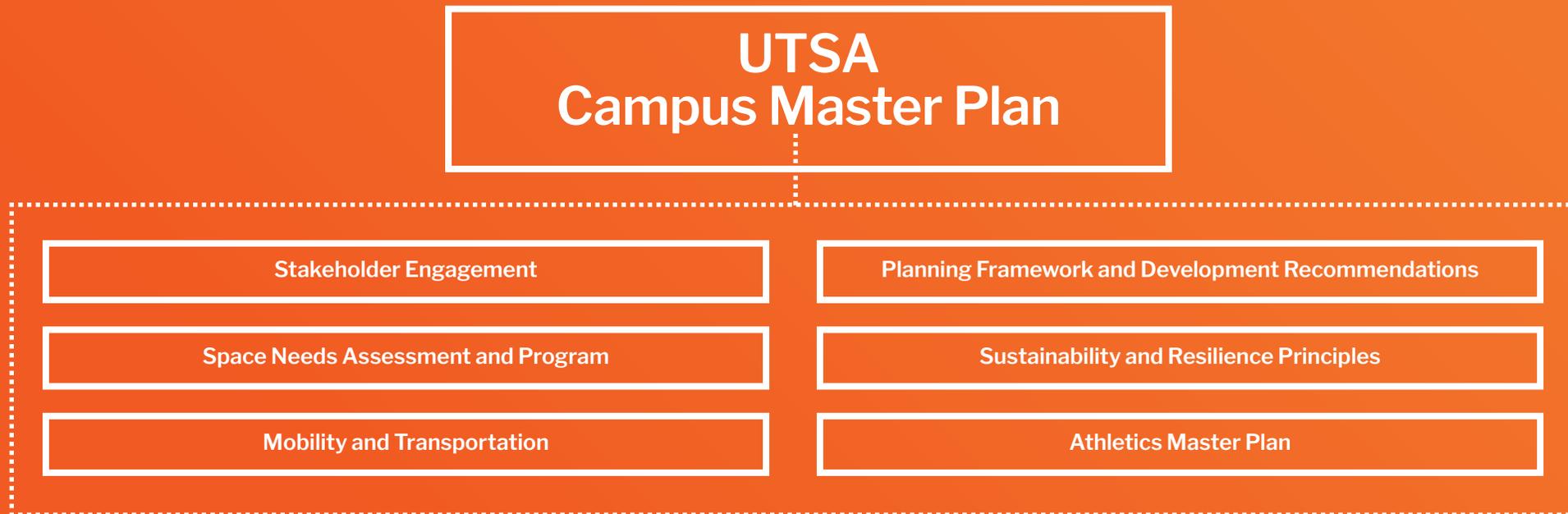
Through the master plan, UTSA is committed to:

- Share facilities with our neighbors
- Promote a welcoming environment for the local community
- Increase and improve open space
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- Support local businesses and organizations
- Become a leader in sustainability and environmental stewardship

2.1 Purpose and Scope

PLAN COMPONENTS

The following basic components comprise the scope of the UTSA campus master plan:



2.2 Planning Process

Organization

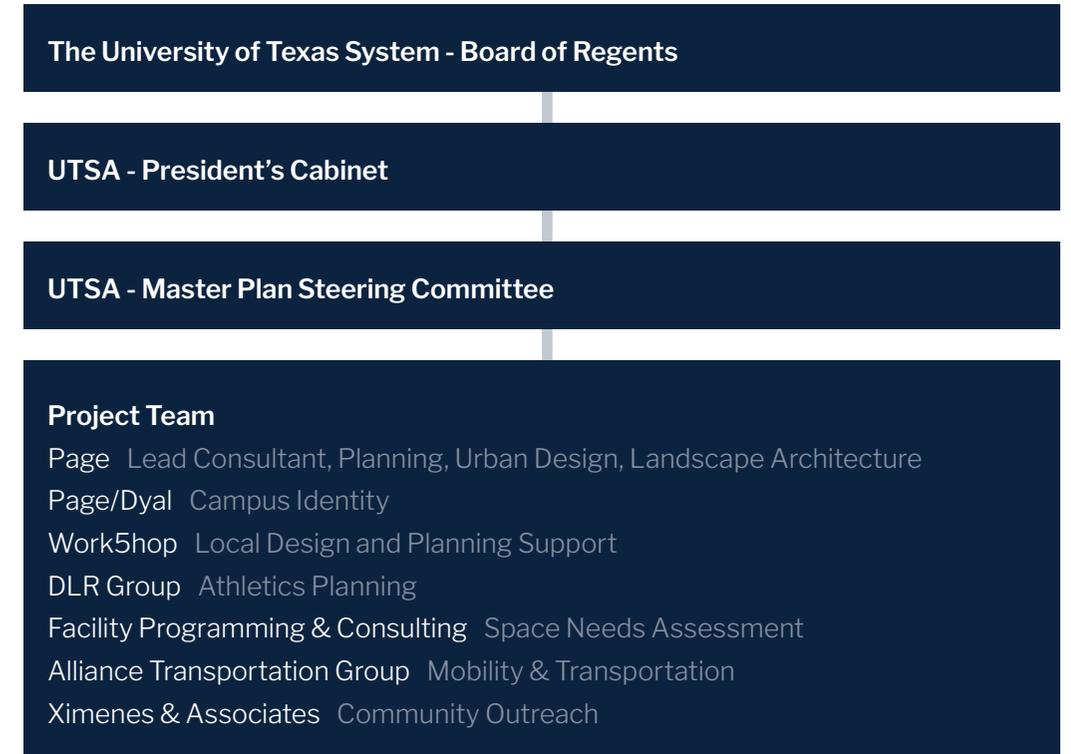
The UTSA campus master planning process was led by the university's Master Plan Steering Committee and Senior Leadership Team, which provided direction to the consultant team led by Page, a multi-disciplinary planning and design firm. The team also included experts in programming, transportation, community engagement, and athletics planning to support a comprehensive approach. The planning team incorporated multiple rounds of feedback from the campus and San Antonio communities, resulting in a direction toward a preferred framework for each campus.

The Master Plan Steering Committee met five times throughout the planning process and was chaired by Dr. Kimberly Andrews Espy, Provost and Senior Vice President for Academic Affairs.

The committee represented a broad range of stakeholders from across the university, including students, staff, and faculty. As an advisory body, this group provided feedback and recommendations to the President's Cabinet.

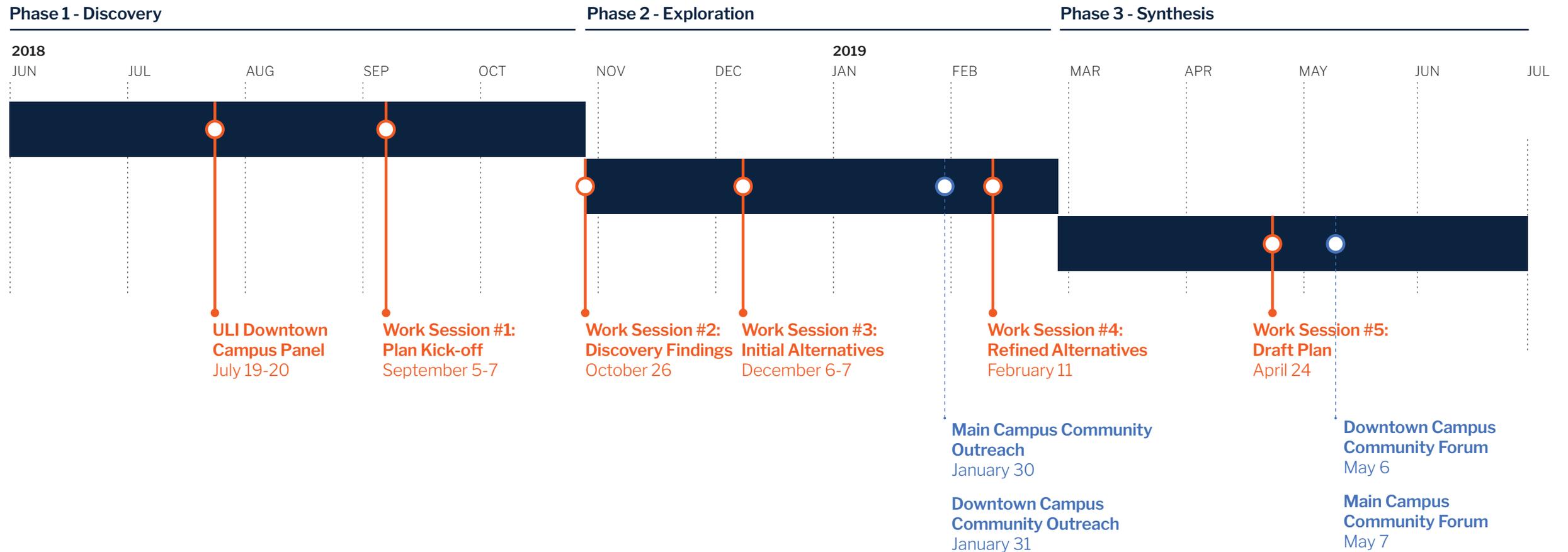
The President's Cabinet, made up of university academic and administrative leaders, met four times at critical decision-making milestones. This group considered recommendations from the Master Plan Steering Committee and feedback from internal and external stakeholders to provide direction to the planning team.

Master Planning Organization Chart



2.2 Planning Process

Figure 2.1 Project Schedule

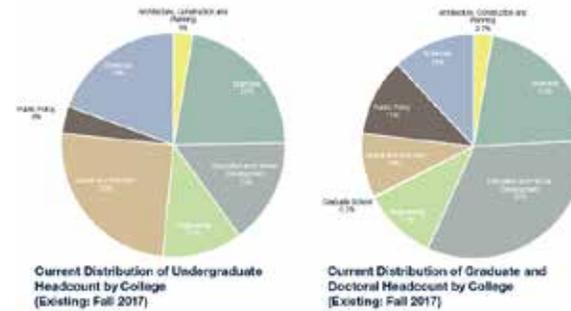


2.2 Planning Process

Phases of Work

The planning process took place over approximately twelve months, from Summer 2018 to Summer 2019, and was divided into three phases of work.

Discovery



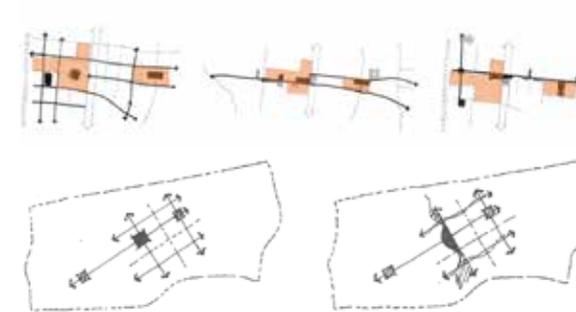
The Discovery phase included analyzing the programmatic, planning, and design issues that inform the master plan.

This required kicking off a comprehensive stakeholder engagement strategy, studying past and current planning materials, completing site analyses, and assessing space needs. These tasks culminated in a set of collaboratively authored planning principles.

During the Discovery phase, a master plan for athletics facilities was substantially completed to address short-term planning considerations.

At the end of the Discovery phase, findings were shared with the campus community.

Exploration



The Exploration phase examined options for development at each campus based on the findings from the Discovery phase and guidance from the stakeholder engagement process.

Two rounds of alternative plan scenarios were evaluated by both the Master Plan Steering Committee and President's Cabinet, resulting in direction toward a preferred framework for each campus.

Synthesis



The Synthesis phase involved further developing the preferred framework toward draft plan recommendations and finalizing and documenting those recommendations to support the university's mission, vision, and strategic plan.

At the conclusion of the Synthesis phase, recommendations were shared with the campus community and the public before refining and documenting the plan in this report.

2.3 Stakeholder Engagement

Internal UTSA Engagement

The planning for the UTSA campus master plan was informed by an inclusive and interactive stakeholder engagement process involving broad representation and participation from both the campus and wider communities.

In addition to the work sessions with the Master Plan Steering Committee and President's Cabinet, the planning team actively engaged the campus community throughout the planning process.

The team conducted interviews with twenty-nine staff members from across the university administration and thirteen faculty leaders, including all the college deans. There were also six targeted focus groups with members of the campus community at both campuses to drill down into more specific ideas and concerns. The planning team also met with the Sustainability Council, which includes representatives from across the university, to discuss current and aspirational sustainability initiatives and how the master plan could leverage these to promote more sustainable and resilient campuses.

Four campus forums were held between both the Main Campus and Downtown Campus that were open to the entire campus community. Many students, faculty, and staff attended to learn about the planning process and provide feedback.



Master Plan Steering Committee Meeting on 12.5.2018



Athletics Planning Stakeholder Meeting 7.18.18

2.3 Stakeholder Engagement

In the fall of 2018, the planning team launched an interactive online activity called the Discovery Survey to the entire campus community. This tool helped the planning team to understand how students, staff, and faculty experience the campus and what they value in their physical environment.

There were nearly 4,000 responses to the survey, including an over 10% student response rate. These responses were compiled to reveal patterns and themes which provided valuable data to inform the planning process. Appendix E: Discovery Survey Results, reflects the full set of responses to the survey.

Questions included multiple choice, ranking, and map-based questions. Representative survey questions included:

- What/where do you consider to be the heart of campus life?
- How do you typically get to campus?
- Do you travel between campuses?
- Are there areas on or near campus you consider to be unsafe?
- What types of campus life spaces would you like to see?
- What types of outdoor spaces would you like to see?

Themes identified from internal campus stakeholders included the following:

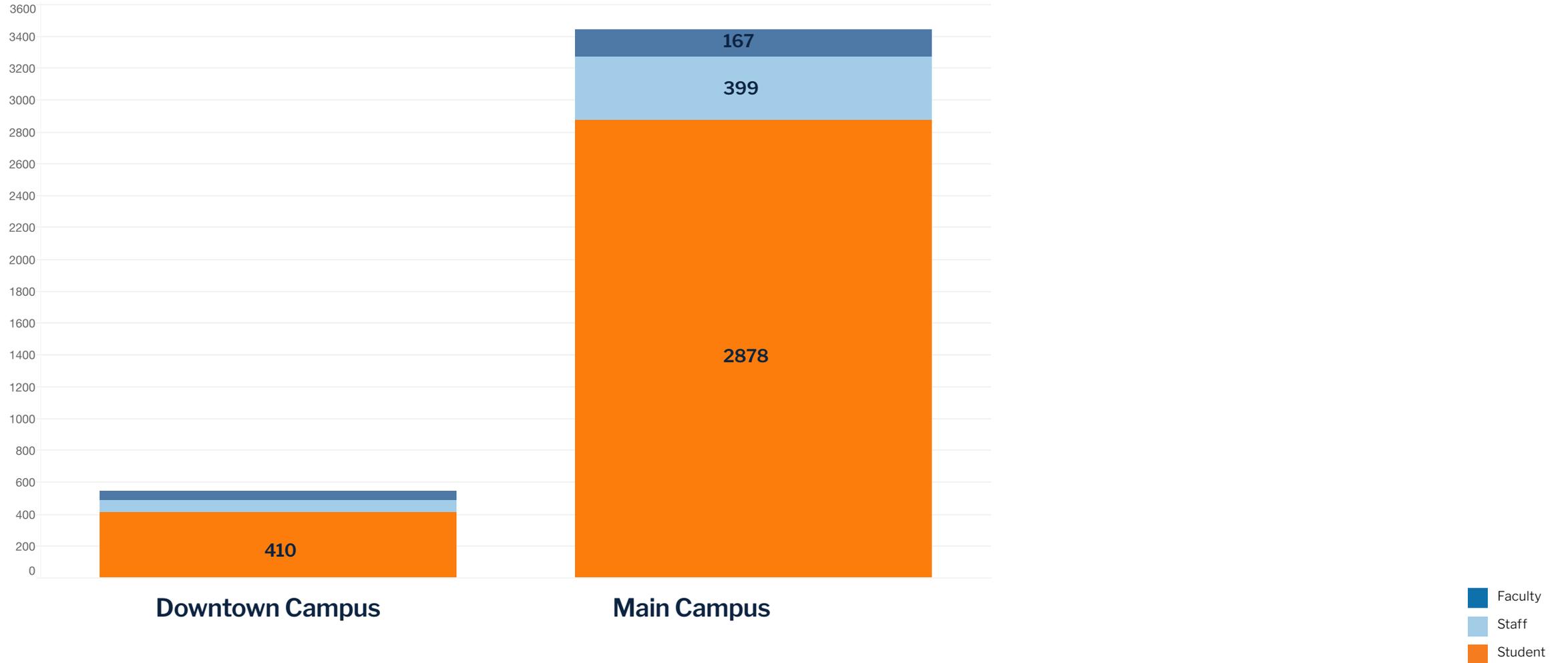
-  • Aspiration to become a top-tier research institution and cultural hub for San Antonio
-  • Need for additional academic and student space
-  • Desire for access to open space in and around the campuses
-  • Need for transportation and circulation improvements and multi-modal opportunities
-  • Desire for mixed-use housing options on and near campus
-  • Need to leverage and expand partnerships with local industry, institutions, and workforce to support the neighborhood community

Figure 2.2 By the Numbers



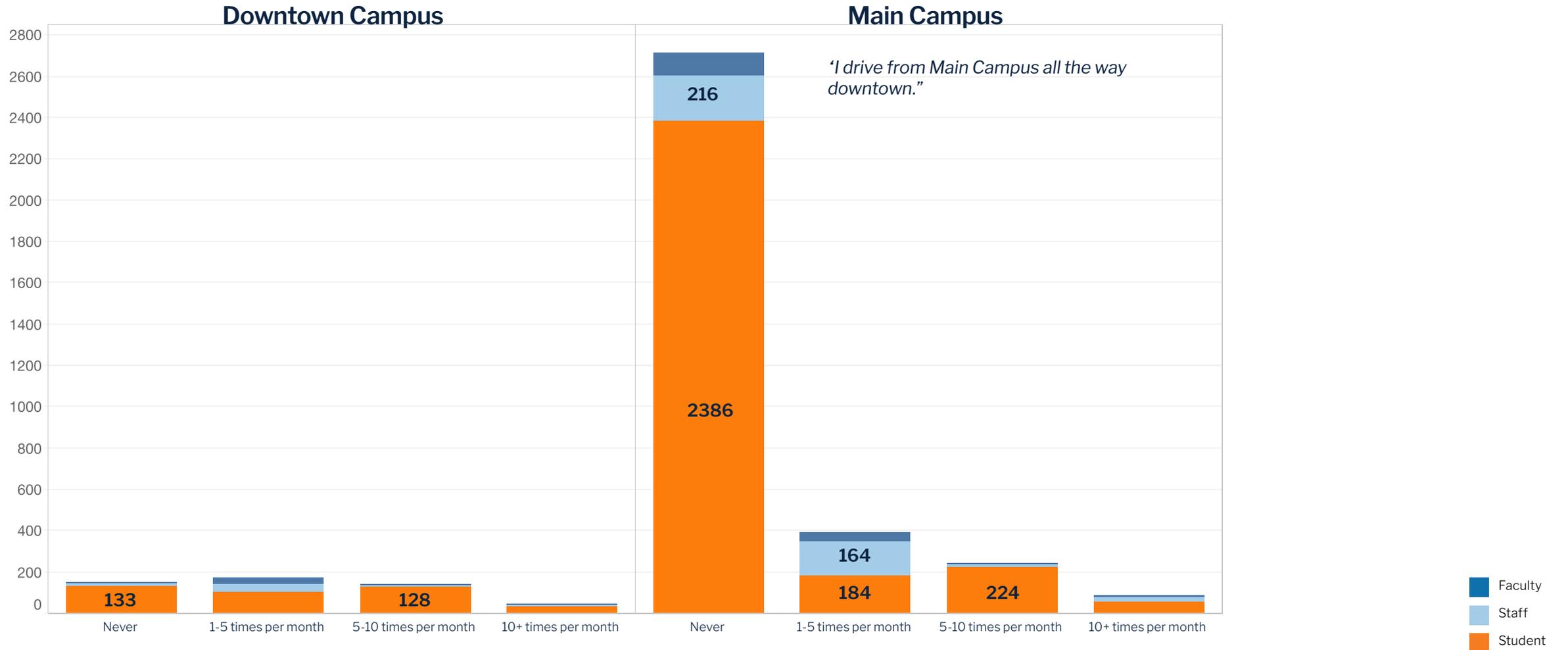
2.3 Stakeholder Engagement

Figure 2.3 Responses by Campus



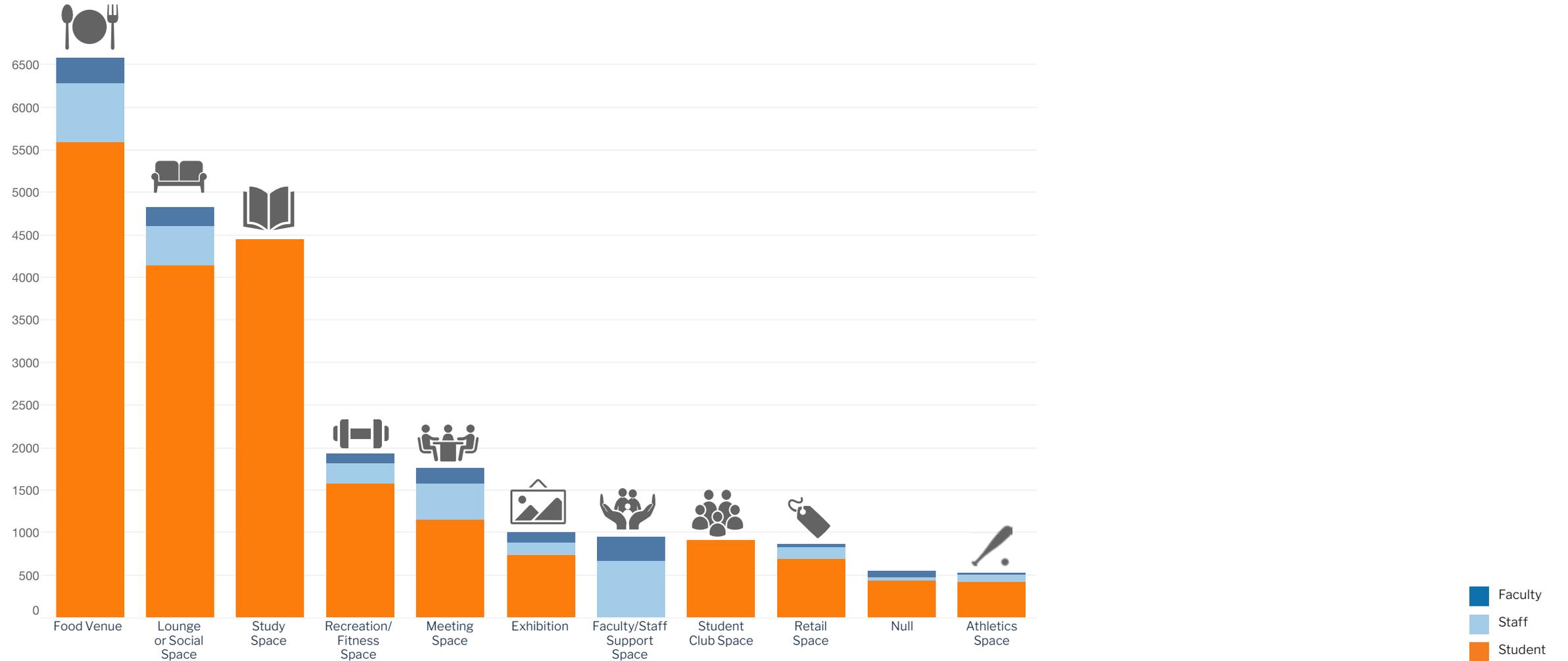
2.3 Stakeholder Engagement

Figure 2.4 How often do you travel between campuses?



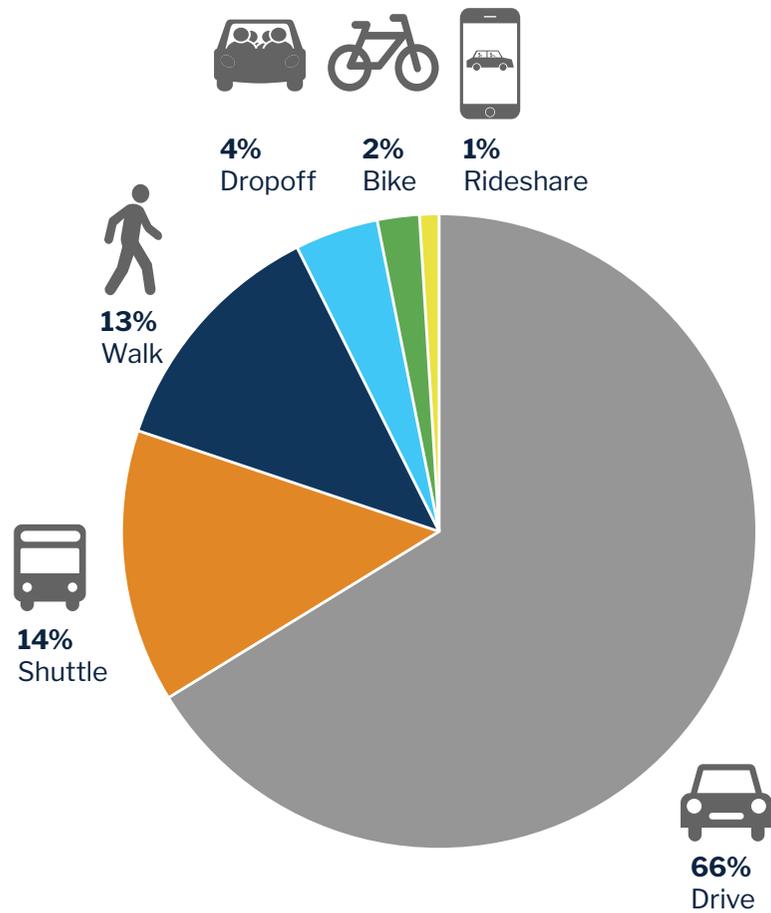
2.3 Stakeholder Engagement

Figure 2.5 What types of campus spaces would you like to see?

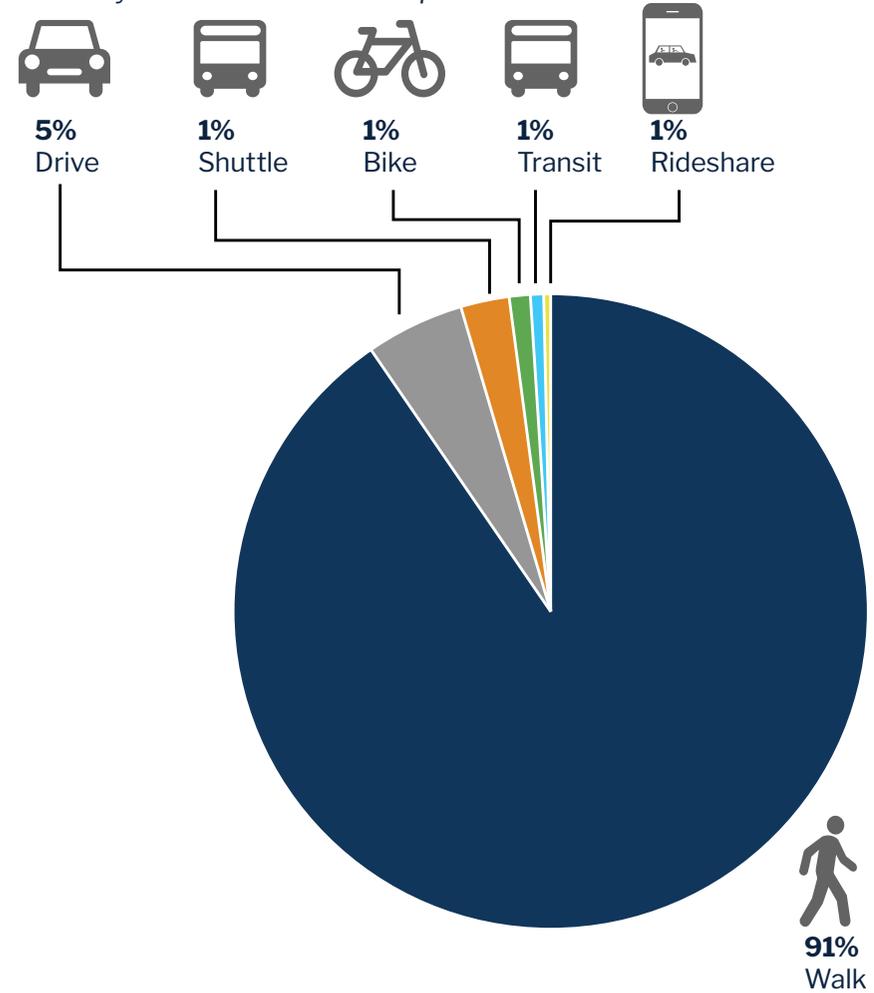


2.3 Stakeholder Engagement

Figure 2.6 How do you get to campus?

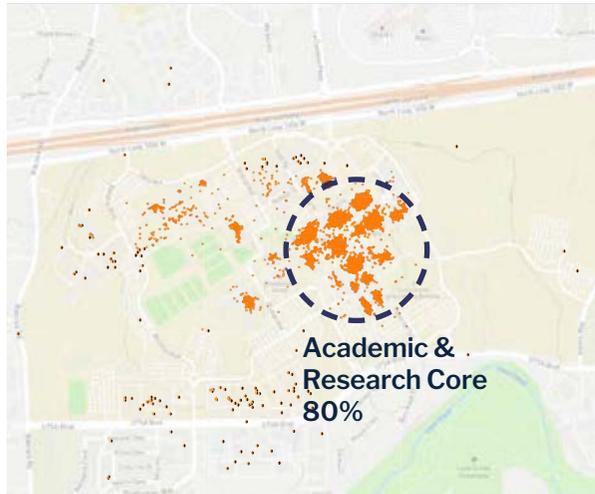


How do you travel within the campus?



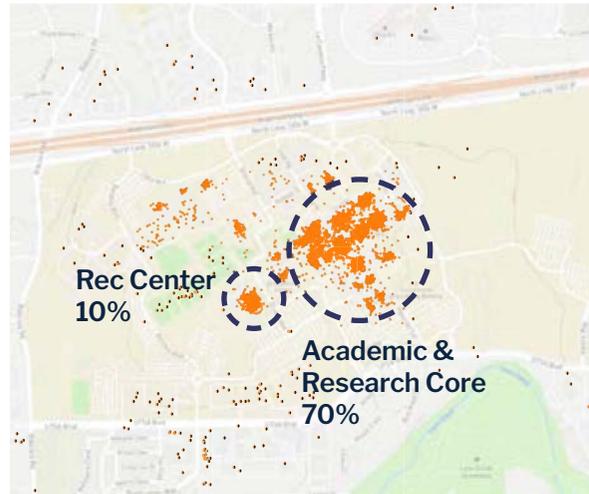
2.3 Stakeholder Engagement

Figure 2.7 Where do you study?



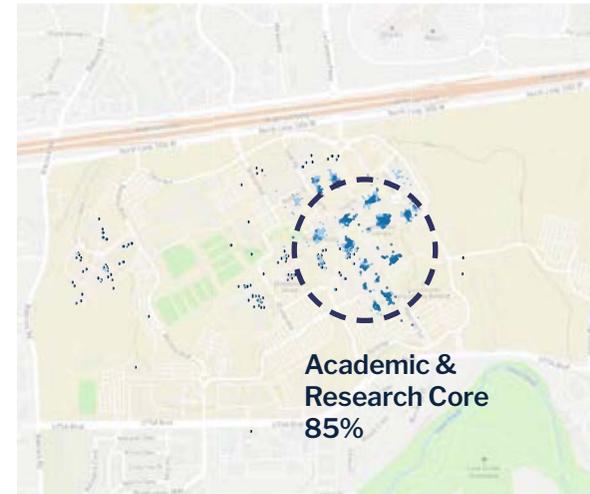
'JPL Quiet Computing, or anywhere in that building I can have a peaceful moment'

Where do you socialize?



'I socialize all over campus, but mainly the University Center and the JPL food court'

Where do you collaborate?

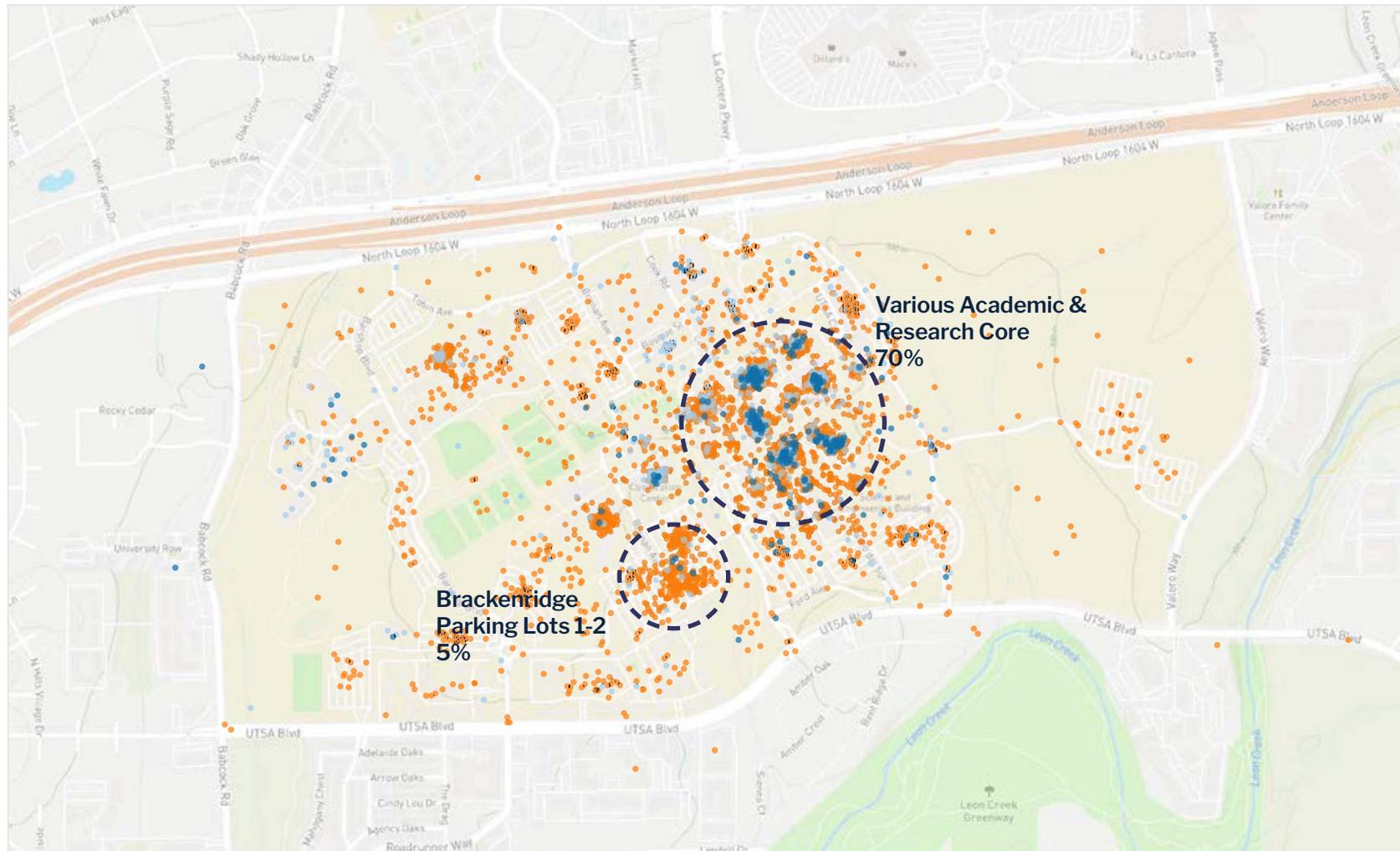


'Faculty Center is great!'
'UC food court area' 'JPL at Starbucks'



2.3 Stakeholder Engagement

Figure 2.8 Identify spaces that need the most improvement?



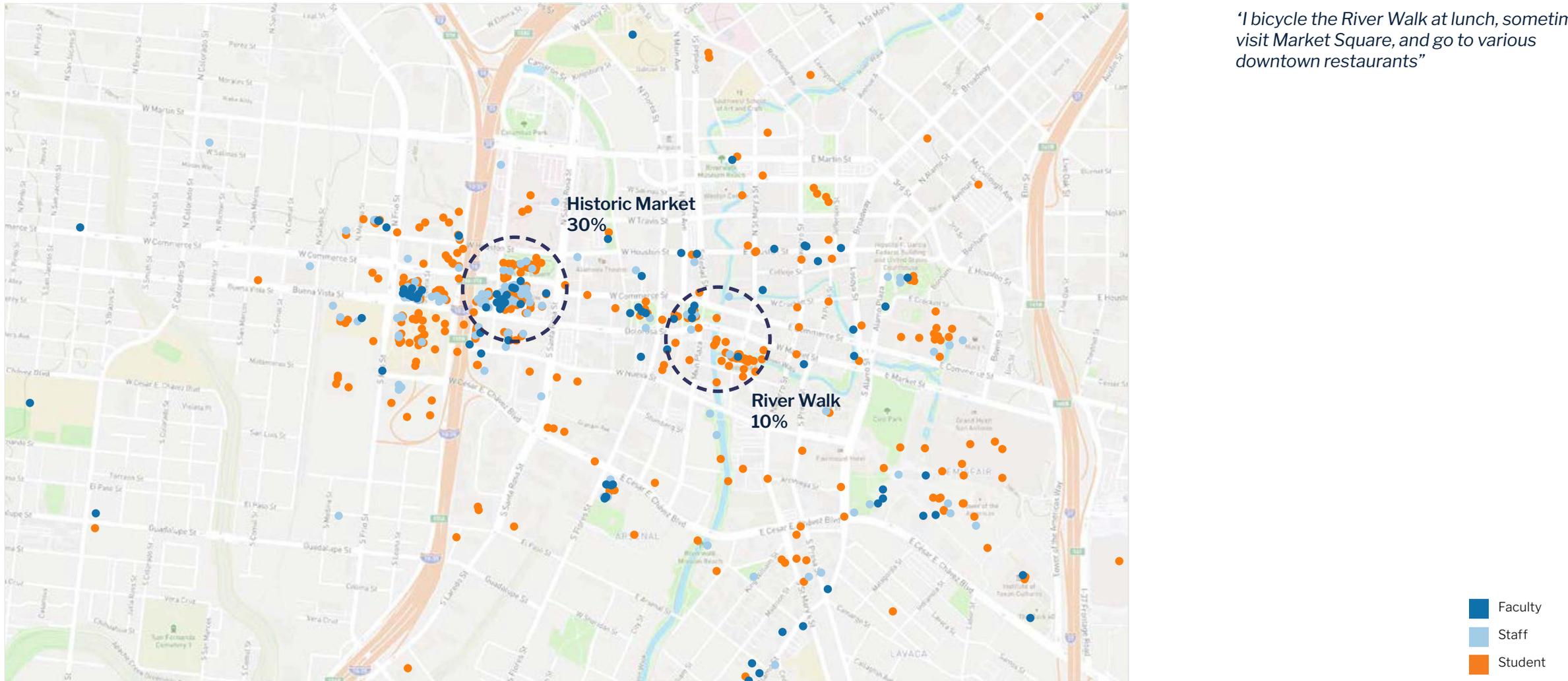
‘All the natural areas, which are being demolished’

‘There aren’t very many enjoyable outdoor spaces on campus’

‘Anywhere there is shade and available spaces to sit’

2.3 Stakeholder Engagement

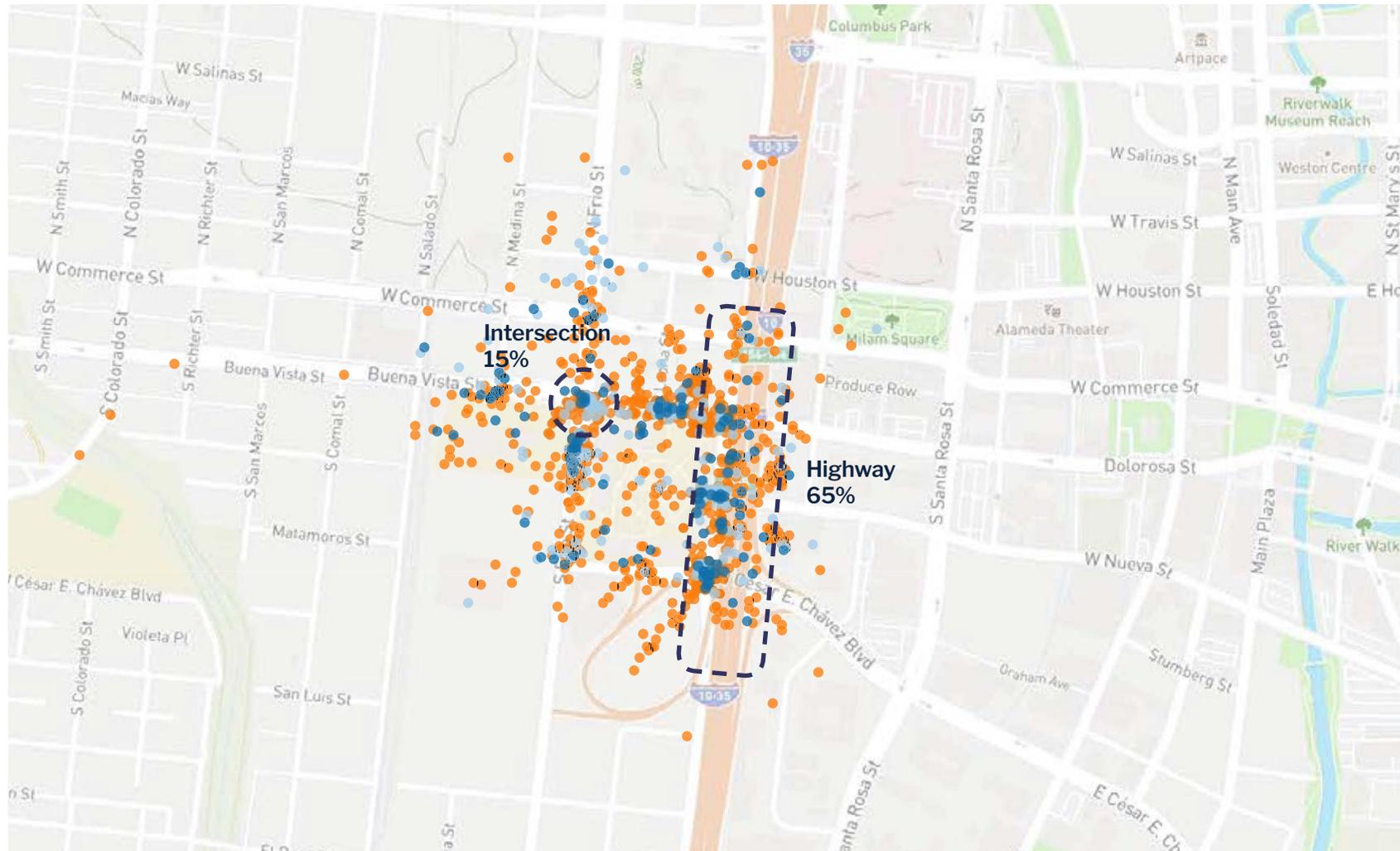
Figure 2.9 Which off-campus destinations do you visit?



‘I bicycle the River Walk at lunch, sometimes visit Market Square, and go to various downtown restaurants’

2.3 Stakeholder Engagement

Figure 2.10 Where do you feel unsafe?



‘Parking lots have poor lighting and limited patrols by campus police. At night, weekends and during’

‘Crosswalks are unsafe. One of my students was hit’

‘Crossing Frio Street is dangerous.’

2.3 Stakeholder Engagement

External Community Engagement

Early in the planning process, UTSA representatives participated in a workshop led by the San Antonio Urban Land Institute chapter on the future of UTSA's Downtown Campus and surrounding areas. Leadership from sixteen local institutions, government agencies, and organizations convened over two days in July of 2018 to discuss the downtown San Antonio and the West Side neighborhood context and opportunities.

The workshop culminated in a visioning exercise, which identified the following guiding principles:

-  **Distribute and integrate UTSA to be “of the city,” mixing with other uses horizontally and vertically to align UTSA’s strategy, to the best extent possible, with other institutions to realize synergies and new opportunities**
-  **Create “urban labs” for compelling learning and community impact opportunities by collaborating with area institutions and enterprises**
-  **Respect the West Side neighborhood culture while inspiring its future**
-  **Foster a vibrant economy through new startups and industry partnerships, in turn driving social opportunity and mobility for San Antonians**
-  **Practice open, practical, and timely community engagement**



Follow urban placemaking best practices, specifically:

- Create an identifiable district
- Embrace diversity
- Enhance connectivity: knit downtown and the Near West Side
- Create a multi-modal environment and vibrant streetscapes
- Develop economically diverse housing
- Deploy security strategies that are innovative and community building
- Model cultural, environmental, and economic sustainability



Establish an ecosystem that:

- Generates high-paying jobs in the data sciences, cybersecurity, business, and education sectors.
- Engages students with these sectors through experiential learning opportunities.
- Prepares students to be hired into positions within these sectors.
- Keeps UTSA’s students in San Antonio post-graduation, creating a workforce pipeline for the city.

During the planning process, UTSA held four community forums—two downtown and two near the Main Campus. These sessions were public events open to the entire San Antonio community. These forums included short presentations followed by an open house, which allowed participants to visit stations divided by topic to ask questions and discuss specific elements of the plan in more detail.

The planning team also met with city council representatives from the districts near each campus twice at key points in the process. These meetings were used to discuss the city council’s and their constituents’ priorities and to identify opportunities for creative collaboration and mutually beneficial initiatives.

2.3 Stakeholder Engagement



Downtown Press Conference 9.19.2018



ULI Visioning Session 7.20.2018



Downtown Campus Outreach Session 1.31.2019



Main Campus Outreach Session 1.30.2019

Themes identified from external community stakeholders included the following:

-  Support for UTSA's draft planning principles
-  Concern for demand on downtown parking and desire for more safe and comfortable pedestrian connections downtown and to the West Side neighborhood
-  Desire for local businesses to have preference for contracts such as food service
-  Need for affordable housing options without displacement or disruption to current residents
-  Desire for on-campus open space and amenities accessible to the community
-  Need for more multi-modal transportation options, including a UTSA-managed transit service between campuses
-  Support for collaboration with local cultural institutions for mutually beneficial programming or facilities
-  Concern for quality of life impacts such as traffic, views, privacy, and noise to neighborhoods surrounding the Main Campus
-  Opposition to any continuation of UTSA Boulevard through the College Park neighborhood to Park West

2.4 Program Requirements and Methodology

A space needs assessment was completed to determine the types and amount of space needed to support a population of 45,000 students and the university's strategic priorities.

Using information gathered throughout the stakeholder engagement process, existing baseline data, and population projections for students, faculty, and staff provided by UTSA and the Texas Higher Education Coordinating Board (THECB), a growth scenario for the each campus was derived. The team used the "Space Projection Model for Higher Educating Institutions in Texas," developed by the THECB, to analyze and project the following "education & general" (E&G) space categories:

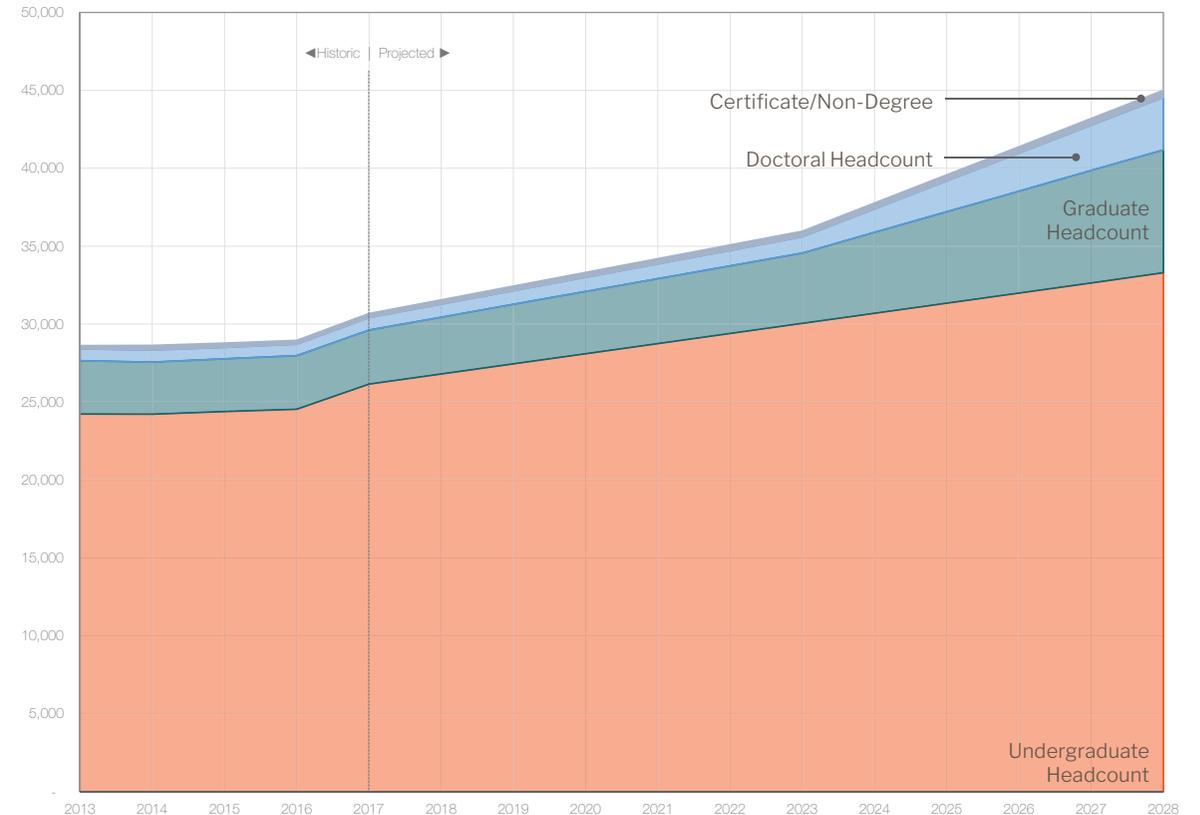
- Instruction
- Research
- Office
- Library
- Support

Auxiliary functions are not predicted by the THECB model and were projected using a different methodology. Auxiliary functions such as food service, child care, lounge, retail, recreation, student meeting, and clinic space were generated using the Council of Educational and Facility Planners International (CEFPI) guidelines. A concurrent study, included in Appendix A: Athletics Master Plan, includes projections for athletics facilities.

More information on the methods, process, and underlying assumptions can be found in Appendix B: Space Needs Assessment.

A summary of existing and projected space needs for each campus can be found in 3.0 Main Campus and 4.0 Downtown Campus, respectively.

Figure 2.11 Overall University Projected Enrollment



3

Main Campus and Park West Campus

- 3.1 Existing Conditions
- 3.2 Planning Principles
- 3.3 Program
- 3.4 Planning Framework
- 3.5 Campus Districts
- 3.6 Phasing Priorities

3.1 Existing Conditions

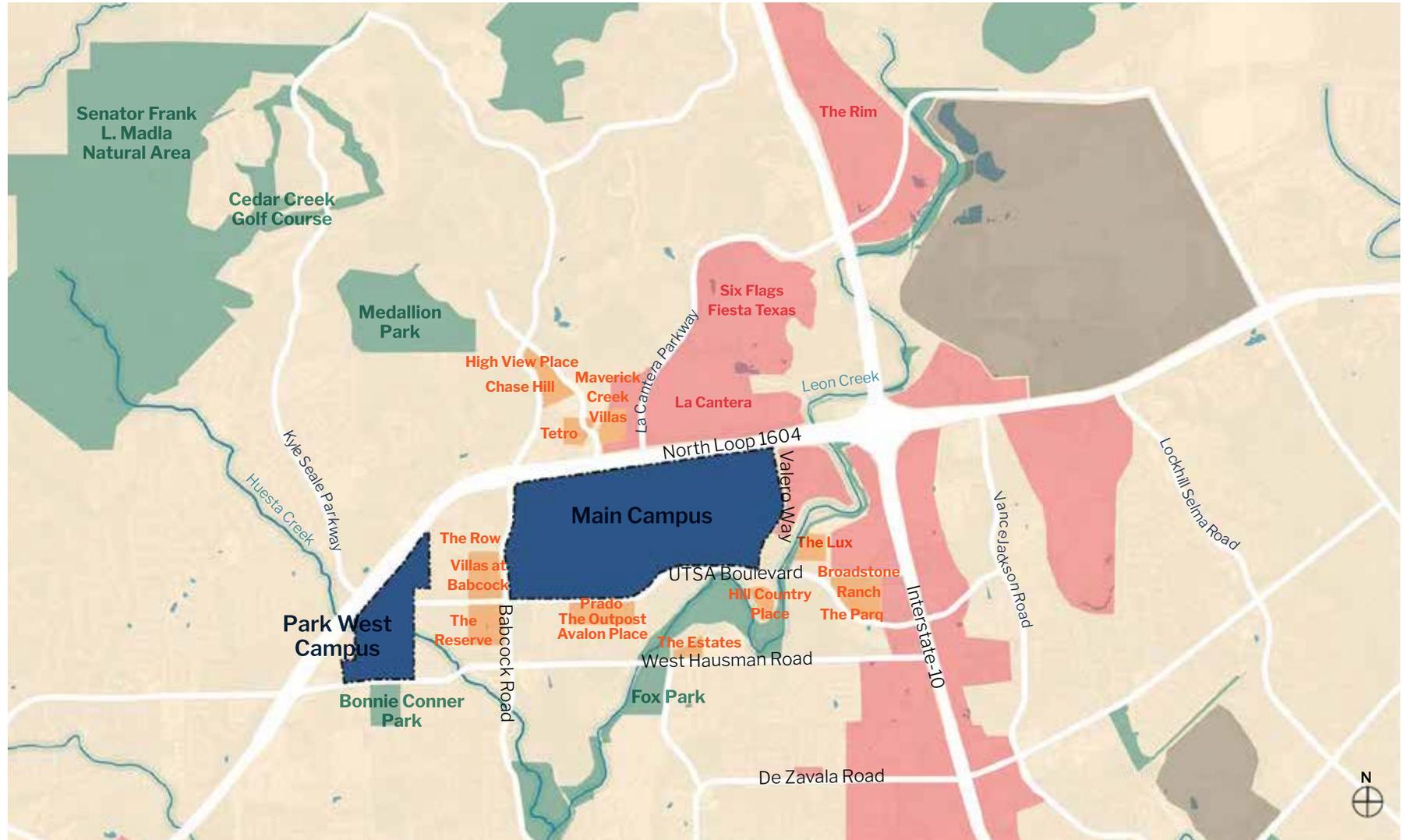
Location and Surrounding Context

The Main Campus is located on 595 acres near the intersection of North Loop 1604 and I-10, the center of one of the city's fastest-growing areas.

In fact, the university has been a catalyst for that growth, particularly over the past ten years. The university's rapid transition from a commuter campus to a more residential campus has been supported by both on-campus housing growth as well as considerable residential development marketed to students.

In addition to UTSA-related development, the area is home to La Canterra, one of the city's premier shopping and mixed-use development areas; Six Flags Fiesta Texas; the headquarters for Valero Energy and Security Service Federal Credit Union; and other commercial and high-density residential development. Closer to campus, however, UTSA is bordered by a combination of apartments and single-family homes, with the Valero corporate campus to the east. North Loop 1604 forms a substantial boundary to the campus on the north side.

Figure 3.1 Existing Main Campus and Park West Campus Location and General Land Use Context



- Residential neighborhood
- Significant off-campus student housing
- Commercial/Mixed-use
- Industrial
- Park/Open space
- Creek/River
- Campus boundary

3.1 Existing Conditions

Districts

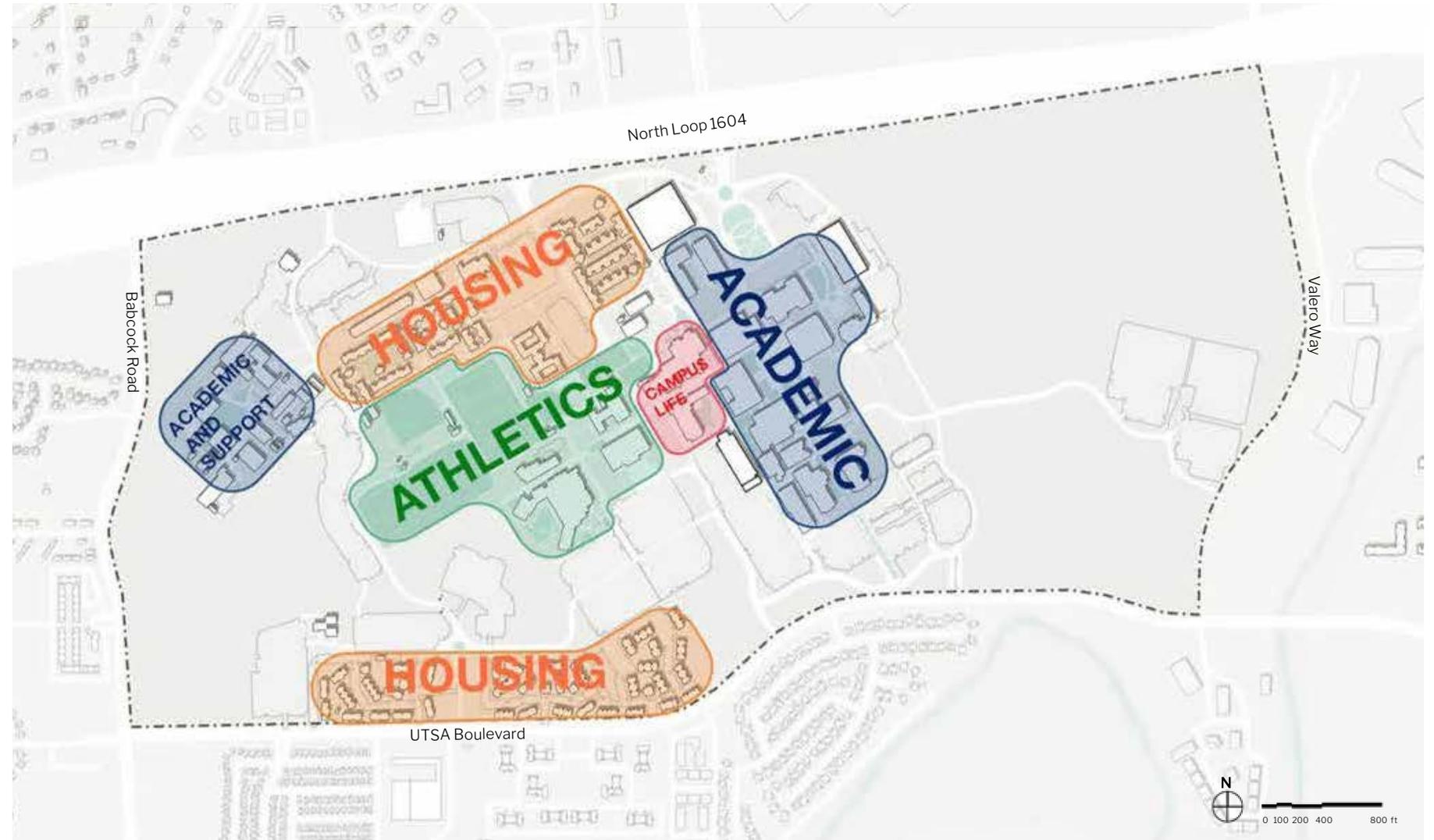
The heart of the campus is the Sombrilla, a large shaded plaza, surrounded by a ring of academic and administrative facilities. This campus core was designed by Ford, Powell & Carson and Bartlett Cocke on the campus high ground in a dense urban form. The campus is raised on a plinth with a service tunnel extending north-south through the center of campus. Paseos run in a grid pattern through the campus to provide pedestrian promenades and a framework for building development.



Sombrilla Plaza during Fiesta

----- Campus boundary

Figure 3.2 Existing Main Campus Districts



3.1 Existing Conditions

Environmental Considerations

In 2012, U.S. Fish and Wildlife designated 286 acres in the northeast corner of campus as critical habitat for endangered karst invertebrates, limiting potential development there without further study and mitigation. Geologic features related to the karst formations marking the Edwards Aquifer recharge zone are found throughout the area. Potential prehistoric cultural sites dating from the Paleoindian and later periods are found in multiple areas of campus.

Figure 3.3 Existing Main Campus Environmental Considerations



3.1 Existing Conditions

Hydrology

A majority of the campus sits within the Edwards Aquifer recharge zone. Vegetative filter strips and water quality basins have been created in multiple areas of campus to assist with infiltration. Drainageways bound either side of the developed area of campus, both filtering into Leon Creek south of the site. Additionally, a central drainage feature works through the middle of campus to collect runoff from buildings and surface parking lots.

Figure 3.4 Existing Main Campus and Park West Campus Hydrology



3.1 Existing Conditions

The Paseo del Sur and Paseo del Norte have been developed as extensions of the academic and research core. The Paseo Principal transitions down from the plinth level at the Sombrilla to grade, reaching west toward a second student life hub with student services, athletics, and recreational facilities. Feedback from the campus community indicates this area around Student Union is not considered to be a second heart of campus, in part because of a lack of available outdoor space.

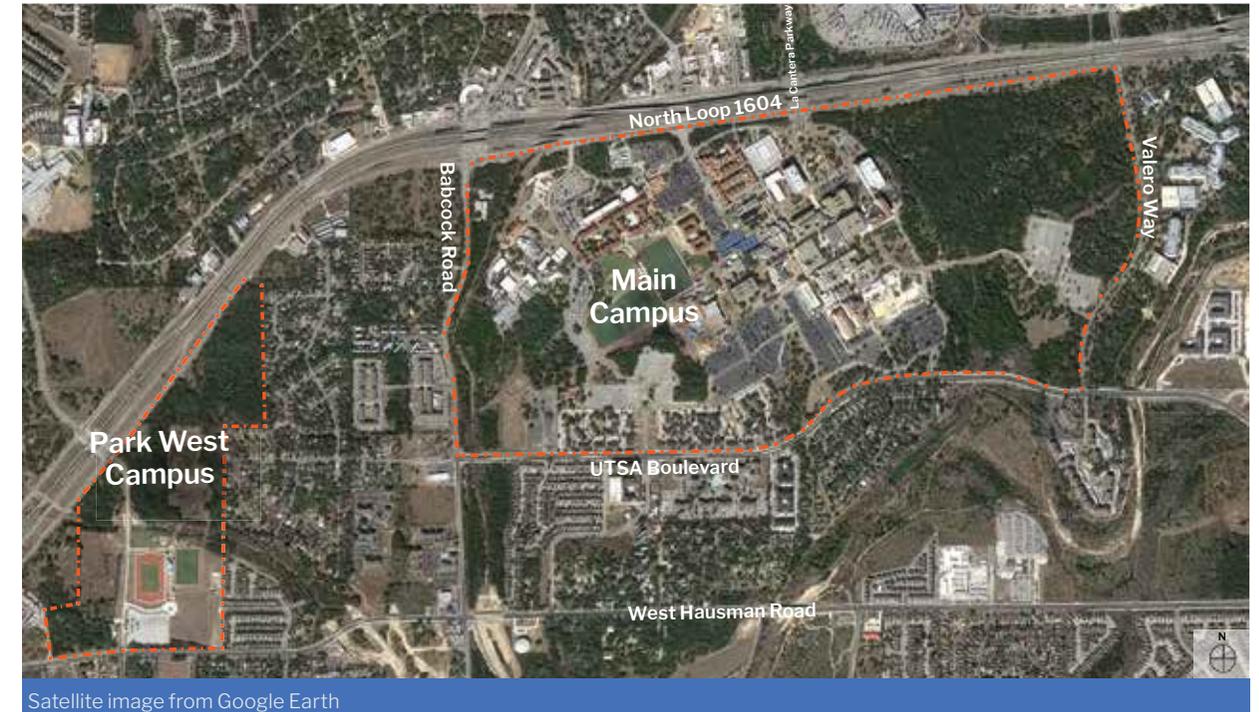
Student housing generally does not connect directly to the paseos. Two main neighborhoods of student housing—University Oaks to the south and several residence halls to the north—flank the campus. University Oaks is disconnected from the rest of campus by surface parking, while the areas to the north have variable amounts of connectivity but are linked to the campus core by a network of walkways.

The Main Campus also features two geographically-named outgrowths, reflecting their separation from the main body of campus. The developed area of the Western Reserve is comprised of a collection of physical plant uses and small, specialized facilities. East Campus, east

of Bauerle Road, is primarily undeveloped open space with remote surface parking located in the southeast quadrant of the campus. Both East Campus and the Western Reserve include ephemeral streams with associated floodplains, tributaries to Leon Creek.

Park West Campus, which is not connected directly to the Main Campus but close enough to serve as a 125-acre annex, houses soccer and track and field athletics facilities. Through an agreement with the City of San Antonio, the existing development may be augmented. The majority of the property is undeveloped land, including most of the North Loop 1604 frontage.

2018 Main Campus and Park West Campus Aerial



3.1 Existing Conditions

Primary Building Use

As with much else at the Main Campus, buildings in the campus core can be separated into three distinct phases: the original campus buildings around and near the Sombrilla, buildings constructed just outside this original inner ring, and a third band edging towards the campus limits on the north, south, and well into the western part of campus.



Sombrilla

- Academic
- Athletic/Recreational
- Student housing
- Student services/Admin
- Service facility
- Parking garage
- Campus boundary

Figure 3.5 Existing Main Campus Primary Building Use



3.1 Existing Conditions

Building conditions vary. Facilities of the first generation, except for those which have been recently renovated, are generally reaching the point where uses and needs have changed sufficiently to require substantial updates. Some, such as the Convocation Center, have life safety and conditions challenges which may mean that replacement is more cost effective than repair and expansion to meet current needs. More recent buildings are generally in good condition and serve their uses well.

Existing UTSA Main Campus Buildings



North Paseo Building



Student Union



H-E-B Student Union



Bauerle Road Garage



Main Building

3.1 Existing Conditions

Open Space

The original design of the campus was conceptualized as a series of hardscape plazas and paved paseos connecting buildings; this assembly was carved into a natural landscape of live oaks and South Texas plains scrub, with the Sombrilla at the high point.



Paseo Principal

- Surface parking
- Courtyard/Lawn area
- Tree canopy
- Plaza /Path
- Athletics/Recreation field
- Campus boundary

Figure 3.6 Existing Main Campus Landscape Types



3.1 Existing Conditions

As the campus grew, landscape was replaced by parking lots, then buildings, as the edges of campus pushed further into its natural borders. As evidenced through feedback from students, staff, and faculty, the campus is now perceived as hard-edged, and the open spaces within the interior of campus largely reflect this. Some limited green areas still touch the edges of the campus core, most notably immediately south of the John Peace Library at Frost Plaza and around the Convocation Center, but they are not well integrated into the campus open space and paseo system and therefore do not encourage use.

To the east of Bauerle Road, the land is undeveloped. This area is disconnected from the activities of the campus, separated by the roadway and lack of access. Development constraints may limit its use for future buildings, but it offers a potential opportunity for recreational and educational access to this natural area immediately adjacent to the developed parts of campus. Similarly, the western edge of campus is lined by a floodplain which limits development but could serve active and passive recreation purposes.

Existing Main Campus Open Spaces



Paseo Del Sur



Trellis outside of the North Paseo Building



Frost Plaza



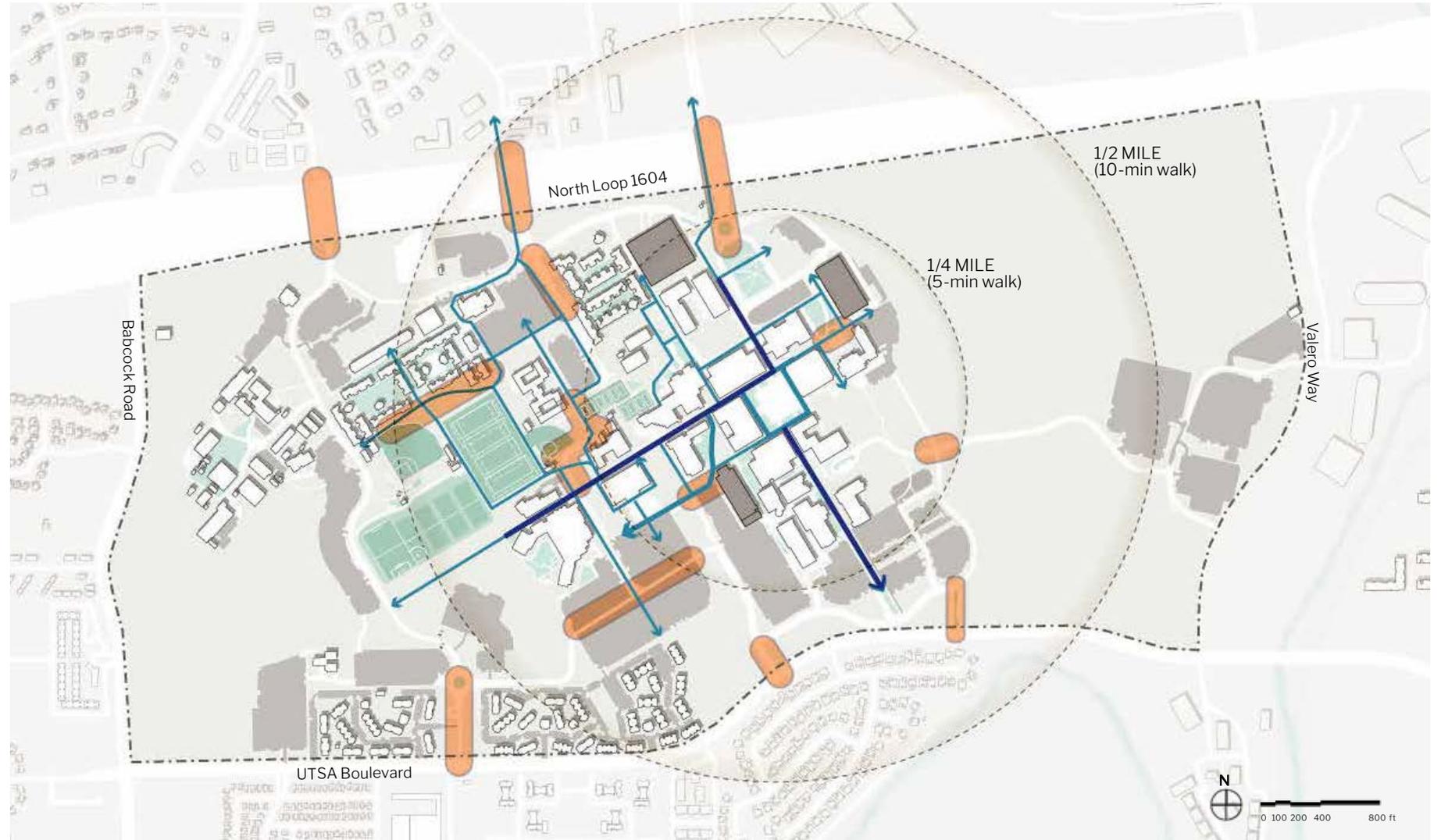
Paseo Principal near the Student Union

3.1 Existing Conditions

Pedestrian Network

The campus is ringed by an incomplete campus loop, some of which is embedded within busy parking lots. On-campus vehicular circulation has historically been a challenge; initial planning concepts established patterns of movement which were not augmented as the campus grew, creating a number of vehicular/pedestrian conflicts which have only been intensified by growing bicycle and scooter usage that must share space with other modes.

Figure 3.7 Existing Main Campus Pedestrian Network



3.1 Existing Conditions

Transit Network

Transit services and connections have grown in conjunction with near-campus housing developments. Shuttle and bus stops generally are located at the perimeter of campus, with the exception of an internal campus shuttle circulator. Several VIA Metropolitan Transit routes run adjacent to, or stop within, the campus such as routes 93 (south to University Park & Ride, Crossroads Park & Ride, and VIA Centro Plaza); 101 (Primo route to the Medical Center Transit Center); 603 (east on North Loop 1604, then south on I-10 to the Medical Center Transit Center); 605 (along Babcock Road, west to residential and commercial areas along North Loop 1604); and 660 (west on North Loop 1604 to Westover Hills and Northwest Vista College). VIA route 94 runs between the Main Campus and Downtown Campus, with additional stops at La Cantera, University Park & Ride, and Crossroads Park & Ride.

Beginning in the Fall 2019 semester, UTSA and VIA began providing free ridership to anyone with a valid UTSA ID (student, faculty, staff). This is intended to encourage multi-modal transit and reduce the future demand for on-site parking.

Figure 3.8 Existing Main Campus Transit Network



- UTSA runner shuttle
- VIA frequent bus line
- VIA local bus service
- P VIA park & ride
- Campus boundary

3.1 Existing Conditions

Vehicular Network

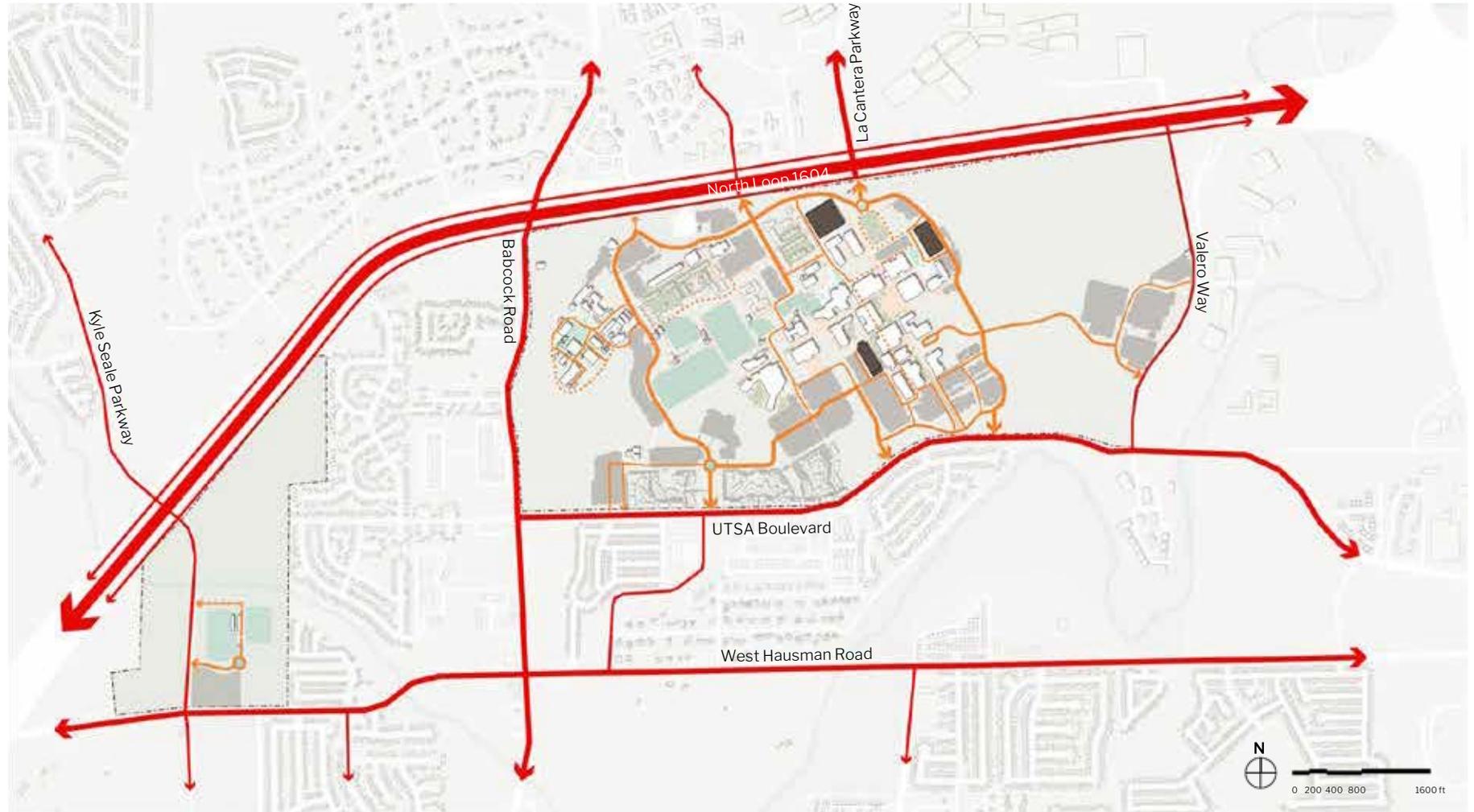
The Main Campus has multiple entrances on both the north (North Loop 1604) and south (UTSA Boulevard) sides, as well as one connection to Valero Way on the east. While the number of campus entrances is appropriate to the size of the campus, the internal roadway network does not support necessary movement well, meaning that delays and lines of waiting vehicles are common, particularly on the eastern side of campus, where most destinations are located.

The perceived main entrance to campus is at John Peace Boulevard, which connects directly to Peace Circle, with views across UTSA Oval into the campus. While the configuration of this entrance befits a major campus entrance visually, it is not ideal for non-vehicular modes of transportation and is not a welcoming pedestrian entrance. Campus entries, in general, do not currently provide strong visual or wayfinding impact.

To see further analysis of existing transportation conditions at the Main Campus, please see Appendix C: Transportation Analysis.

- Highway
- Arterial/Collector road
- Primary campus street
- Secondary campus street
- Campus service drive
- Parking structure
- Surface parking
- Campus boundary

Figure 3.9 Existing Main Campus Vehicular Network



3.1 Existing Conditions

Parking

Parking on the Main Campus is primarily composed of surface parking lots, many of which are in close proximity to the academic and research core. While this provides convenient locations, it also creates significant congestion and hazard in areas where the lots are co-mingled with loop road circulation and significant pedestrian movement.

In recent years, new surface parking lots have been built on the eastern edge of campus, near Valero Way. These lots provide a remote alternative to the more central lots, but require shuttle service or a long walk into the academic and research core.

The campus is serviced by three structured parking garages. The Tobin Avenue Garage and Bauerle Road Garage are situated on the north side of campus, near the main entrance from North Loop 1604. The Ximenes Avenue Garage is nestled on the south side of the academic and research core and requires drivers to circulate through adjacent surface lots to access the entrance.

Figure 3.10 Existing Main Campus Parking



3.2 Planning Principles

Five planning principles emerged through the comprehensive stakeholder outreach process. These principles, which reflect the values of the campus community and vision for the Main Campus within its larger context, were used to guide campus planning decisions and evaluate trade-offs.

Principle #1

Support a robust research enterprise through interdisciplinary collaboration and partnership opportunities

The Main Campus will need to accommodate significant additional square footage to meet research goals and population growth. Providing opportunities for industry or organization partners to develop facilities on campus can provide mutually beneficial resources and programs that are valuable to UTSA's research and academic mission. Co-locating complementary and synergistic uses such as academic programs, housing, student support, and partner facilities will allow for a more efficient use of shared space as well as increased interaction and collaboration. These shared gathering spaces can be both indoor and outdoor to create active nodes throughout campus.

Principle #2

Increase access to open space and celebrate the campus natural context

The Main Campus sits within a unique natural context that has not yet been embraced by the campus core. Stakeholder feedback suggests that the campus and larger communities overwhelmingly feel there is not adequate accessible open space throughout the campus. Establishing a system of networked landscapes, varying from natural to formal, will help to create a more accessible and comfortable campus experience. These open spaces should be linked together with a robust pedestrian network in the form of the paseos. Open spaces and buildings should be planned in concert to ensure that they complement each other's uses and level of activity.

Principle #3

Promote a pedestrian-oriented and compact campus core

UTSA already has a defined academic and research core, and future development should build onto this in a compact way to allow for effective pedestrian connectivity between academic and research uses. This will require buildings to be constructed a bit taller and, in some cases, closer together to prevent sprawl. Discouraging private vehicles within the core and expanding the paseo network will promote a safe, efficient, and pleasant pedestrian environment and improve navigability.

Principle #4

Encourage mixed-use and develop diverse housing options

Districts within the Main Campus are currently primarily single-use and well-defined. As the campus develops, new development areas may begin to blend the edges and distribute shared active spaces such as food service and other social gathering uses throughout the campus at key nodes. These nodes will form the hearts of distinct, yet cohesive districts and be located along key pedestrian corridors and at significant confluences of active uses.

Principle #5

Pursue revenue development opportunities

The projected enrollment and program growth at the Main Campus will require new methods of delivering quality projects to accommodate the associated campus demand. To support the other four planning principles and to accommodate the institutional needs for academic, research, student life, and support functions, the university will pursue revenue development opportunities by engaging strategic partners that align with the mission and vision of the institution to promote institutional vitality and fulfill the vision of the campus master plan.

3.3 Program

Space Needs

The Main Campus is projected to require 3.3 million square feet of space to support student growth in addition to UTSA’s larger academic and research aspirations.

Per the space analysis, described in Appendix B: Space Needs Assessment, Main Campus is currently experiencing a deficit in every category, especially instructional space. As a public institution, UTSA is not alone in having a space deficit in this resource-constrained economic climate. However, UTSA is experiencing a higher deficit than many other Texas institutions per THECB projections. This aligns with what students, faculty, and staff shared during the stakeholder outreach. Maximizing utilization through space optimization and scheduling would increase the efficiency of current space to better serve the existing population without requiring a significant amount of additional building.

To serve enrollment growth and a much more robust research enterprise in the future, significant development will need to occur on the Main Campus. The projected net new space need shows a range of projected need. On the low end, this projection does not account for the university making up the existing space shortfall but only accommodating future growth. On the high end, this projection assumes that the campus makes up the existing shortfall as well as future growth.

Table 3.12 Main Campus Existing Facilities Space and Current Estimated Shortfall

Space Type	Current (ASF)	Estimated Current Shortfall (ASF)*
Instruction	439,183	627,300
Research	230,992	4,900
Office	530,776	207,900
Library	131,348	148,700
Support	60,838	156,400
Auxiliary**	431,150	131,000
Total***	1,824,287	1,276,200

- * Less currently underway Large-Scale Testing Laboratory and Science and Engineering Building
- ** Includes food service, child care, lounge, retail, recreation, student meeting space, clinic, and additional support space
- *** Does not include athletics facilities or housing. Please see Appendix A: Athletics Master Plan for more information on the athletics space needs assessment.

Table 3.13 Main Campus Projected Future Net New Space Need

Space Type	Projected Future Net New Space Need (ASF)	Projected Future Net New Space Need (GSF)*
Instruction	649,100	998,600
Research	698,500	1,074,600
Office	246,700	379,600
Library	160,800	247,400
Support	225,300	346,600
Auxiliary**	160,000	246,300
Total***	2,140,400	3,293,000

- * Less currently underway Large-Scale Testing Laboratory and Science and Engineering Building.
- ** Includes food service, child care, lounge, retail, recreation, student meeting space, clinic, and additional support space.
- *** Does not include athletics facilities or housing. Please see Appendix A: Athletics Master Plan for more information on the athletics space needs assessment.

3.3 Program

Housing

The Main Campus will soon have nearly 4,500 on-campus beds, including the 372 beds provided in Guadalupe Hall, which is currently under construction.

Table 3.14 Current On-Campus Housing Bed Count

On-Campus Housing	Approximate Number of Beds
Guadalupe Hall (underway)	372
Alvarez Hall	618
Laurel Village	678
Chaparral Village	1,002
Chisholm Hall*	500
University Oaks*	1,312
Total	4,482

*Operated by a private entity

In addition to the on-campus housing, there are hundreds of privately-owned and operated apartment beds within a short distance of the Main Campus. These apartment complexes are primarily developed to serve UTSA students, supplementing the on-campus options.

The future housing program for the Main Campus will be dependent on market demand, but the master plan has identified space for over 10,000 total beds on campus. This amount of housing would nearly double the existing housing stock and create the potential for more diverse housing options that could serve a wider variety of students.

3.4 Planning Framework

Figure 3.15 Main Campus and Park West Campus Illustrative Plan



The UTSA Main Campus master plan provides a framework for growth, building on the original design vision set forth by Ford, Powell & Carson and Bartlett Cocke. The plan supports the university’s aspiration to be a robust research and teaching enterprise with the facilities to support an active, innovative, and collaborative community. Pillars of the plan include sustainable development principles, increased access to open space, and a more multi-modal mobility network.

- 1. Sombrilla Plaza
- 2. Paseo Principal
- 3. Tricentennial Innovation Park
- 4. Paseo Verde
- 5. Future Arena
- 6. Potential Partnership Sites
- 7. Roadrunner Village
- 8. Performing Arts Center

3.4 Planning Framework

Framework Design Vision

The path and open space system will form the primary development framework for the Main Campus.

Extending the existing paseo network throughout the campus allows for improved pedestrian connectivity and organizes future development sites. Augmenting the central open space provided by the beloved Sombrilla plaza, the paseo network extension allows for generously-sized active open spaces as the campus expands. The primary new open space element will be the Paseo Verde, a 24-acre open space that will provide circulation, water management, and a variety of landscape types within the heart of campus.

The east and west sides of the campus will remain mostly undeveloped in reserve due to their hydrological, ecological, and research value. Along the southern edge of campus, significant mixed-use housing opportunities will be possible to house more students on campus. At the southeast corner of the Main Campus, the Tricentennial Innovation Park will allow strategic partner organizations and industries into the campus, where the university and its partners can share facilities and benefit from one another's work.

Figure 3.16 Main Campus Conceptual Framework



- Primary paseo
- Secondary paseo
- Plaza/open space
- Reserve area

3.4 Planning Framework

Proposed Accommodation

Academic, Research, and Administrative Space

New academic, research, and administrative space will be clustered near the current campus center. Existing academic buildings are already within a reasonable walking distance from each other, so new facilities should be densely developed to retain this connectivity. New building heights will vary from three to five stories to maintain a compact academic and research core with growth. Some infill opportunities exist, but most new academic, research, and administrative development opportunities require westward expansion to sites that are currently surface parking or athletics uses which will be replaced elsewhere on campus.

Figure 3.17 Proposed Main Campus Primary Building Use



- Existing- Athletics/ Recreation
- Existing- Academic/ Research/ Admin
- Existing- Student housing
- Existing- Support
- Existing- Parking garage
- New- Academic/ Research/ Admin
- New- Student housing/ Mixed-use
- New- Tricentennial Innovation Park partners
- New- Athletics/ Recreation
- New- Support
- New- Parking garage

3.4 Planning Framework

Shared Community Space

Shared uses such as food service, small-scale convenience retail, recreation, and student community spaces will be distributed throughout the campus as it grows. These types of uses will typically be integrated into the ground floors of academic, research, and housing buildings along key pedestrian corridors and active hubs.

Housing

The master plan framework accommodates up to 10,000 total beds on campus. Most new housing capacity is located along UTSA Boulevard within Roadrunner Village, a future mixed-use development south of the existing academic and research core, and on land currently occupied by University Oaks housing. University Oaks is presently owned and operated by a private entity, but the university will regain control of the site in the future. If UTSA chooses to redevelop the site, densities can be increased to accommodate roughly twice as many beds within the same land area. Housing sites have also been identified within the Tricentennial Innovation Park and near future athletics facilities.

Table 3.18 Master Plan New Housing Accommodation

	Total Bed Capacity
Roadrunner Village	3,000
University Oaks Replacement*	2,400
Tricentennial Innovation Park	1,000
Athletics District Housing	900

*University Oaks currently accommodates 1,312 beds, so this replacement results in approximately 1,100 net new on-campus beds which results in approximately 1,300 net new on-campus beds on this site.

Athletics

Athletics uses will be consolidated west of the existing recreation fields and organized through extensions of the paseo network. Co-locating athletics facilities in this area allows for expansion and increased space efficiency through shared uses. The Roadrunner Athletics Center of Excellence will be the first new athletics facility. It will be located along the extended Paseo Principal next to the Recreation Wellness Center. Phase 1 is currently in design and a future phase 2 will complete this facility to provide a shared resource hub for multiple athletics programs. Baseball facilities will be renovated in place adjacent to new softball facilities and a shared softball and baseball team building. Tennis facilities will be

relocated and include additional indoor and outdoor courts. A new arena near the terminus of the extended Paseo Principal will replace the existing Convocation Center and will hold basketball and volleyball games as well as other events. A zone has also been identified for future athletics facilities at the far southwestern corner to accommodate needs beyond the timeframe of this master plan. See Appendix A: Athletics Master Plan for further detail on athletics facilities.

Figure 3.19 Main Campus Proposed Activity Hubs



3.4 Planning Framework

Specialty Facilities

Several specific facility needs have been identified and sited through the master planning process:

- **Tricentennial Innovation Park:**
Locating strategic industry and organization partners on campus offers mutual benefits such as the potential for collaboration, shared facilities, and strengthened programmatic links. The Tricentennial Innovation Park will accommodate these uses with close proximity to the university's academic and research activities, while being physically integrated with the future Roadrunner Village mixed-used development. Students, faculty, and partners will benefit from this co-location within a blended district.
- **Performing Arts Center:**
Through the stakeholder engagement and programming process, the need for a performing arts center was identified. This facility could serve both academic needs for the arts as well as be a high-quality performance venue open to the community. The Performing Arts Center will be located near the UTSA Oval, visible from the North 1604 Loop and main northern entrance. In addition to ease of access, this location allows the Performing Arts Center to frame a key campus gateway with impactful and welcoming architecture.
- **New Child Development Center:**
The existing Child Development Center has been described through the stakeholder engagement and programming process as too small for the current UTSA population. With growth, a new child care facility will be needed, especially as the athletics area grows and displaces the current building. The new Child Development Center will be located in the northwest corner of the campus, which will be removed enough from the congestion and activity of the campus core while still being easily accessible for families for pick-up and drop-off.
- **Living Laboratory and Pavilion:**
UTSA faculty have been actively involved in promoting habitat and environmental education opportunities associated with the creek ecosystem in the Western Reserve. To support and further this work, permanent facilities should be constructed for university research and as a community resource. These include a pavilion along the floodplain and a living laboratory. These facilities will be sited in the northwestern corner of campus, accessible from the future loop road extension.

3.4 Planning Framework

Open Space

Through the stakeholder engagement process, a primary theme expressed was a desire for more accessible and integrated open space, while also promoting a more compact and walkable campus core. To address this balance, the master plan recommends extending the existing paseo network and introducing a hierarchy of open space types.

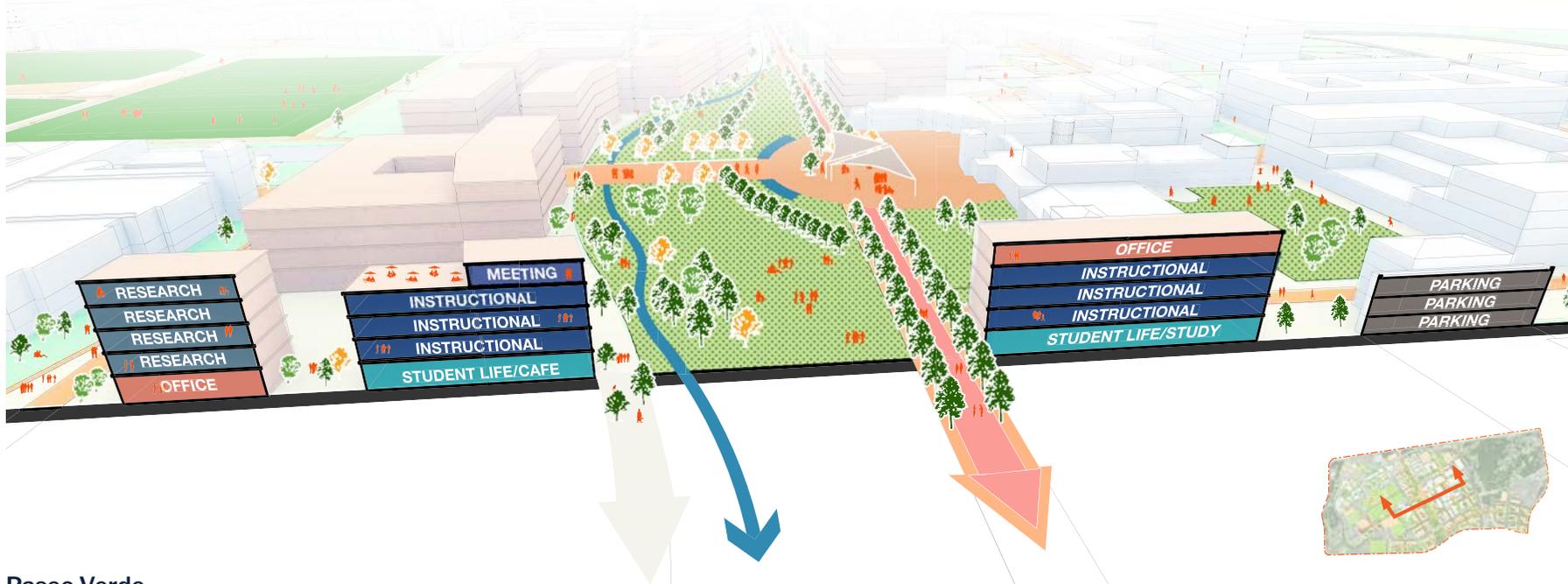
Figure 3.20 Proposed Main Campus Open Space Network



- Primary paseo
- Secondary paseo or pedestrian route
- Significant central plaza
- Open space
- Recreation and athletics fields
- Reserve area

3.4 Planning Framework

Figure 3.21 Proposed Paseo Verde Section



Paseo Verde

The introduction of a large central open space called Paseo Verde will be a transformative element for campus development. This iconic 24-acre open space will integrate a variety of landscape types directly into the heart of campus. The Paseo Verde will serve as a north-south pedestrian corridor, sustainable stormwater management system, habitat feature, and respite from the activity of the rest of campus. Much of the future academic, research, and administrative space capacity is along this new open space and will include active ground-level uses such

as food service, small-scale convenience retail, and student gathering space. In nice weather, activities could spill out onto the Paseo Verde and take advantage of the adjacent outdoor space.

The Paseo Verde will include a variety of hardscape plazas at key paseo intersections with seating areas for eating, gathering, and outdoor teaching or events. Lawn areas will also be located near higher activity zones to allow for informal recreation and more formal uses. However, much of the Paseo Verde will include native vegetation,

including trees and grasses, to celebrate the local ecological context of the campus and provide habitat value.

An ephemeral streambed will weave through the Paseo Verde, collecting and filtering water from the adjacent impervious areas before recharge into the Edwards Aquifer. While the streambed will remain dry most of the time, the design elements of it will evoke the hydrological legacy of this site, which has historically functioned as a drainageway.



Figure 3.22 Future Vision for Paseo Verde



3.4 Planning Framework

Plazas

Similar to the Sombrilla, plaza spaces at key paseo intersections and termini will become the key central open space of high-activity districts. These plazas will include active uses such as food service, student resources, and gathering areas. At the intersection of Paseo del Sur and a new east-west connector paseo, Roadrunner Plaza will become the heart of the future mixed-use Roadrunner Village. At the terminus of the Paseo Principal, the Athletics Plaza will be an active outdoor space shared between future arena, housing, and any long-term athletics expansion facilities. At the intersection of the Paseo Principal and Paseo Verde, the large Plaza Central will be adjacent to the Student Union and H-E-B Student Union, augmenting the resources and activities there.

Recreation Fields

Existing recreation fields are currently well-utilized, and additional outdoor recreation space is needed with growth. Therefore, present fields will remain in place and new fields will be added. When the Roadrunner Athletics Center of Excellence and its corresponding football practice fields are constructed, the space currently used for football practice will be available for recreation.

New recreation field sites have also been identified along UTSA Boulevard, west of Barshop Boulevard. These sites will potentially become available after University Oaks is redeveloped. If needed, additional recreation field sites have been identified at Park West Campus as well.

Reserve Areas

East Campus and the Western Reserve are both ecological and hydrological resources that will remain in reserve for the duration of this master plan. Both serve as important hydrological systems with ephemeral streams and corresponding floodplains. They also both include important habitat areas for native and sensitive species. In the Western Reserve, a pavilion, living lab, and trails will be constructed to establish a Discovery Garden to promote habitat restoration, research, and community education. In East Campus, there are opportunities for trails through this natural area to allow for exploration, recreation, and research.



Paseo Principal near the Student Union



Recreation Fields



East Campus Reserve

3.4 Planning Framework

Street and Parking

The Main Campus currently has a partial loop road, so the master plan recommends completing the full loop road all the way around the campus. This will require some realignment and new segments, particularly around the Western Reserve area. A full loop road will allow more evenly distributed traffic and fewer pedestrian/vehicular conflicts. Personal vehicles will no longer be permitted to cut through the campus core, allowing this to be a pedestrian-priority area.

Future 3.23 Proposed Main Campus Street Network and Parking



3.4 Planning Framework

Beyond the loop road, several street and intersection modifications are recommended:

- The entrance at Bauerle Road will require realignment as a part of the loop road completion. This creates a southern gateway that can support development on both sides, creating a more impactful entry experience.
- A new access point to UTSA Boulevard near the Ximenes Avenue entrance is recommended to relieve congestion that may occur with significant development and parking proposed in this area of campus. Multiple configuration options for this entry were explored, as described in Appendix C: Transportation Analysis.
- Bauerle Road is already experiencing significant congestion, so the master plan recommends implementing a northbound bypass lane to avoid the congestion associated with vehicles entering and leaving the Bauerle Road Garage. This will allow vehicles to move freely northbound and reduce delays around the garage access points.

- The intersection at Bauerle Road and East Campus Drive is recommended to be free flowing north- and southbound, with a stop sign only for vehicles entering Bauerle Road from East Campus Drive. This is also intended to reduce congestion backups along Bauerle Road. Along with this intersection modification, pedestrian crossing beacons should be moved away from the intersection to allow pedestrians to be more visible and removed from turning vehicles.
- Major pedestrian crossings, especially at intersections of paseos and the loop road, should be well-marked, and raised where possible. Pedestrian traffic should be given priority to promote safety. A key example of this condition would be at the Paseo del Sur.

A transportation study was conducted to support the master planning effort and provides additional detail on several of these recommendations in Appendix C: Transportation Analysis.

Building on Main Campus's creative use of unobtrusive service tunnels, the plan recommends additional service and emergency access along the back sides of new buildings, away from primary vehicular and pedestrian routes.

Parking

Parking will be primarily concentrated along the loop road to allow the interior campus core to be a pedestrian-friendly environment. Most large parking hubs are proposed to the west of the existing developed campus to more evenly distribute traffic and serve the significant new development on the west side of campus. The plan identifies capacity to meet the current parking ratios along with additional demand for uses such as the Tricentennial Innovation Park. However, with investment in transportation demand management, this amount of parking is unlikely to be necessary. Therefore, some of the parking facilities in the plan may not be needed.

Both structured and surface parking are proposed in the master plan. Structured parking will be located closer into the campus core, while surface parking will primarily be located remotely and will be served by a shuttle along the loop road. If needed, additional remote surface parking may be built at Park West Campus, also served by a shuttle.

To reduce the overall parking footprint and make efficient use of the valuable campus land resource, the plan assumes that non-residential parking may be utilized by commuters during the day and then also by visitors to athletics and other events during the evening. For example, parking demand for the arena can be met using the surrounding lots and nearest garage on the loop road. These are walkable from the arena or could also be served by a special game-day or event-day shuttle.

Transportation Demand Management (TDM)

A TDM strategy was analyzed as a way to reduce the number of single-occupancy vehicles accessing the campus, thereby reducing stress on parking lots and the roadway network.

The recommendations for TDM options to consider reflect three key principles:

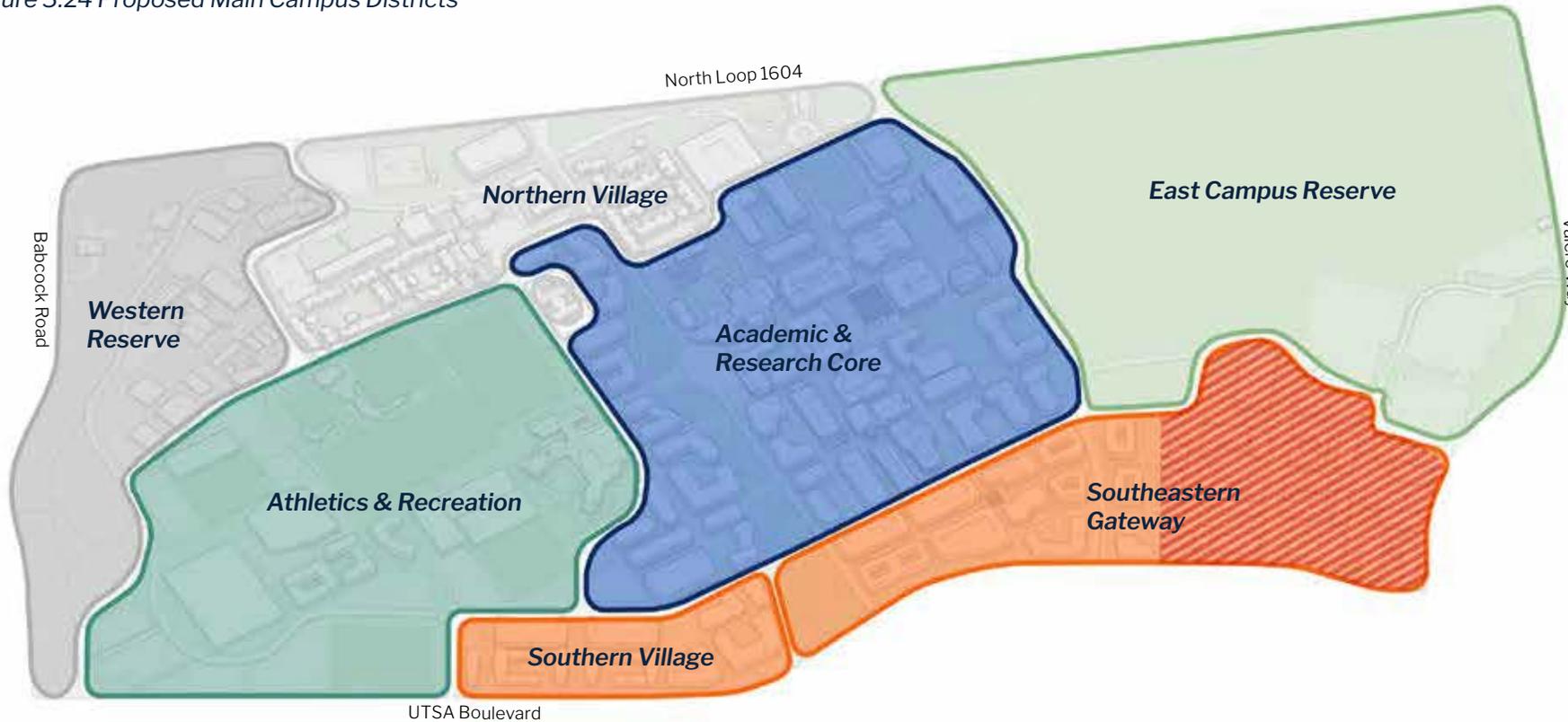
- Demand management strategies for UTSA will only be successful if there are convenient, safe, and reasonably priced alternatives to driving alone.
- These strategies can reduce the need for costly transportation infrastructure investments such as roadway expansion or construction of additional parking.
- While each individual strategy can provide a benefit to the overall goal, they work together as a holistic set of strategies for reducing automobile travel.

To best fulfill UTSA's goal of reducing automobile trips and the ever-growing need for parking capacity, strategies should include encouraging and supporting other modes of transportation. Marketing and education strategies in tandem with the other strategies will ensure students, faculty, and visitors understand and can easily choose alternative transportation options. Drawing inspiration and best practices from universities around, the plan outlines seven primary strategies, which are detailed in Appendix C: Transportation Analysis.

3.5 Campus Districts

Districts

Figure 3.24 Proposed Main Campus Districts



The master plan for the Main Campus builds on the existing programmatic clusters on the campus today. While academic and housing areas are currently well-defined zones, future development will be more mixed-use and blended to promote activation, collaboration, and innovation. Therefore, proposed districts have been identified to guide development decisions in a way that supports existing and future program, maximizing key adjacencies.

Northern Village

The Northern Village includes existing and currently underway housing and will see minimal transformation within the scope of this master plan. The primary proposed interventions are to support parking. A new parking structure is proposed north of the currently planned Guadalupe Hall, near the Brenan Avenue entrance. The existing Tobin Avenue Garage was designed to accommodate two additional levels, so the plan recommends implementing this to meet parking demand.

East Campus Reserve

The East Campus Reserve will also see minimal intervention during the course of this plan. Infrastructure, site work, and trails are potential projects for this district, but no building development is proposed.

3.5 Campus Districts

Academic & Research Core

As the Main Campus develops, the Academic and Research Core district will remain the heart of the campus. The iconic Sombrilla will retain its role as an identifiable center, while the geographic center of academic activity will shift slightly west due to available land for academic facilities. The proposed Paseo Verde and Plaza Central will provide a green landscape counterpoint to the Sombrilla plaza within this district. While the primary functions of buildings will be academic and student services, the ground floors of any new facilities are encouraged to provide active frontages, particularly along the green spaces and paseos. These spaces may include food service, student life spaces, conferencing facilities, or academic and research spaces that afford façade transparency.

At the edge of the Academic and Research Core, the UTSA Oval and Peace Circle will retain their role as a primary entrance for the Main Campus.

However, new facilities such as the Performing Arts Center will help to further define the edges of the space and create a more prominent welcoming environment. When a new Welcome Center is required in the future, it is proposed to be at the base of a new building along the south edge of the UTSA Oval. The revisions to the traffic patterns to allow vehicular drop-off will provide convenient access for both the Welcome Center and the future Performing Arts Center.

On the east side of the Academic and Research Core, infill opportunities are available for future buildings. These are located along a new secondary north-south paseo that edges the existing Frost Plaza and ties these sites into the Main Building to the north. These also provide an opportunity for activation of the Frost Plaza green space that has not fully occurred to date.





Figure 3.25 Main Campus Long-Term Vision



3.5 Campus Districts

Southeastern Gateway

The Southeastern Gateway is an aggregation of three inter-related sub-districts that will create a vibrant, mixed-use district that will present a new face for the university along UTSA Boulevard. The three components are the Honors College, Roadrunner Village, and Tricentennial Innovation Park. Roadrunner Village and its associated plaza, Roadrunner plaza, will provide the center of this district and a terminus to the Paseo del Sur. It will be comprised of housing, retail, and food service that will be accessible to both from the campus and the surrounding community.

The Honors College location, situated between Roadrunner Plaza and the Paseo Verde, will provide a truly unique honors experience. Easy access to a mixed-use plaza and significant green space will provide honors students with a fully-integrated experience within the campus. The Paseo Verde interface with the Southeastern Gateway will also provide a significant entry to campus from UTSA Boulevard that will act in tandem with Peace Circle to the north as primary entries to campus.

Tricentennial Innovation Park is intended to blend seamlessly with Roadrunner Village on the east, across the existing drainage channel. Some infrastructure modifications will be required to bring these two programs into closer proximity. At the center of the Innovation Park will be Innovation Green, surrounded by research or other partner developments and with housing opportunities nearby to create a lively hub.

The northern edge of the Southeastern Gateway is situated directly along the Academic and Research Core district, separated by the realigned loop road. This interface is intended to be a complete street with prominence given to the pedestrian crossing at Paseo del Sur. The street should have ample pedestrian flow as well as a two-way bicycle facility. The intersection of the loop road and Paseo del Sur is also the location of a transit mobility hub, a primary drop-off point for campus shuttles, and potentially other mobility opportunities in the future.



3.4 Planning Framework



Figure 3.26 Future Vision for Roadrunner Plaza



3.5 Campus Districts

Figure 3.27 Proposed Loop Road Extension and Roadrunner Plaza Section



- Wide, comfortable sidewalks with shade and furnishings
- Separate bike path along loop road
- Dedicated transit hub between the Academic and Research Core district and Roadrunner Village
- Paseo Del Sur connection across loop road to Roadrunner Plaza
- Improved opportunities for ground level activity (retail, food, student life space, etc.)



3.5 Campus Districts

Southern Village

When the university regains control of the University Oaks property in the future, this will provide the opportunity for redevelopment into the Southern Village. This district will present another housing option further removed from the Academic and Research Core than Roadrunner Village. This may lead to a quieter offering that is desirable for graduate students or families. The Southern Village may also include a mix of programs, including retail, though likely not to the extent that Roadrunner Village will offer.

The eastern end of the Southern Village will be an additional academic and research building expansion site. Though further from the Academic and Research Core district, it will frame the new southern entrance to campus from UTSA Boulevard, and thus will be a prominent site for programs desiring high external visibility. The Southern Village also provides close proximity to private student housing complexes located along the south side of UTSA Boulevard.



3.5 Campus Districts

Athletics and Recreation

As discussed previously, the Athletics and Recreation district will become the consolidated home to all athletics venues except soccer and track and field, which will remain at Park West Campus. This district will be anchored by a new arena and Athletics Plaza. Other edges of the Athletics Plaza will be bounded by a future athletics expansion site and infill housing that can provide a mix of uses within this district. The Athletics Plaza also provides a western destination for the Paseo Principal that has never existed in the manner that the Sombrilla provides on the east.

Softball and tennis will be relocated from the Academic and Research Core district to sites west of an improved baseball stadium. They are organized along a secondary east-west paseo that generates from UTSA Oval on the east side of campus and moves past Alvarez Hall into this district, bisecting existing intramural fields and

terminating at the tennis venue. Additional recreation fields are proposed along UTSA Boulevard for intramural sports. These provide additional capacity expressed as a desire for more field time by the general student body. These fields are situated on a portion of the existing University Oaks, which will need to be removed prior to field implementation. Most other sites within the Athletics and Recreation district are unencumbered by existing programs, with the exception of a housing site that requires the relocation of the Child Development Center.



3.5 Campus Districts

Western Reserve

The Western Reserve area will retain its function as home to the university facilities, though interspersed with newer functions. The facilities area itself will be reconfigured with new central receiving and offices along the northern edge and a reconfigured yard on the west, as the loop road extension provides access all around these facilities.

The drainage way along the western edge of campus will be home to the future Discovery Garden, a research and educational opportunity, beginning with the Living Laboratory and Pavilion as its entry. An additional 11 acres of space along the floodplain will provide research pavilions and space for academic exploration.

The Western Reserve will also provide a location for the relocated Child Development Center at the northern edge of Barshop Road at the North Loop 1604 frontage road. This site has space for a larger facility that can accommodate more children. Its location also allows easy in and out access for parents who may come from off-campus or need to quickly get to another distant area of the campus.



3.5 Campus Districts

Park West Campus

Park West Campus is not required for academic and research programs or other facilities directly related to the academic mission. However, it has ample room for student life functions and other yet-to-be-determined needs. The plan for the campus site is divided into two zones. The zones south of the creek are proposed for athletics and recreation functions. Soccer and track and field intercollegiate athletics will retain their homes on the campus, with a new permanent team building situated south of the soccer stadium. Areas along West Hausman Road are sites for future recreation fields. These are intended as remote opportunities for the campus communities as well as shared resources for the greater San Antonio community. Among these fields, space is allocated for various sports that can rotate through, including enough space for a cricket grounds, a sport with no facilities within close proximity to this area of San

Antonio.

If needed, additional surface parking can be provided north of the recreation fields along Kyle Seale Parkway. This parking will provide additional capacity for Park West Campus, as well as a lower-cost remote parking facility for students and employees on the Main Campus. An area for a shuttle stop will be incorporated into the parking lot for access to the Main Campus.

The area on Park West Campus north of the creek will be held for future partner development opportunities. The precise uses are undetermined at this time. Recreational pedestrian and bicycle trails will allow for circulation through this area and access to the natural amenities. These will be open for use by the university and the surrounding neighborhood communities.

Park West Campus Long-Term Vision



Figure 3.28 Park West Campus Illustrative Plan



3.6 Phasing Priorities

Potential Phasing Strategy



Pre-Phase

Two projects are currently in design at the time of this report. These include the Guadalupe Hall residential building and the Roadrunner Athletics Center of Excellence. Their layout and integration with the site has been coordinated with the master planning process. This also includes a team building at Park West Campus, which is being designed in conjunction with the Roadrunner Athletics Center of Excellence.



Phase 1

The first phase of development will be focused around the build-out of the Southeastern Gateway. This will provide a prominent frontage for the university along UTSA Boulevard and anchor the south end of the Academic and Research Core district. The phase will include the southernmost block of the Paseo Verde, the Honors College, Roadrunner Village, and the first section of the Tricentennial Innovation Park. Though infrastructure improvements will be required, the area of phase one is currently occupied by surface parking and landscape and is unencumbered by programmatic elements on the campus.

3.6 Phasing Priorities



Phase 2

The second phase will introduce the initial western expansion of the Academic and Research Core district in a zone currently occupied by surface parking. This includes several academic and research buildings along with two additional blocks of the Paseo Verde. Also in this phase will be the development of a new arena in the Athletics and Recreation District, freeing up space for additional academic expansion in the area currently occupied by the Convocation Center. The construction of the Arena will potentially require the relocation of the Child Development Center, which is depicted in this phase.



Phase 3

Phase three includes infill development on the eastern edge of the Academic and Research Core district. These sites are currently consumed by only landscape areas and limited roadways. This phase will also target the relocation of the softball field and tennis facilities from the Academic and Research Core district to the Athletics and Recreation district, freeing up additional expansion area.

3.6 Phasing Priorities



Phase 4

The fourth phase will complete the western expansion of the Academic and Research Core district and the full extension of the Paseo Verde to its northern reach at Guadalupe Hall. Relocation of athletics facilities in previous phases are required to make site available for this expansion.



Phase 5

The final phase of the master plan includes all facilities not identified in the first four phases of development. Though outlined in the final phase, some specific facilities may happen as infill development in an earlier phase as programmatic needs or dedicated funding sources arise. While not depicted in the diagram, Park West Campus development is also assumed to be as needed and not within a specific phase.



4

Downtown Campus

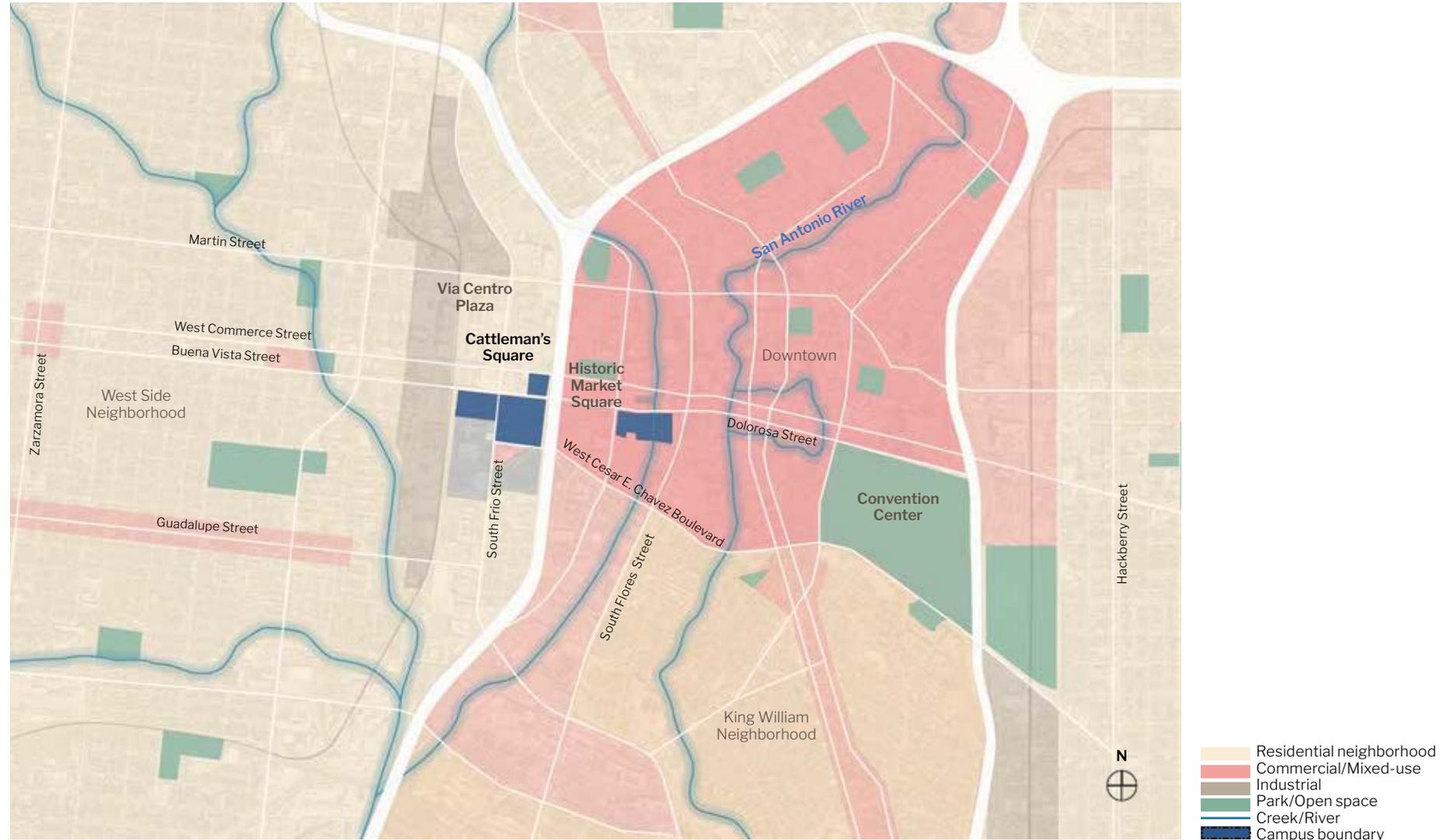
- 4.1 Existing Conditions
- 4.2 Planning Principles
- 4.3 Program
- 4.4 Planning Framework
- 4.5 Campus Districts
- 4.6 Phasing Priorities

4.1 Existing Conditions

Location and Context

The currently developed part of the Downtown Campus is situated within a nexus of publicly and privately controlled land on the western edge of downtown and just off the eastern border of the culturally and historically distinctive West Side neighborhood. Recent changes have the potential to dramatically modify the campus footprint and better connect the university to its surroundings. Agreements between UTSA, the City of San Antonio, Bexar County, and Weston Urban have added roughly two city blocks to the Downtown Campus east of the freeway. Future agreements may provide substantial land to both the immediate west and south of the current developed campus as well additional land to the east such as the Continental Hotel site.

Figure 4.1 Downtown Campus Location and General Land Use Context



4.1 Existing Conditions

The existing developed campus is bounded on the east and west by the I-10/I-35 highway and freight railroad tracks, respectively, which have traditionally been perceived as barriers to connections in those directions. While no such physical barrier exists to the north, that area has been described by stakeholders as unpleasant and a perceived threat to pedestrian safety. With the opening of VIA's Centro Plaza transit center and subsequent increased policing, these negative conditions are changing.

From a land use perspective, campus surroundings are a combination of public uses (VIA Centro, Bexar County Health Department facilities, and city fleet and other support operations) and hotels targeted towards downtown tourism. Market Square, a significant tourist draw, is nearby, as are other small commercial and industrial facilities. The West Side neighborhood begins roughly two blocks to the west of the railroad tracks. Like much of downtown, the nearby area has seen recent development and improvements which promise to continue, with projects like the new federal courthouse, San Pedro Creek Culture Park, and private housing development.

Downtown Campus Surrounding Context



Underneath I-10/I-35



West Nueva Street



South Frio Street



Frank D. Wing Municipal Court Building



Campus entrance near the Durango Building

4.1 Existing Conditions

Primary Buildings

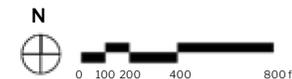
The original buildings at the Downtown Campus, built in 1997, are architecturally exuberant, reflecting a blend of forms and materials chosen to evoke San Antonio's history and cultural context.

More recently, the Durango Building and its addition employed similar materials in a more restrained and traditional fashion. The Monterey Building is a repurposed office building which appears as such, despite renovations which have improved its utility for the programs it contains. To the east, the DTC Garage reflects a generally successful attempt to provide connections to the east via the through-building walkway connection, while simultaneously acting as an edge to the plaza. Like the rest of the Downtown Campus buildings, it does not activate or engage campus open space. In fact, the design paradigm of the Downtown Campus is partially suburban in nature: many of the buildings are set back substantially from street edges and limit access into the campus from the street. Future buildings should participate more actively in the streetscape by creating inviting, accessible connections to the surrounding street networks and by creating well-formed street edges.

Figure 4.2 Existing Downtown Campus Buildings



1. Monterey Building
2. Durango Building
3. Frio Street Building
4. Buena Vista Street Building
5. DTC Garage



4.1 Existing Conditions

With one exception, building conditions are generally acceptable to good, though specific design issues limit usage in certain ways. Upper-level balconies and plazas on the Frio Street and Buena Vista Street Buildings see limited use because of sun exposure and disconnection from public routes. Active spaces are located on ground floors in multiple locations, but exterior connections directly from those spaces are few, limiting connections to the plaza. The Monterey Building was not constructed to university standards, is poorly suited to its usage, and as such is not a desirable long-term solution for campus space needs. Its siting within surrounding surface parking limits broader campus connections.

Downtown Campus Existing Buildings



Durango Building



Sidewalk near the Monterey Building



Frio Street Building



View from the Frio Street Building facing downtown San Antonio



Library inside the Buena Vista Street Building

4.1 Existing Conditions

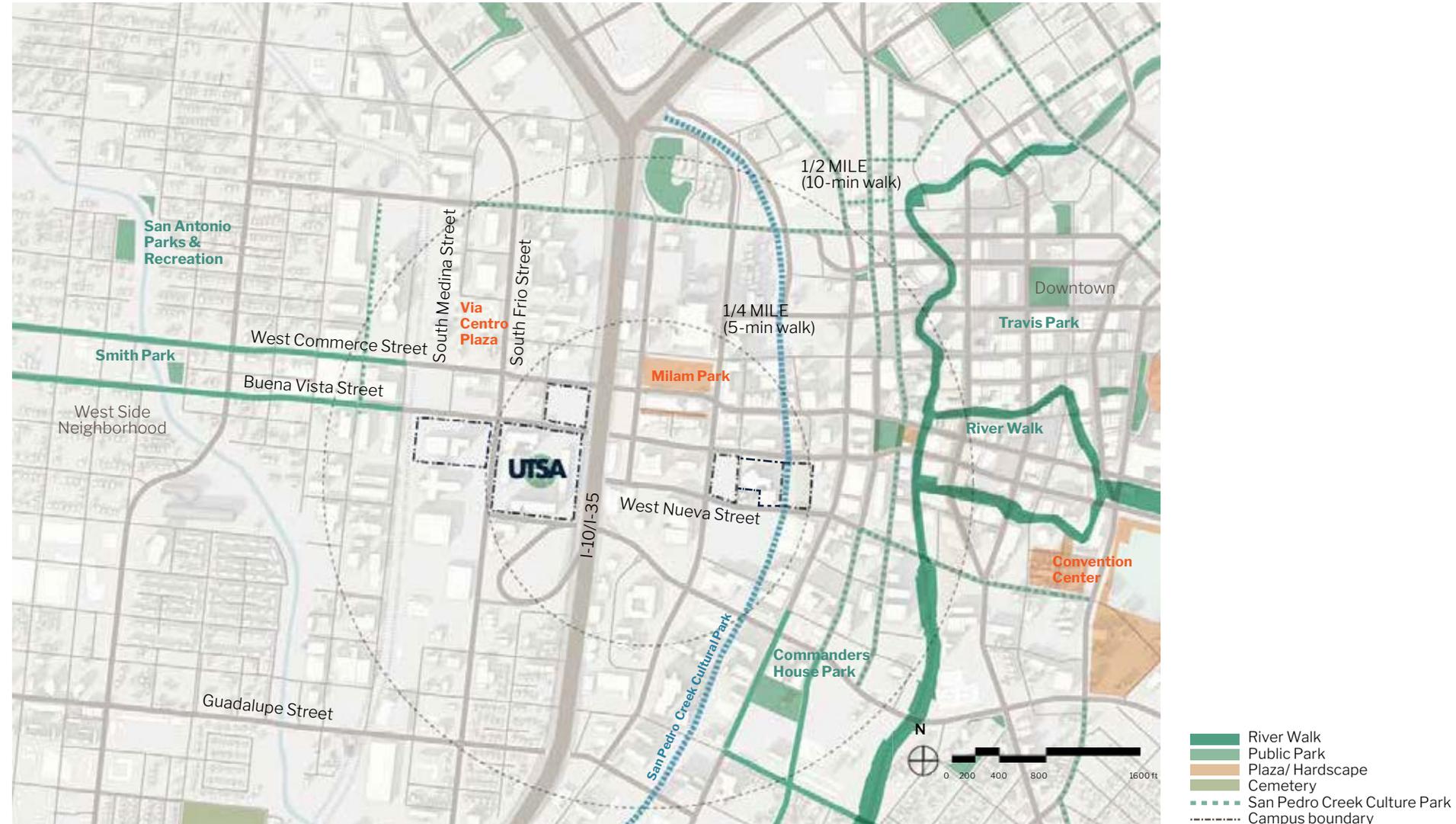
Open Space

Open space on campus consists exclusively of the Bill Miller Plaza, a very large formal space and plaza in the center of the original campus.

While it is an attractive space, it does little to encourage interaction and use, instead functioning as a pedestrian through-way and visual break. It suffers from a lack of activation, largely undifferentiated program, limited shaded areas, and separation from campus activity.

As the campus expands to the east, it will gain a direct connection to the San Pedro Creek Culture Park along a full block of campus frontage as well as proximity to Milam Park. Both are public spaces, not controlled by UTSA, but as the campus is integrated into the surrounding neighborhoods, those connections will grow in importance and usefulness. One block of the new San Pedro Creek Culture Park will run directly through newly acquired university parcels.

Figure 4.3 Existing Downtown Campus Open Space Context



4.1 Existing Conditions

Existing Downtown Campus Open Space



Monterey Building entrance



Bill Miller plaza with the Frio Street Building in the background



North entrance to the Durango Building



South entrance to the Durango Building



Bill Miller Plaza



Bill Miller Plaza



Balcony of the Frio Street Building

4.1 Existing Conditions

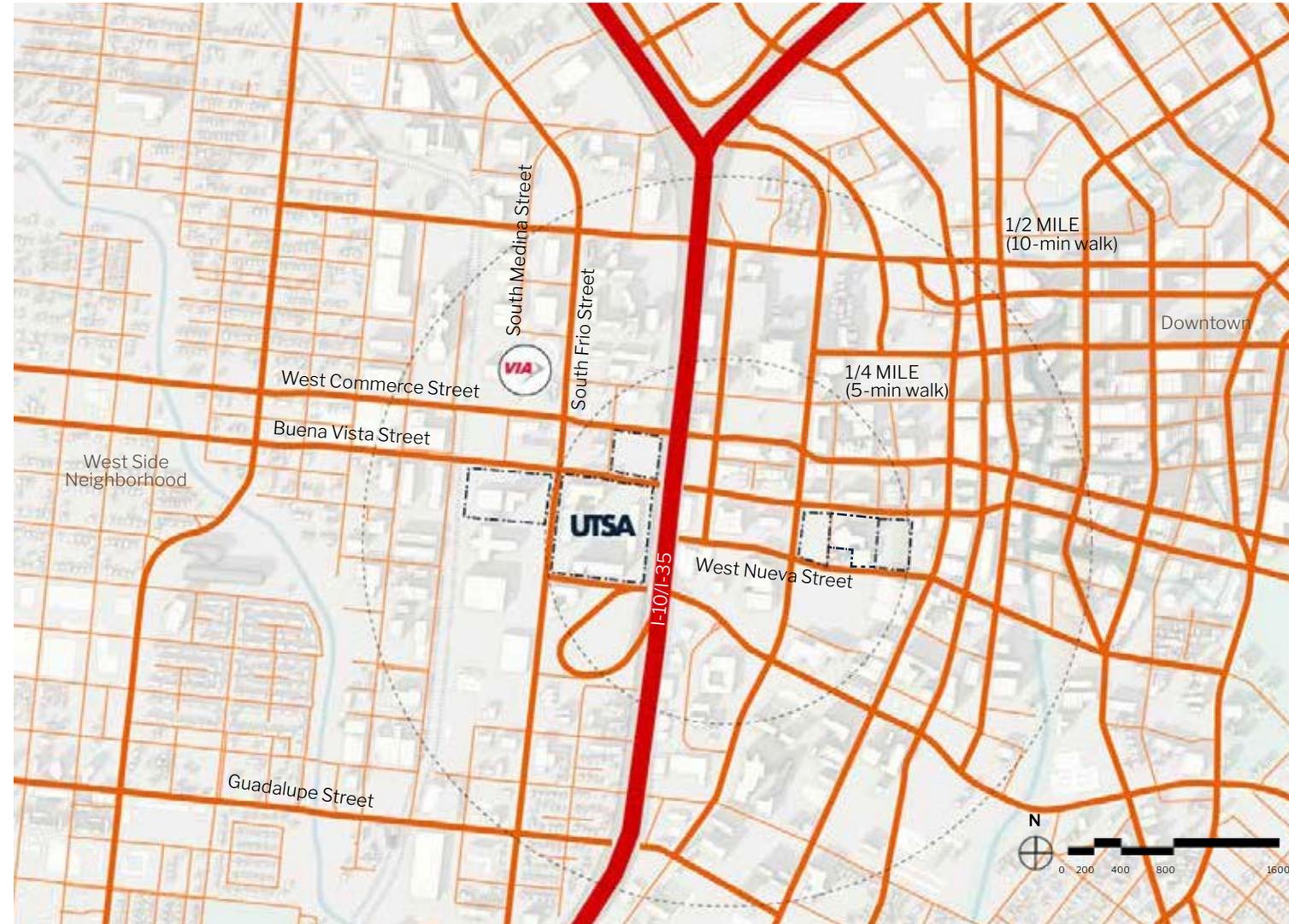
Circulation

As an urban campus, circulation patterns and usage at the Downtown Campus differ significantly from those at the University Park Campus.

The downtown street grid surrounds and structures the campus urban form, though amenities along those streets generally reflect the relative lack of investment seen in the immediate area compared to the core of downtown. Notable exceptions include recent improvements to the VIA Centro area and along South Frio Street.

Connections to the west are limited and fractured. Buena Vista Street and West Commerce Street both bridge over the rail lines, but their construction allows access only at South Frio Street, orphaning the blocks west of it. These rail overpasses include no pedestrian facilities and bicycle lanes are poorly identified. No western connection exists to the south until Guadalupe Street, seven full city blocks away. The campus is effectively isolated from the West Side neighborhood, and vice versa. Similarly, the I-10/I-35 highway to the east is a perceived barrier to pedestrian traffic. The elevated highway is not a physical barrier at the ground level, but the lack of apparent ownership and occupation of the area challenges connections in this direction.

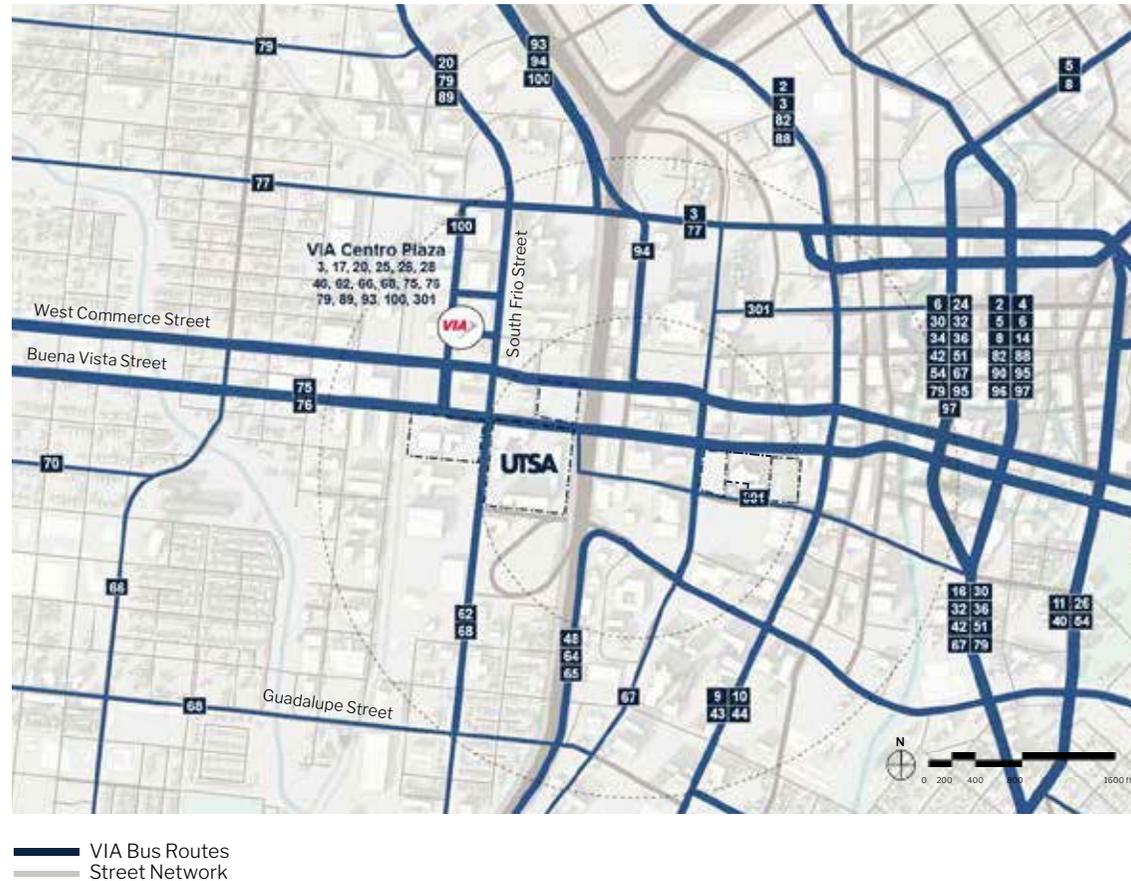
Figure 4.4 Existing Downtown Campus Street Network



- Highway
- Major road
- Secondary road
- VIA Centro Plaza
- Existing campus boundary

4.1 Existing Conditions

Figure 4.5 Existing Downtown Transit Network



Enhancements of public infrastructure should be explored through public partnerships. Multi-modal strategies, including embracing Complete Streets concepts, widespread and well-connected bicycle facilities, enhanced sidewalks, and full integration with transit connections should be implemented. Emphasis, including branding and enhanced pedestrian amenities, should be given to routes which directly connect UTSA properties, including along West Nueva Street and Dolorosa Street/ Buena Vista Street. Recent City of San Antonio bond projects and other plans for improvement on Buena Vista Street, Dolorosa Street, and West Commerce Street all offer opportunities to begin the process of making these improvements.

Transit connections directly from the Downtown Campus are substantial as well. Routes 17 (northeast to Randolph Park & Ride), 26 (east to St. Philip's College and South W.W. White), 46 (into west San Antonio), 62 (to Port San Antonio), 68 (into the West Side neighborhood along Guadalupe), 93 (to Main Campus), and 100 (VIA Primo northwest on Fredericksburg Road to the Medical Center) all stop immediately adjacent to the Downtown Campus.

Completion of the VIA Centro transit center and consolidation of many of VIA's transit routes to connect at VIA Centro have vastly improved transit access for the Downtown Campus. As one of VIA's most important hubs, direct routes, including VIA's Bus Rapid Transit lines, Primo, and other connections from VIA Centro are accessible to virtually the entirety of San Antonio. Two connections are available from the vicinity of the Downtown Campus to the Main Campus: route 93 (from VIA Centro) and route 94 (from Downtown Campus, at a South Frio Street stop).

4.2 Planning Principles

Four planning principles emerged through the comprehensive stakeholder outreach process. These principles, which reflect the values of the campus community and vision for the Downtown Campus within its larger context, were used to guide campus planning decisions and evaluate trade-offs.

Principle #1

Promote community partnerships

Due to its location and mission, the Downtown Campus will encourage and create many opportunities for synergistic partner development through physical accommodations and programmatic connections. Shared or strategically co-located facilities can benefit both the university and neighboring organizations or businesses. Building on a strong foundation of existing academic and community-based programs, the Downtown Campus will provide improved opportunities for new partnership collaborations. Creating or reinforcing intentional physical connections to key off-campus destinations such as the West Side neighborhood, the downtown business community, community amenities, cultural destinations, and collaborator facilities will allow for easy access to current and future partners.

Principle #2

Embrace San Antonio's urban environment, including its unique arts and culture

The Downtown Campus is a unique type of academic campus that will leverage the benefits and opportunities of its specific environment. The campus will employ an urban development pattern that is open, welcoming, and porous as it integrates with the city fabric. In concert with other non-university development nearby, UTSA will contribute to a vibrant downtown district that serves both the university and city as a whole.

Principle #3

Enhance pedestrian connections to surrounding areas and connect campus facilities

To better connect UTSA's properties to each other and to surrounding areas, enhanced pedestrian and bicycle connections are required. In collaboration with the City of San Antonio, UTSA should promote streetscape improvements along key pedestrian corridors such as Dolorosa Street/Buena Vista Street, West Nueva Street, South Frio Street, and South Medina Street. These streets are priorities because they are the primary corridors used to connect the Downtown Campus properties, the downtown business district, West Side neighborhood, and VIA Centro. Wider sidewalks, additional/improved bicycle facilities, street trees, artwork, and active ground-level uses will all contribute to a more pedestrian-friendly district.

Principle #4

Create a complete, comprehensive UTSA campus

The Downtown Campus must accommodate significant additional square footage to meet research goals and enrollment growth. This significantly larger population will require a full range of uses to allow the Downtown Campus to function as a complete UTSA campus, without requiring frequent trips to Main Campus to access uses such as academic/research space, student support, recreation, social amenities, and on-campus housing.

4.3 Program

Space Needs

The Downtown Campus is projected to serve significant campus population growth in addition to supporting UTSA's larger academic and research aspirations.

Table 4.6 Downtown Campus Existing Facilities Space and Current Estimated Shortfall

Space Type	Current (ASF)	Estimated Current Shortfall (ASF)
Instruction	131,213	(56,200) surplus
Research	4,800	6,200
Office	83,283	(13,700) surplus
Library	21,730	41,300
Support	2,887	16,800
Auxiliary*	66,741	17,600
Total**	310,654	12,000

*Includes food service, child care, lounge, retail, recreation, student meeting space, clinic, and additional support space.

** Does not include housing.

Per the space analysis, described in Appendix B: Space Needs Assessment, the Downtown Campus has roughly the amount of space it needs to operate with its existing population. It is experiencing a deficit in research, library, support, and auxiliary space, but there is a current surplus in office and instruction space according to the standards. However, with a large amount of growth planned, resources are likely better spent prioritizing new space.

To serve significant enrollment growth and a much more robust research enterprise in the future, significant and rapid development will need to occur on the Downtown Campus. The projected net new space need shows a range of net new space need. On the low end, this projection does not account for the university making up any existing space shortfalls but only accommodating future growth. On the high end, this projection assumes that the campus makes up the existing shortfall as well as future growth.

Table 4.8 Downtown Campus Projected Future Net New Space Need

Space Type	Projected Future Net New Space Need (ASF)	Projected Future Net New Space Need (GSF)
Instruction	428,700	
Research	302,500	
Office	310,300	
Library	124,400	
Support	123,700	
Auxiliary*	134,000	
Subtotal**	1,423,600	
Less Proposed National Security Collaboration Center (NSCC) + School of Data Science (SDS)	(141,700)	
Adjusted Total**	1,281,900	1,972,100

*Includes food service, child care, lounge, retail, recreation, student meeting space, clinic, and additional support space. 10% of currently planned development square footage is assumed to be auxiliary space.

** Does not include housing.

4.3 Program

Housing

The Downtown Campus does not currently have any on-campus housing. There is an agreement in place to allow UTSA students to live in Tobin Lofts, which is about one and a half miles from the current Downtown Campus. However, new mixed-use housing is being planned for Cattleman's Square, a parcel owned by UTSA that has been used for surface parking. The Continental Hotel site, not currently owned by UTSA, is being studied for mixed-use housing targeting faculty and other urban professionals. The timeline and capacity for these projects will be dependent on market demand.

In the neighborhoods surrounding the Downtown Campus, new housing developments are occurring on private parcels. These new units may provide nearby housing for UTSA students, faculty, and staff at least until the university is able to construct housing either on its own, or more likely, in partnership with a private developer.

The master plan has identified several potential housing sites on land that is owned by UTSA as well as other publicly held parcels that may become available in the future. These sites accommodate mixed-use housing development for up to 3,200 beds, including the future Cattleman's Square Housing and Continental Hotel Housing projects.

4.4 Planning Framework

Figure 4.9 Downtown Campus Illustrative Plan



As the Downtown Campus grows and changes, it will become an externally-focused campus, connecting students, faculty, staff, and collaborative partners with downtown, the West Side, and other surrounding neighborhoods. Physical changes to the campus will support UTSA's abilities to reinforce community partnerships and enhance and embrace the urban environment. UTSA also has a unique opportunity to connect with the West Side neighborhood; establishing links, both literal and figurative, are important to both UTSA and the community.

1. Improved Bill Miller Plaza
2. Buena Vista Pavilion
3. Medina Promenade
4. San Pedro Creek Culture Park
5. Pedestrianized Frio Street
6. Cattleman's Square Housing
7. Continental Hotel Housing

4.4 Planning Framework

Framework Design Vision

Transforming the Downtown Campus will require several strategies: distributed facilities, welcoming campus open spaces connections, and cooperative partnerships with the City of San Antonio and other local entities. Each of these strategies will help to better physically and programmatically integrate the campus with its urban environment.

The master plan framework for the Downtown Campus supports this vision through:

- Extending the urban grid;
- Overcoming physical barriers;
- Enhancing walkability;
- Creating inviting spaces; and
- Connecting to nearby neighborhoods, downtown, and cultural amenities.

Figure 4.10 Proposed Downtown Campus Conceptual Framework

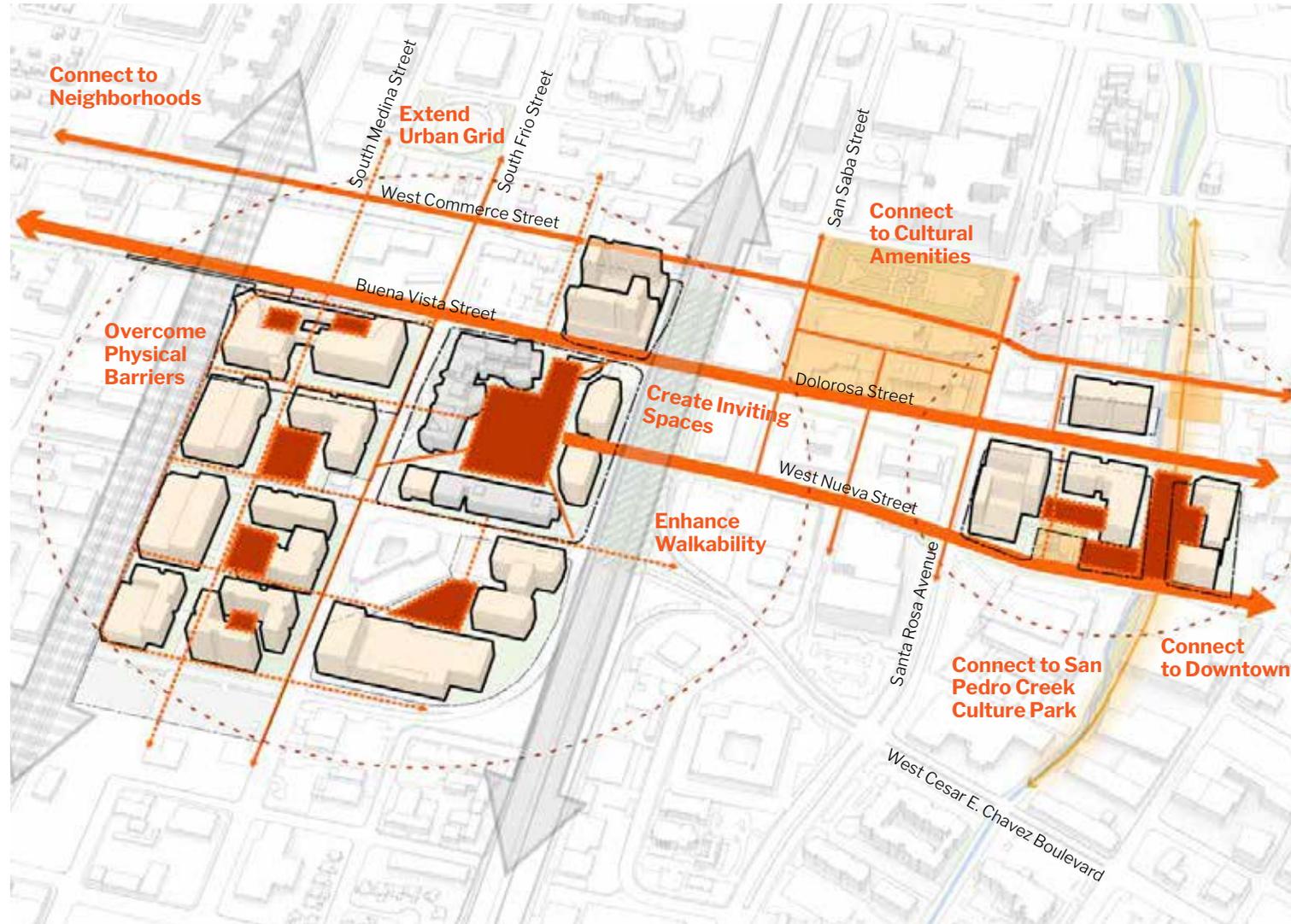




Figure 4.11 Downtown Campus Long-Term Vision



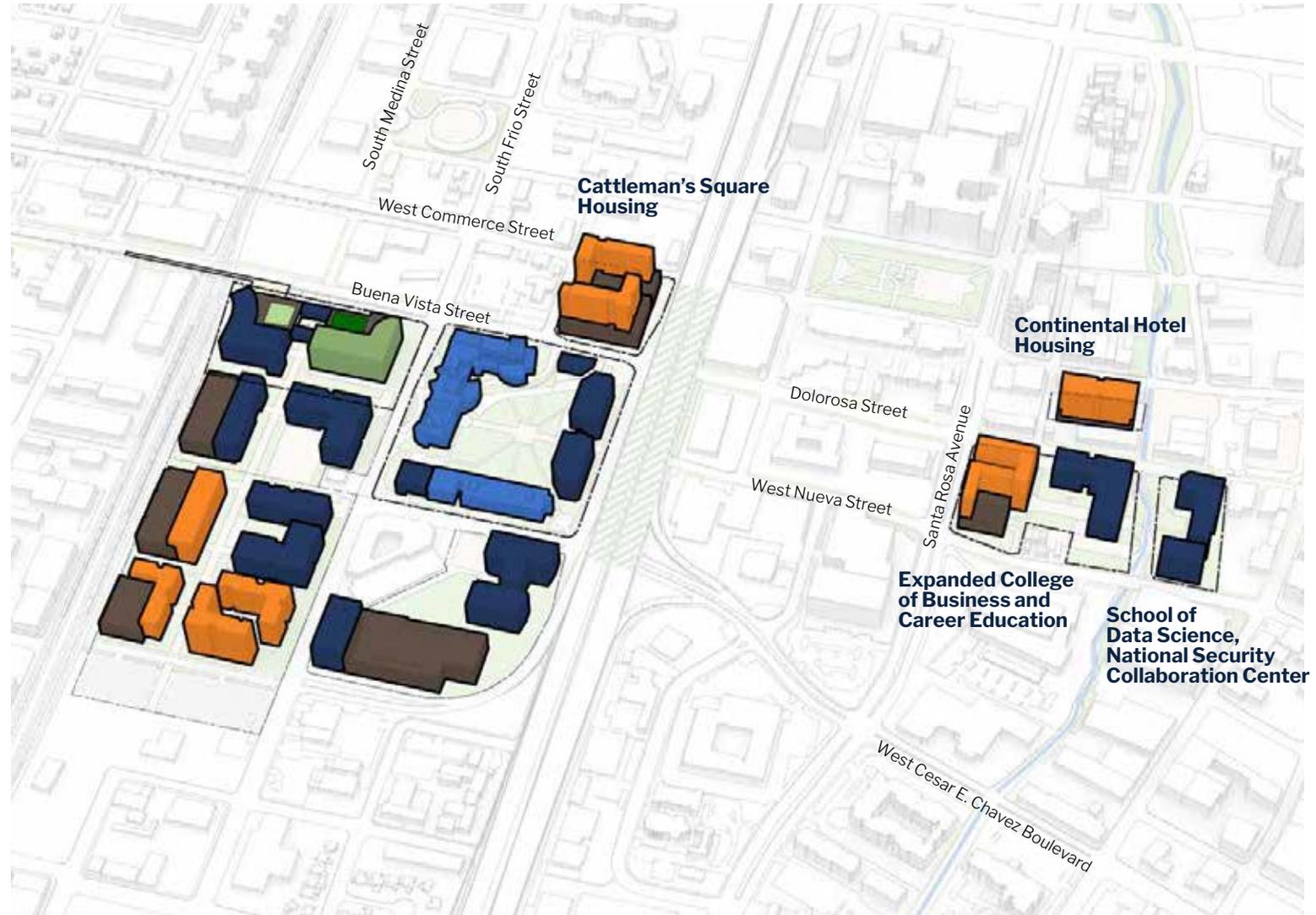
4.4 Planning Framework

Program Accommodation

As existing programs grow and new programs emerge at the Downtown Campus, the campus footprint will require significant growth. Current plans call for an expansion of the College of Business, the new School of Data Sciences, the National Security Collaboration Center, and new programs and institutes that will evolve over time. The College of Architecture, Construction, and Planning and the College of Public Policy will remain downtown, though their facilities may change or grow.

The campus will both densify and expand to surrounding blocks. New facilities will house a mix of uses—from academic and research space to housing and parking. Many buildings, both academic and residential, will have active ground levels that may include uses such as food service, small-scale retail, and cultural or community spaces. Compared to current buildings, future building heights will increase to approximately six to eight stories for primarily academic and research buildings and eight to fifteen stories for primarily housing buildings.

Figure 4.12 Proposed Downtown Campus Primary Building Use



4.4 Planning Framework

Open Space

Campus Space Distribution

Academic, research, and administrative functions will cluster around the existing campus buildings and in the new parcels at the improved San Pedro Creek Culture Park. Locating these buildings close to key pedestrian corridors and shared open spaces will activate the campus environment and strengthen the surrounding street-level public realm. Precise locations of various programs within the designated academic and administrative space will be determined as the campus develops.

Buildings with façades along active open space and pedestrian corridors are opportunities for community-facing facilities. These possibilities include retail space, food service, community-serving program offices, and recreation. Placing these program elements adjacent to public circulation paths will promote a more welcoming and outward-focused campus, consistent with the planning principles and UTSA's strategic goals for the Downtown Campus.

Housing and parking uses will primarily be located closer to the edges of campus, but still immediately well-connected with pedestrian corridors to encourage inter-campus pedestrian

movement while keeping vehicular traffic to the edges of campus. Within the anticipated campus footprint, capacity has been identified for up to 3,200 housing beds, with additional supply anticipated from the private sector. Identified housing sites allow for flexibility in the ultimate number and type of units, depending on demand.

Open Space and Public Realm

Because the Downtown Campus is an urban campus, open space will have a different character than at Main Campus. In collaboration with the City of San Antonio, the UTSA campus landscape and the public realm will integrate seamlessly into the urban fabric. This will be achieved primarily through welcoming open spaces and street improvements along key pedestrian corridors.

Significant open spaces and corridors that are prioritized for improvement and connection include Bill Miller Plaza, the San Pedro Creek Culture Park, West Nueva Street, Dolorosa/Buena Vista Street, South Frio Street, and South Medina Street.

Figure 4.13 Proposed Downtown Campus Open Space and Public Realm Network



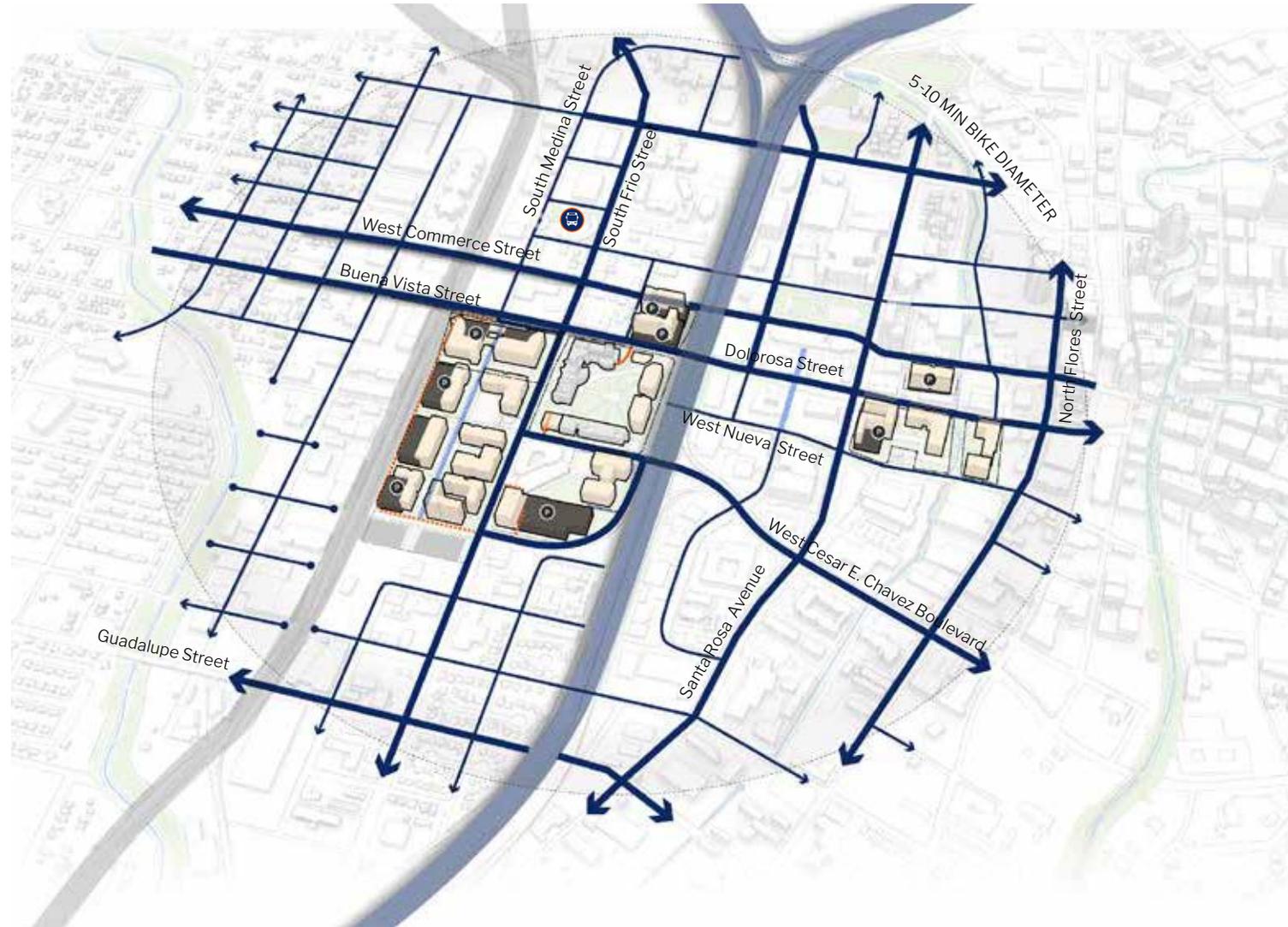
4.4 Planning Framework

Circulation

Street Connections

As the Downtown Campus grows into a more distributed urban campus, it will fill in around the existing street grid and contribute to that network. The character of the downtown street corridors are critical to the experience of the campus since they will connect distributed campus properties. These rights-of-way will remain under city control, so there must be close coordination with the City of San Antonio throughout the development of the Downtown Campus.

Figure 4.14 Proposed Downtown Campus Street Network

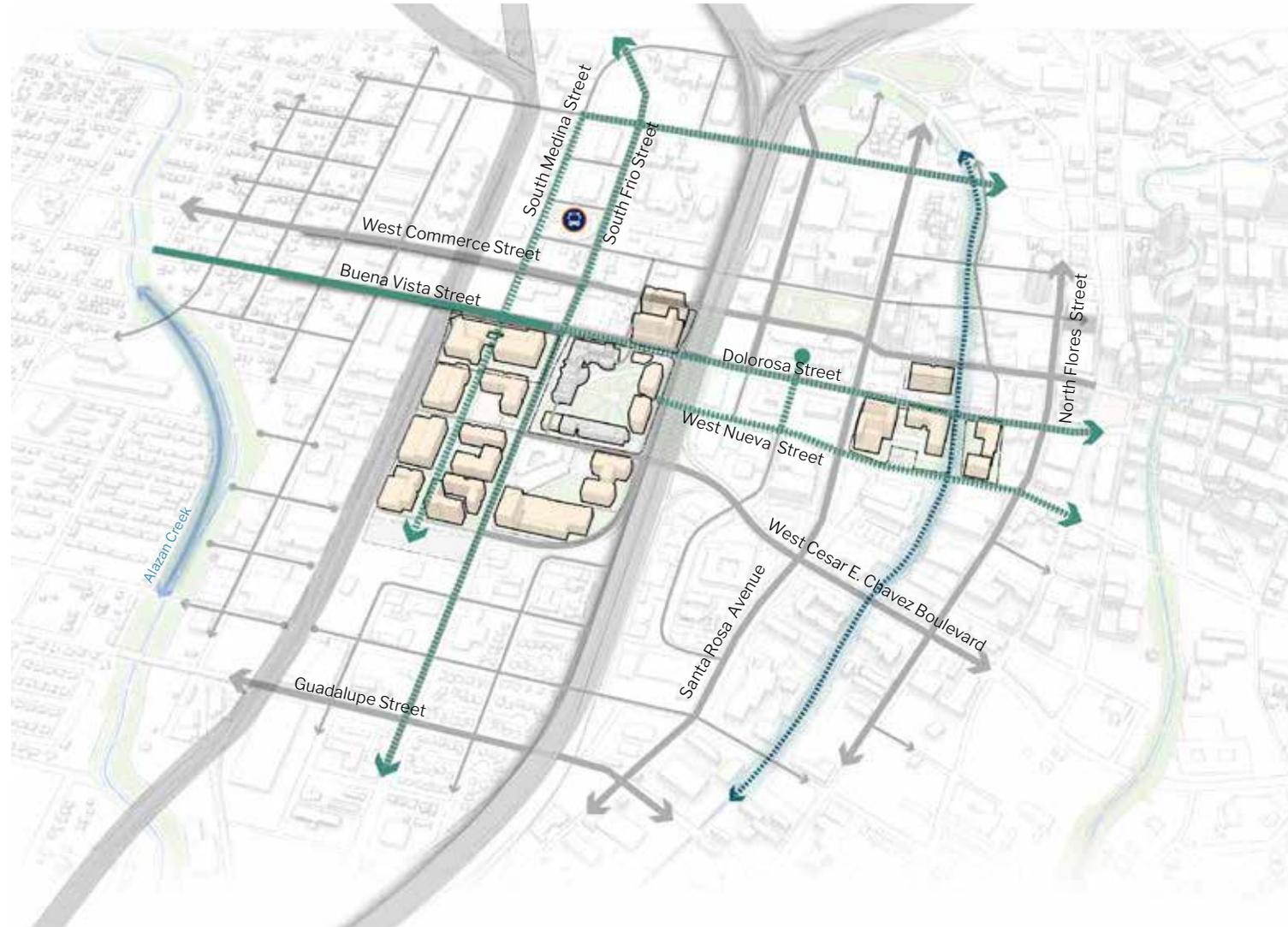


4.4 Planning Framework

Bicycle Network

Buena Vista Street (which changes in name to Dolorosa Street east of I-10/I-35) and West Nueva Street are the two main east-west routes that will connect campus districts. Medina Street and Frio Street are prominent north-south links to the nearby Via Centro Plaza transit hub. The development of multi-modal transportation options along those routes, to include public transit, separated bicycle lanes, and enhanced sidewalks, is an important part of connecting the campus, physically and experientially. Cohesive streetscape design will establish UTSA's presence downtown and communicate a sense of safety and belonging to the university and partner community members as they move between UTSA campus areas. Design elements such as banners, UTSA-branded identity pieces, public art, street furniture, materials, and plantings will promote a more comfortable and unified public realm.

Figure 4.15 Proposed Downtown Campus Bicycle Network



4.5 Campus Districts

Districts

UTSA Parcels West of I-10/I-35

The existing UTSA parcels that have historically made up the Downtown Campus will remain a centerpiece of the campus development. These blocks will include infill and redevelopment that will densify the campus and turn it from one focused inward on Bill Miller Plaza, to an urban campus which radiates out from Bill Miller Plaza.

Bill Miller Plaza will remain a heart of the Downtown Campus, but it will be more outwardly inviting than it is today. The Buena Vista Entry Pavilion will serve as a welcoming beacon at the corner of Bill Miller Plaza, forming an important eastward-facing connection along Buena Vista Street. This structure and accompanying plaza area will welcome visitors to campus and serve as a gateway for the main east-west campus corridor. The plaza itself will be transformed from an undifferentiated open space to a multi-functional plaza utilizing some elements from the existing plaza, such as mature trees and the shaded seating area outside the existing food court. New academic and research buildings will replace the low-slung, three-level parking garage on the east side, with a welcome center for the Downtown Campus at the ground floor of the northern building, complementing the Buena Vista Entry Pavilion. An addition will complete the western end of the Durango Building. This addition will straddle the existing service drive that enters the site from West Cesar E. Chavez Boulevard, while creating a more inviting entrance to the

plaza from the southwest corner.

Cattleman's Square will be transformed from a surface parking lot to a full-block mixed-use development. It is envisioned with two towers that incorporate active uses at the base, parking integral to the building, and housing programs above. The primary frontage for this block will be on Buena Vista Street, as the main pedestrian connector to other areas of the campus. Active uses should also front Commerce Street as a major corridor linking downtown to the West Side. The east side of the block, fronting North Pecos Street and the I-10/I-35 underpass, also provides an opportunity for programming that can connect to the underpass development and Market Square, which has an entrance from the underpass directly across from Cattleman's Square.

The site of the College of Architecture, Construction, and Planning at the Monterey Building will be replaced with two new buildings that form a gateway to the campus from the West Side and an integral node for connections in all directions in the long-term build-out of the campus. The two buildings will be situated as two blocks on either side of the South Medina Street axis, opening up the first segment of the Medina Promenade. The building themselves will incorporate elevated plazas that create a transitional space from grade along South Frio Street to a future pedestrian bridge across the railroad tracks. This pedestrian bridge, built either as an addition to the existing Buena Vista Street

Figure 4.16 Proposed Downtown Campus Districts



bridge or as an independent structure, will for the first time create a strong pedestrian connection to the West Side neighborhood. The perceived barrier of the railroad tracks will be bridged, creating a portal directly into campus at the elevated plaza built adjacent to a new recreation and wellness facility with the potential to be shared with the community.





Figure 4.17 Buena Vista Pavilion





Figure 4.18 South Frio Street, Medina Promenade, and West Side Crossing



4.5 Campus Districts

Figure 4.19 Section across City of San Antonio Parcels and UTSA Property West of I-10/I-35



The campus connects to the existing fabric with a series of diverse public spaces:

- Medina Promenade will serve as an active mixed-use corridor.
- South Frio Street, from West Cesar E. Chavez Boulevard to Buena Vista Street, will better connect the existing campus with significant future development west of South Frio Street.
- Bill Miller Plaza will be improved to be more welcoming and remain the central plaza and gateway to the campus.
- Art, temporary installations, and campus amenities will enliven the I-10/I-35 pedestrian underpass.



4.5 Campus Districts

City of San Antonio Land

Potential new western property acquisitions from the City of San Antonio will be developed around the proposed Medina Promenade. This internal walk, aligned with the historic route of South Medina Street, will form a strong north-south connection through campus and further north to VIA Centro, the main transportation hub for the west side of downtown. These parcels will open up six full blocks of development for academic, research, and housing programs, with academic and research on the north and east of the site, and housing on the south and west.

In addition to the Medina Promenade, a new Central Green will be created for passive recreational opportunities in this district of campus. It will be lined by new academic buildings, along with the privately-owned historic fire station building. Smaller courtyard spaces will be provided in conjunction with housing developments.

South Frio Street between Buena Vista Street and West Cesar E. Chavez Boulevard will become a primarily pedestrian route, closed to general vehicular traffic but still accessible by buses and emergency vehicles. This will preserve the link for those uses while creating a more pedestrian-centric connection between pieces of the campus. It also provides a festival street

opportunity that can be utilized by the campus or the broader community.

Vehicular access to these parcels will be provided by an access road along the west side, adjacent the railroad tracks. A potential grade-level railroad crossing is shown on the southern end of the site as an extension of San Luis Street. South of the San Luis Street extension, the remaining portion of the city parcels are proposed as surface parking, with the Medina Promenade providing pedestrian connectivity down the center. These could be additional building parcels if needed in the future.

Though specific locations are not determined, a future child development center and possible future associated laboratory school would likely be situated in this district of the Downtown Campus. These facilities would be provided not as stand-alone buildings but at the ground level of other academic, research, or residential buildings. This area of campus provides the easiest opportunity for parents to access the site by car for drop-off and pick-up.



4.5 Campus Districts

TxDOT Parcels

The site of the current Durango Lot surface parking at the Downtown Campus is encircled by a TxDOT-owned off-ramp from I-10/I-35. The off-ramp creates a suburban condition that allows vehicular flow in multiple directions, while rendering the site unusable for most other functions. The plan proposes a reconfiguration of the off-ramp to flow all traffic toward South Frio Street, with intersection improvements made to facilitate traffic movement. This reconfiguration will open the nearly three-block site to additional development. Specifics of the redesign should be coordinated with the TxDOT master plan for downtown circulation.

With the off-ramp simplified, and in collaboration with TxDOT, two new academic and research buildings can be sited on these parcels. One of these buildings would anchor the southwest corner of North Pecos Street and West Cesar E. Chavez Boulevard, while the other would create additional frontage along South Frio Street. Nestled against the remaining off-ramp segment, a large district parking garage will provide easy in and out access for drivers to navigate to the campus and transition to pedestrian movement.

At the center of these parcels, a new Courtyard Green will provide additional open space amenities. It will offer a passive recreational opportunity for this area of campus. Though a quieter open space than Bill Miller Plaza, it will be an important entry point to the campus for those accessing the site through the district parking structure.



4.5 Campus Districts

UTSA Parcels East of I-10/I-35

The portion of campus along San Pedro Creek will benefit from the revitalization of the creek into San Pedro Creek Culture Park, a linear urban greenway that runs through downtown, with multi-use paths connecting to the northern edge of downtown and eventually into the Westside Creeks network as well as south to the Mission Reach of the San Antonio River Walk. As facilities are built adjacent to the San Pedro Creek Culture Park, exterior spaces will connect to and open out to the park, augmenting and benefiting from the public open space and access.

Directly adjacent the San Pedro Creek Culture Park will be a building housing the School of Data Science and National Security Collaboration Center to the east and the expanded College of Business and professional education building to the west. On the back side of the College of Business building will be an additional green space that softens the transition to the Casa Navarro State Historic Site. There will also be a green space connector that links Casa Navarro directly to San Pedro Creek and can act as a shared event space for the university and the historic site. Additional development in this district includes a mixed-use site at Santa Rosa Avenue and Dolorosa Street. This parcel will contain active programs along Dolorosa Street, a parking

podium, and housing opportunities above. The southeast corner of the parking deck is set back from the Casa Navarro State Historic site to provide a buffer for smaller historic buildings. The Continental Hotel site provides an additional housing opportunity in this district, which will be a joint effort between the university and the City of San Antonio. The 19th century Continental Hotel, situated on West Commerce Street, will be renovated, and the parking lot site behind can be redeveloped into a mid- to high-rise residential building with direct access to the San Pedro Creek Culture Park on the east side.

Improvements along Dolorosa Street and West Nueva Street will be coordinated with the city and are important to provide enhance pedestrian and multi-modal connectivity between the distributed areas of campus. Ample sidewalks and shade from street trees will provide a comfortable environment for large numbers of students and other district occupants using these streets in the future.

The area of the I-10/I-35 underpass, between Bill Miller Plaza and the eastern parcels, will be transformed in stages over time. Currently occupied by surface parking, short-term developments will focus activity around street crossings, first at Dolorosa Street and then

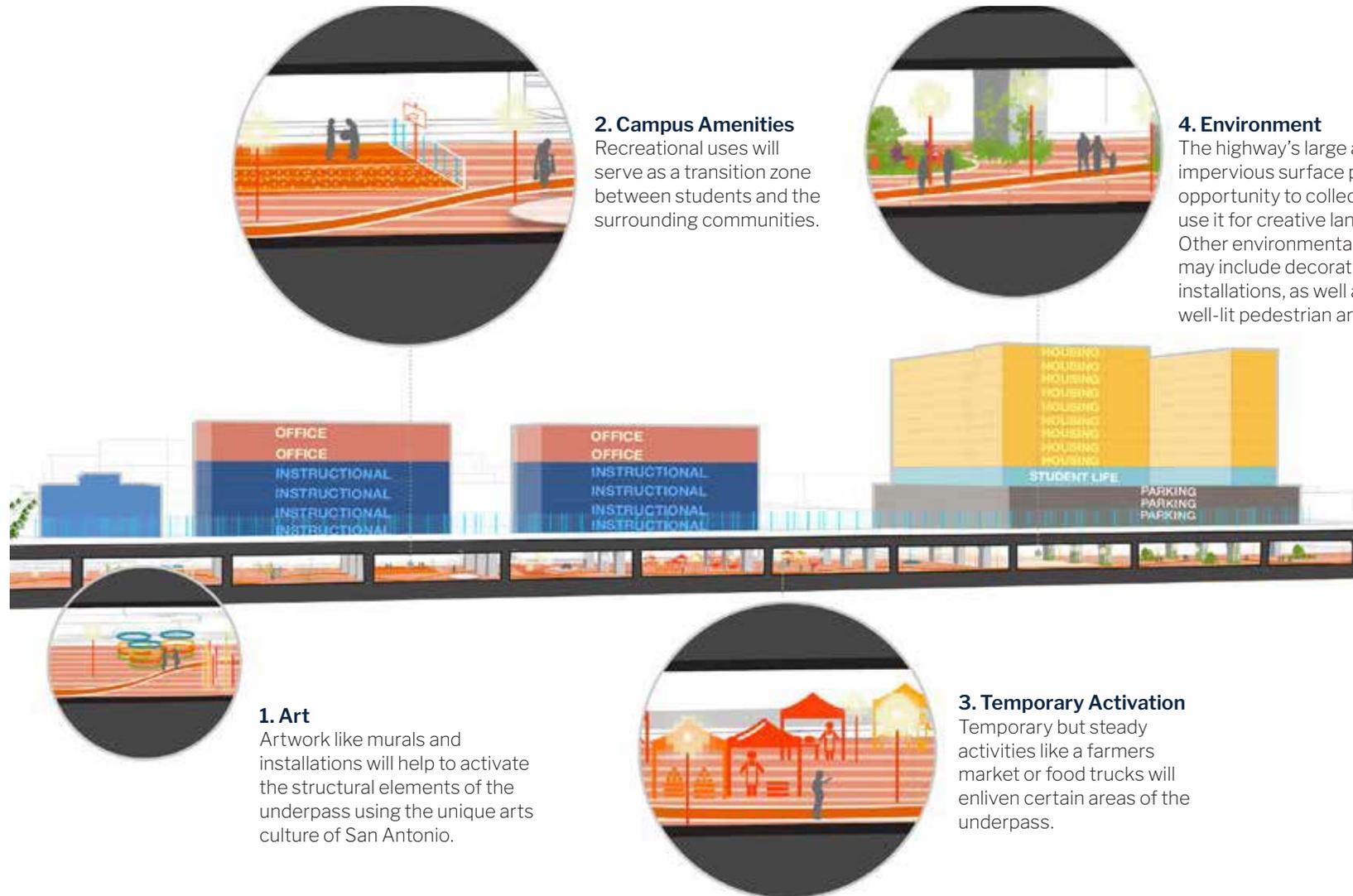


at West Nueva Street. These activities may include temporary installations, food trucks, farmers markets, and improved lighting. Later developments will explore permanent and expanded improvements to remove the parking on strategic blocks and transform the underpass into programmed civic space. Landscape opportunities will be implemented where possible, likely in lower-scale forms due to the low-light conditions for much of the area, though certain areas may lend themselves to tree planting.



4.5 Campus Districts

Figure 4.20 Proposed I-10/I-35 Underpass Section



1. Art

Artwork like murals and installations will help to activate the structural elements of the underpass using the unique arts culture of San Antonio.

2. Campus Amenities

Recreational uses will serve as a transition zone between students and the surrounding communities.

3. Temporary Activation

Temporary but steady activities like a farmers market or food trucks will enliven certain areas of the underpass.

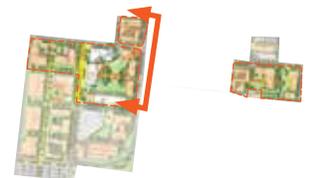
4. Environment

The highway's large amount of impervious surface presents an opportunity to collect water and use it for creative landscapes. Other environmental improvements may include decorative lighting installations, as well as inviting and well-lit pedestrian areas.

I-10/I-35 Underpass Improvements

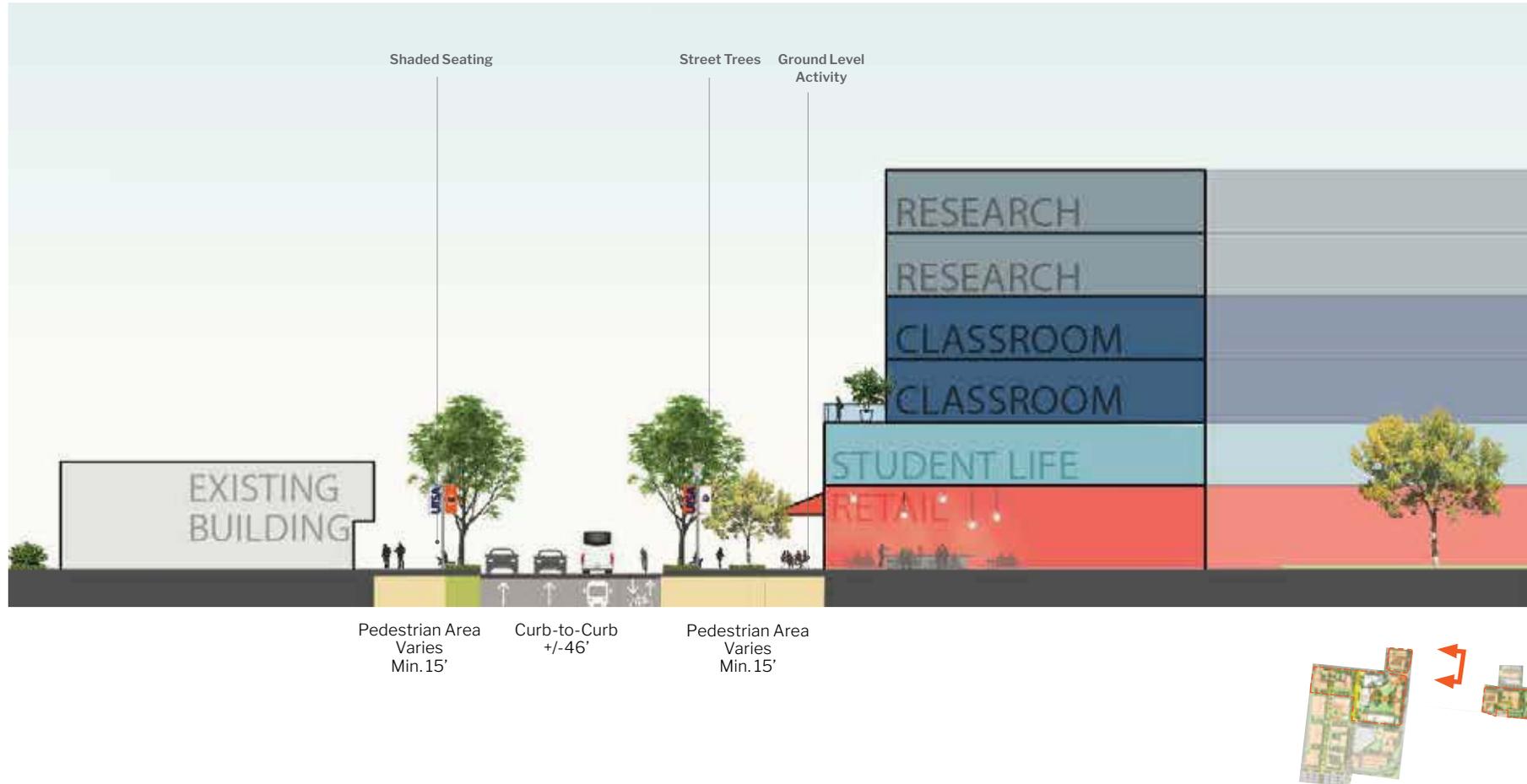
The highway underpass is an opportunity that can evolve along with the campus and district, from an area used exclusively for parking, to a place with temporary and eventually permanent activation.

Near-term improvements should include additional lighting, which may be artistic in nature, that will enliven the area and improve visibility. Sidewalks should be widened and seating added to enhance the pedestrian experience through and within the area. Regular maintenance of the underpass will be necessary to ensure the quality of this public space for all users.



4.5 Campus Districts

Figure 4.21 Proposed Dolorosa Street Section



In collaboration with the City of San Antonio, streetscape improvements along key corridors would provide a more pleasant street environment through:

- More generous and safe sidewalks and paths
- Improved lighting
- Planting and shade
- Benches and street furnishings
- More intentional connections between campus areas and other key landmarks
- Improved opportunities for ground level building activity
- Reduced traffic speeds

4.5 Campus Districts

Figure 4.22 Proposed West Nueva Street Section



4.6 Phasing Priorities

Potential Phasing Strategy



Phase 1

The initial phase of development for this campus will involve the expansion to newly-acquired parcels east of I-10/I-35. This includes a three-block area surrounding San Pedro Creek Culture Park that will incorporate two academic and research buildings, multiple open spaces, and a mixed-use block with parking, housing, and other uses. This first phase will involve collaboration with the City of San Antonio to implement pedestrian and multi-modal improvements along key streets connecting the existing campus to these new parcels. This phase will also include temporary uses to activate the I-10/I-35 underpass along these key streets.

Phase 1A

A concurrent phase to the university development of phase one will involve a partnership between the university and the City of San Antonio to redevelopment the Continental Hotel site for housing options.



Phase 2

The second phase will focus on the build-out of the remaining parcels currently controlled by the university. This involves a mixed-use development of the Cattleman's Square block, redevelopment in and around Bill Miller Plaza, and the replacement of the Monterey Building with two new facilities. These two facilities allow the creation of a pedestrian bridge connection to the West Side and the beginning of the Medina Promenade to improve connectivity to VIA Centro. The Monterey Building currently houses the College of Architecture, Construction, and Planning, which will require relocation prior to removal of the building. During this phase, further redevelopment of civic programmed space will be explored for the underpass.

4.6 Phasing Priorities



Phase 3

Phase three will expand the academic footprint to the south on the TxDOT parcel. This space is currently occupied by a university-leased parking lot, as well as the I-10/I-35 off-ramp. Redevelopment of the block will require realignment of the off-ramp, which allows for two new buildings, a parking structure, and new open space.



Phase 4

The last projected phase of development for the Downtown Campus involves the current City of San Antonio parcels along South Frio Street. Coordination with the City of San Antonio can yield up to six blocks of development, which is projected to include academic, research, and housing buildings. This phase will also include open spaces and the extension of the Medina Promenade for over three blocks, connecting it to the existing portion of South Medina Street to the south.

5

Implementation

- 5.1 Continuity and Compliance
- 5.2 Additional Recommended Studies

5.1 Continuity and Compliance

Introduction

The UTSA campus master plan provides a roadmap for development, investment, and growth. Therefore, future campus modification and expansion should align with the principles and framework established in this planning document.

To ensure the continuity of future development, the university should convene a review body that would include members with strong professional and institutional knowledge who can evaluate the compliance of proposed landscape and building projects through the lens of the master plan.

A recommended review schedule for evaluation of all proposed campus development projects would occur during at least three project phases:

1. Early pre-schematic design
2. End of schematic design
3. End of design development

Additional meetings may be required if substantial design changes are made at a later stage of development. At least one member of the development review committee may be assigned to participate in the design team selection process.

A primary consideration for the selection of architects, landscape architects, and contractors should be their demonstrated understanding and agreement to the master plan principles and framework. This key measure will promote cohesive development of the campuses, even with separate entities participating in the design and implementation of individual components.

5.2 Additional Recommended Studies

There are several additional studies the university may consider in the near term to supplement and support the recommendations of this master plan.



Comprehensive Sustainability Plan

While sustainability and resilience principles were recommended in this master planning effort, the Sustainability Council will next refine these principles and determine a set of specific strategies based on a cost-benefit balance, both financially and in relative impact. This will likely require additional technical studies, particularly involving infrastructure, to ensure the preferred strategies are feasible.

The results of this analysis and ultimate goals and strategies should be compiled into a university-wide comprehensive sustainability plan to ensure future decisions support the university's values for promoting sustainable and resilient campuses. See Section 2.3 to review the sustainability and resilience principles.



Signage and Wayfinding Plan

Many stakeholders provided feedback that the wayfinding and signage at the Main Campus could use improvement, from the lack of hierarchy of the entrances to building and room naming. With the significant and distributed expansion of the Downtown Campus, wayfinding will likely become an increasing concern there as well. With campus naming conventions changing, this study is particularly important.

Therefore, UTSA should undergo a strategic assessment of the existing signage and wayfinding and develop a comprehensive strategy. This plan should include the campus gateways and arrival experiences, internal digital and analog wayfinding for multiple modes, and a sign type family for cohesive and flexible implementation.



Infrastructure Master Plan

An infrastructure plan will be critical to ensure the efficiency and feasibility of implementing the master plan. It also will help to refine sustainability goals and determine the appropriate development standards required to meet those goals. The plan should assess the existing systems and project future infrastructure needs based on the program proposed in the master plan. Water, sewer, stormwater, electrical energy, thermal energy, data, and security systems should all be included in this analysis.

At a very high level, the plan anticipates a future central plant at the Main Campus to create a redundant loop. This new plant is likely to be located west of the Paseo Verde to support the significant expansion toward the west. The master plan also recommends consolidating main utility lines into corridors, which may follow the paseo system. Defining a clear utility corridor network will increase efficiency and predictability in development.

5.2 Additional Recommended Studies

There are several additional studies the university may consider in the near term to supplement and support the recommendations of this master plan.



Design Guidelines

Evaluating and updating design guidelines for landscape and building projects will help the university promote a more cohesive design language for each campus. The design guidelines should be a performative framework while allowing flexibility for future project requirements and budgetary constraints. It is recommended that sustainability requirements be included to ensure sustainability is integral to the design of each project.



Dining Services Study

Through the outreach process, food service options were identified as a priority for students at both campuses. Both the Main Campus and the Downtown Campus will require much more on-campus dining to accommodate growth. A distributed food service strategy was identified as the preferred future model, which will require a variety of dining options scattered around campus along key pedestrian corridors and hubs of activity. Dining options will need the flexibility to serve both the campus community as well as visitors and employees of co-located facilities such as the Tricentennial Innovation Park.

A dining services study will help the university evaluate campus dining options relative to placement, density, and types of services. It will also analyze the size and menu offerings of current venues in relation to the communities they service and provide recommendations for future facilities. It could also incorporate market assessment, meal plan modeling, and financial modeling.



Comprehensive Housing Study

Housing is a significant need at both the Main Campus and the Downtown Campus. While market studies are currently underway for specific projects at each campus, a more comprehensive approach would benefit the university. This study would include outreach to determine the perceived status of current housing facilities and desires for future housing types. Peer benchmarking and financial analysis for different delivery and funding mechanisms would provide guidance for future investments and prioritization.

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