Sections 1-4, Section 5 "Catalyst Sites" to be released at a later date

Nuestro Cattleman Square

Community Vision

DRAFT October 9th, 2026



DRAFT



A Shared Commitment

Nuestro Cattleman Square: A Community Vision was made possible through the commitment and collaboration of the San Antonio Housing Trust, its Board, MOU Partners, and the consultant team. Together, these partners helped guide the planning process, connect ideas across disciplines and organizations, and translate community priorities into a shared vision for the Cattleman Square.

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The Voices Behind the Vision

Thank you to everyone who shared their time, stories, ideas, and hopes for the Cattleman Square.

This vision was shaped by the people who know, use, serve, work in, and care about this place. Residents, businesses, students, community organizations, service providers, Community Ambassadors, and other community partners shared their experiences and aspirations throughout the planning process. Every conversation, story, idea, and point of view helped build a deeper understanding of the district and shape the vision for what comes next.

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Table of Contents

Chapter

01

Roots of Place: History, Culture & Identity

A Living History of Cattleman Square
Milestones that Shaped Today's District
Community & Cultural Identity
Historic Character and Preservation
Archaeology & Physical Landscape

Chapter

02

Cattleman Square Today: Existing Conditions

A District in Transition
An Urban Fabric Interrupted
Streets & Public Spaces That Prioritize Movement Over People
Connected Regionally, Divided Locally
Community Gathering Places
A District of Need and Opportunity
A Foundation for What's Next

Chapter

04

Vision Framework: A Future for Cattleman Square

A Vision for Cattleman Square
Building Blocks of the Vision
Honor the Past, Shape the Future
Community Builds Community
Home for All
Connected by Place
Design for Belonging
Built for Gathering
Lasting Prosperity

Chapter

05

Catalysts for Change: Transformational Project Sites

Turning Vision into Place
Catalyst Sites
Catalyst Site A
Catalyst Site B
Catalyst Site C
Catalyst Site D
Catalyst Site E
Catalyst Site F



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Chapter

03

Voices of the Community: Shaping the Vision

A Plan Shaped by the Community
Community Engagement Phases
Who We Heard From
Meeting People Where They Are
Activities That Shaped the Conversation
What We Heard

Chapter

06

From Vision to Action: Implementation Roadmap

Implementation Matrix

+

Appendices

Appendix A: History, Culture, and Architecture Assessment
Appendix B: Urban Context Assessment
Appendix C: Market Analysis
Appendix D: Community Engagement Summary
Appendix E: Homeless Response Action Plan



Executive Summary

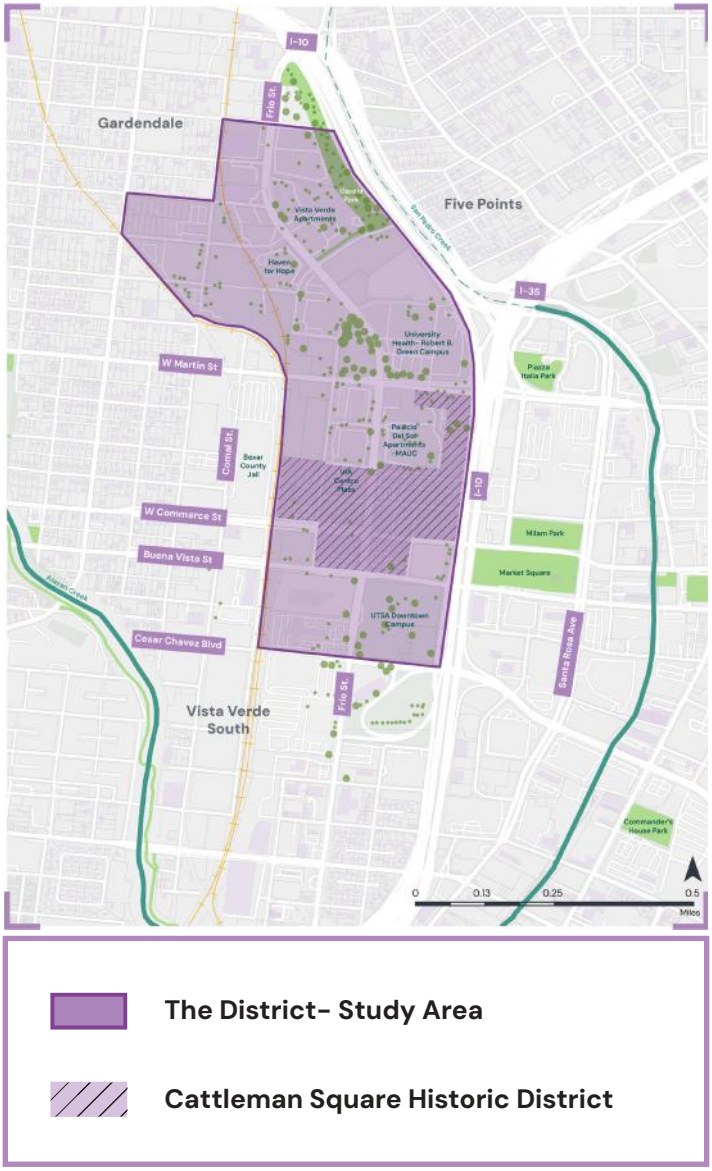
From Community Voice to a Shared Vision

Why the district Needs a Community Vision

The district is at an important moment in its history. Once a thriving center of commerce, transportation, and community life, the area has experienced decades of disinvestment, demolition, and physical separation from surrounding neighborhoods. Today, vacant properties, disconnected streets, limited housing options, and the need for a coordinated response to homelessness highlight the importance of community-focused investment and solutions.

Despite these challenges, the district is home to historic buildings, major institutions, transit connections, local businesses, and community organizations that provide a strong foundation for reinvestment. With growing interest in the area, there is an opportunity to guide future development in ways that benefit existing residents, strengthen community connections, and preserve the district's identity.

The challenges facing the district are too complex for any single property owner or developer to address alone. Previous redevelopment efforts have struggled to overcome these barriers, demonstrating that market-driven investment alone is not enough. Recognizing the need for a more coordinated approach, the San Antonio Housing Trust (SAHT) initiated, *Nuestro Cattleman Square: A Community Vision*, to bring the community and key stakeholders together around a shared direction for the district's future. The Vision looks beyond individual properties to consider how housing, transportation, public spaces, services, and economic opportunities can collectively support the district's social, cultural, and economic revitalization.



Understanding the Vision

To better understand the Community Vision, the following terms distinguish the Vision document, the overall study area, and the designated historic district within it.

Nuestro Cattleman Square:
The Community Vision document that establishes a shared direction.

The District:
The full study area referenced in the Community Vision.

Cattleman Square Historic District:
The City-designated historic district within the larger study area.

A Vision Built With Community

Rather than beginning with a predetermined vision, the planning process began by listening and learning. Residents, businesses, community organizations, and other stakeholders shared their experiences, priorities, and aspirations through a variety of engagement activities. Community Ambassadors helped extend these conversations through neighborhood relationships and grassroots outreach, reaching people beyond traditional public meetings.

Together, these efforts created an ongoing dialogue that shaped the Vision, bringing together community voices through more than:

60+
Meetings, workshops, and community events

3,000
Individual instances of participation throughout the process.

Community Ambassadors
Extended outreach through neighborhood relationships, surveys, and events.

Building Partnerships for the Future

Recognizing that the district's future depends on coordinated investment, the planning process brought together major property owners, institutions, and service providers through a Memoranda of Understanding (MOUs). These partners participated in ongoing discussions about their properties, institutional priorities, and opportunities for collaboration. They included:

- **VIA Metropolitan Transit**
- **UT San Antonio**
- **University Health**
- **Prospera Housing Community Services**
- **Haven for Hope**
- **Mexican American Unity Council**
- **San Antonio Housing Trust**

These conversations helped identify shared interests and opportunities to better connect housing, transportation, healthcare, education, supportive services, and future development, distric-wide.

Addressing Homelessness Through Coordinated Action

Together, the Community Vision and HRAP address both the physical and social needs of the district.

The Community Vision was developed alongside the Homeless Response Action Plan (HRAP) to address homelessness as part of the district's broader revitalization. Shaped by input from more than 39 organizations representing housing, healthcare, behavioral health, and community services, the HRAP outlines a coordinated approach to connecting people experiencing homelessness with housing and the support needed to achieve long-term stability.

With Close to Home coordinating implementation, the plan aims to end unsheltered homelessness in Cattleman Square by the end of 2027. Together, the HRAP and Community Vision support a more coordinated approach to creating a safer, more welcoming, and inclusive neighborhood.

The full Homeless Response Action Plan is included in Appendix E.

The Vision

The district is a vibrant, inclusive, and connected Westside neighborhood that grows from the historic heart of Cattleman Square. It will create new opportunities for housing, culture, local businesses, community life, and wellbeing.

Through collaboration, shared investment, and people-centered design, the district will become a place where residents, workers, students, and visitors can thrive together.

The goal is not to reinvent the district or create an identity from scratch, but to reconnect the pieces already here and build upon the strengths that have always defined this place.

Building Blocks of the Vision

Seven Guiding Principles turn what the community shared into a framework for future decisions, investments, partnerships, and projects. Each Guiding Principle includes objectives, strategies, and action items that help move the district from vision to action.

Honor the Past. Shape the Future:
Preserve history and cultural identity while welcoming thoughtful growth.

Community Builds Community:
Strengthen local organizations, relationships, and networks of support.

Home for All:
Expand housing choices and affordability for people at different stages of life.

Connected by Place:
Improve connections betweenneighborhoods, institutions, businesses, and destinations.

Design for Belonging:
Create safe, comfortable, and welcoming streets and public spaces.

Built for Gathering:
Support places for community life, culture, recreation, and celebration.

Lasting Prosperity:
Grow local businesses, employment opportunities, and long-term economic stability.

Together, these principles provide a shared framework for guiding investment and shaping a stronger, more connected district. By looking beyond individual properties, the Vision brings together streets, public spaces, development, transportation, historic preservation, and housing to support coordinated revitalization across the district.



Catalyst Sites: Visualizing the Vision

The Vision identifies Catalytic Sites that demonstrate how housing, historic preservation, transportation, public spaces, and community services could come together to shape the district's future.

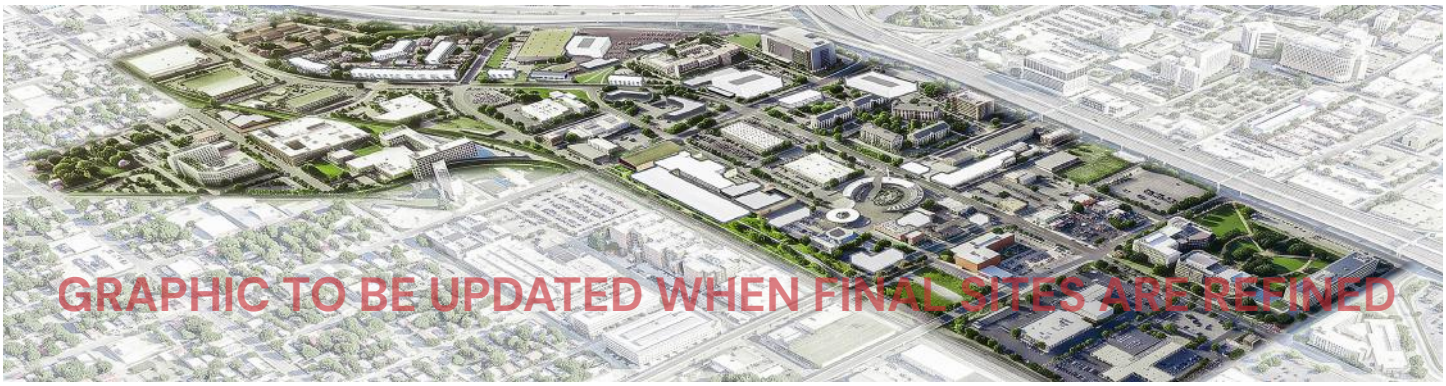
These sites include **properties owned by the San Antonio Housing Trust (SAHT), sites owned by participating MOU partners, and other areas of opportunity** that help illustrate the district's broader potential. Informed by community priorities and partner coordination, the concepts explore how vacant and underused properties could support new homes, neighborhood businesses, gathering spaces, and stronger connections across the district.

SAHT- Owned Sites
Properties under San Antonio Housing Trust control.

MOU Partner Sites
Properties owned by participating partners and explored through the planning process.

Areas of Opportunity
Other properties included to illustrate hypothetical long-term possibilities.

These concepts are illustrative, not final development proposals. For areas of opportunity beyond SAHT and participating partner properties, the visualizations are hypothetical and intended to explore possibilities rather than suggest plans or commitments by individual property owners. Any future redevelopment would depend on property owner interest, further coordination, and additional planning.



Moving Toward Implementation

The district's revitalization cannot be achieved by any single institution, property owner, or organization. Its success depends on a shared commitment to working together, aligning priorities, and building on the investments and efforts of others.

The Community Vision provides a common framework that allows partners to advance projects within their own properties and areas of responsibility while contributing to a larger effort. By understanding how individual investments fit together, partners can move forward with greater confidence, knowing their work supports and is supported by a shared direction for the district.

The implementation framework builds on this approach by identifying priority actions, potential partners, investment needs, and timeframes to help turn the Vision into coordinated action.

The district's next chapter is an opportunity to build on what has always made it special, bringing together those who call it home and those invested in its future to create new possibilities for generations to come.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INTERNATIONAL & GREAT NORTHERN
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CHAPTER

01

Roots of Place:

HISTORY, CULTURE AND IDENTITY

The district is shaped by generations of people, places, stories, and change. This chapter traces the history and cultural identity of the area, highlighting the roots that continue to influence its future.

A Living History of The District

People, traditions, and community assets that contribute to the district's unique identity.

Indigenous and Early Settlement

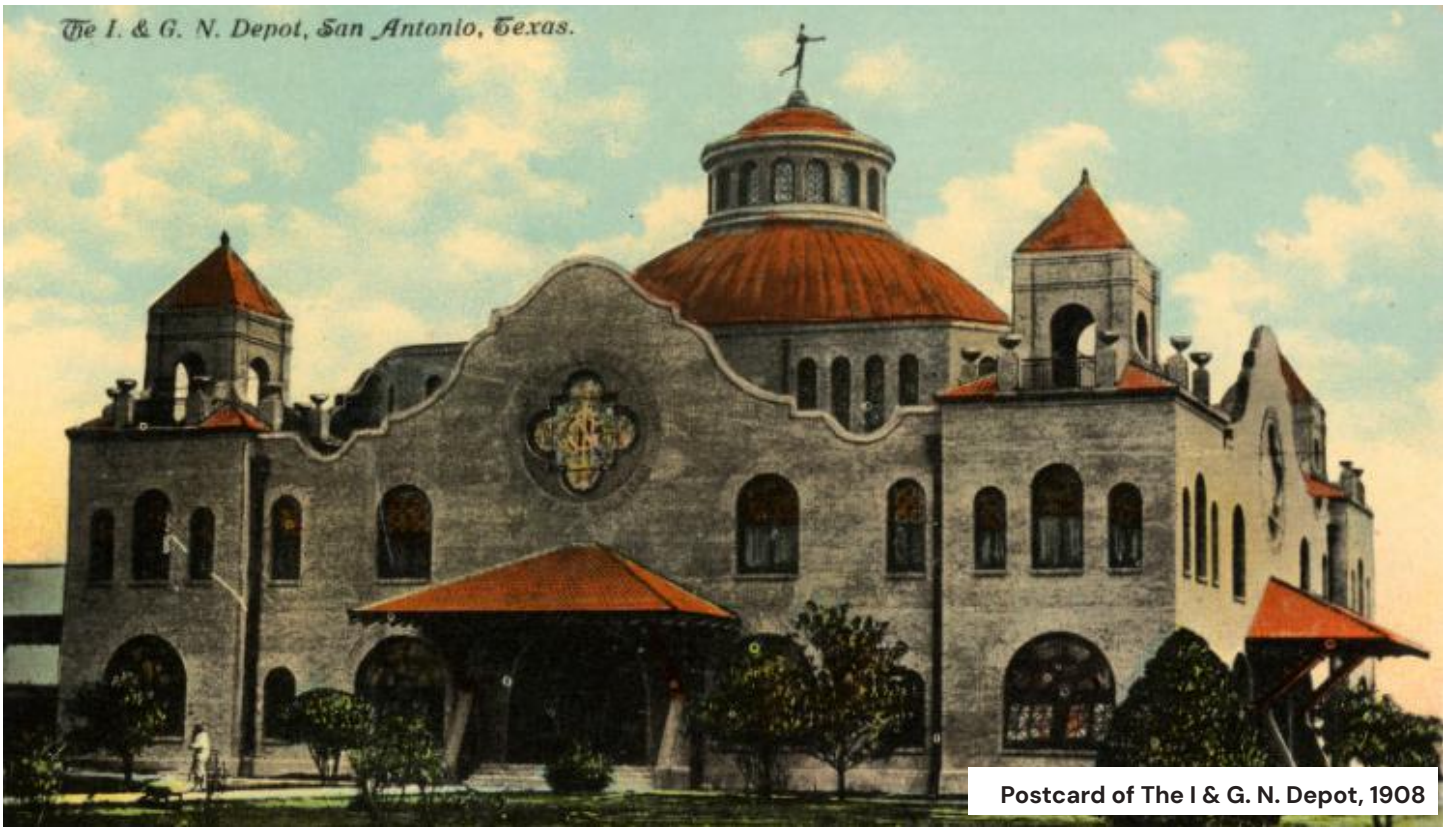
Long before the district emerged as a center for commerce and transportation, the landscape was shaped by Indigenous communities whose lives were closely connected to the San Antonio River, San Pedro Creek, and the region's natural waterways. These waterways provided food, water, travel routes, and places for settlement, influencing how people moved through and lived in the area for generations.

Spanish settlement introduced missions, ranches, acequias (or irrigation canals), and new patterns of land ownership that transformed the landscape and helped establish San Antonio as an important regional center. These early patterns of settlement and infrastructure helped shape the transportation networks and commercial activity that later developed in the district.

Railroad and Industrial History

The arrival of the railroad transformed the district into one of San Antonio's principal transportation and commercial gateways. Warehouses, freight facilities, hotels, and industrial buildings clustered around the rail corridors, creating a thriving center of trade that connected local businesses to regional markets.

The district quickly became an important center for industry and commerce, and many of the historic buildings that remain today were built during this period. The railroad also influenced the layout of the district, including its streets, blocks, buildings, and concentration of commercial and industrial activity. Many of these patterns are still visible today. Together, these buildings and development patterns reflect the district's important role in San Antonio's economic and transportation history.



Postcard of The I & G. N. Depot, 1908

Evolution of the Westside

As economic activity expanded around the railroad, the district became a crossroads for people arriving, working, living, and doing business in San Antonio. Generations of families, workers, entrepreneurs, and newcomers established neighborhoods, businesses, churches, schools, and community organizations. Together, they shaped a diverse, evolving community rooted in many cultures, traditions, and experiences.

Today, this history continues to define the district and the surrounding Westside. Its significance extends beyond historic buildings to the people, organizations, businesses, traditions, and everyday experiences that have shaped this part of San Antonio across generations.

Urban Renewal and Infrastructure

During the twentieth century, major public investments, including highway construction, rail expansion, and urban renewal initiatives, dramatically reshaped the district. While these projects improved transportation across the region and supported the growth of major institutions, they also removed historic buildings, disrupted neighborhood connections, and divided long-established communities.

These effects of these changes continue to influence the district today. Understanding these past decisions provides important context for the Community Vision and its goals of reconnecting neighborhoods, celebrating historic places, and guiding future investment in ways that strengthen the district's identity.



Commerce and Frio Street in 1968. Source: UT San Antonio Digital Collection

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Milestones That Shaped Today's District

Pre-1690

Indigenous Life and Landscape

Indigenous communities, including the Payaya, lived along the waterways and landscapes of what would become San Antonio and the Westside long before European settlement.



1874

Alazán Acequia Takes Shape

The City constructed the Alazán Acequia to carry water to residents of the growing Westside. Its route passed through what is now the District, becoming an important layer of the area's early infrastructure and development.



1892

Commercial + Industrial District Grows

Multiple stockyards operated near the railroad as Cattleman Square developed into a concentrated center for cattle, freight, industry, and commerce.



1907

I&GN Passenger Station Opens

The passenger statio Houston and Medina became known as th to Mexico." It anchore Cattleman Square's g passenger and comm activity.

Indigenous Homelands + Early San Antonio



1690–1821

Spanish Colonial Era

Spanish exploration, settlement, missions, and new systems of land and water management transformed the San Antonio region. Indigenous communities remained central to the area as colonial settlement expanded and new cultural landscapes emerged.

Railroad + Commercial Growth Infrastructure



1881

Railroad Arrives

Railways transformed the area into a mixed-use commercial district serving passengers, freight, warehouses and cattle commerce.

Communi Cultural L



1917

Robert B. G Memorial H Opens

The hospital o provide acces to residents re income, estab of care that co District today.

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1955–57

I-35 Reshapes the District

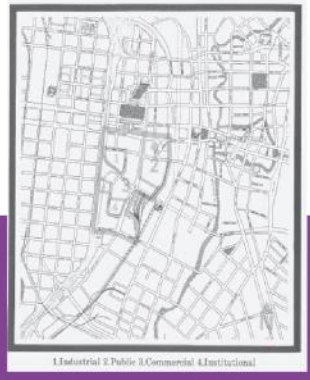
Highway construction disrupted historic street networks, displaced residents, and separated the Westside from Downtown, contributing to business closures and declining investment.



1973–83

Urban Renewal Reshapes the District

The Vista Verde South urban renewal project cleared many residential blocks. New apartments, institutional buildings, and industrial development replaced much of the earlier neighborhood fabric.



2010–15

A New Era of Transit Investment

VIA acquired the historic I&GN Passenger Station in 2010, later establishing its headquarters there, while Centro Plaza opened nearby in 2015 and reestablished the area as a major transit hub.



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Urban Renewal

Reinvestmment
+ Renewal





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1970

Passenger Rail Service Ends

The I&GN station and support facilities closed as automobile travel and highways replaced passenger rail and Cattleman Square's railroad-oriented economy declined.

1985

Cattleman Square Historic District Established

The City designated Cattleman Square a Local Historic District to recognize and protect its concentration of late-19th- and early-20th-century commercial and industrial buildings.

Today

Preserving History While Shaping the Future

San Antonio Housing Trust and partners envision redevelopment while preserving historic buildings, cultural traditions, and community stories.

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Community & Cultural Identity

Stories & Oral Histories

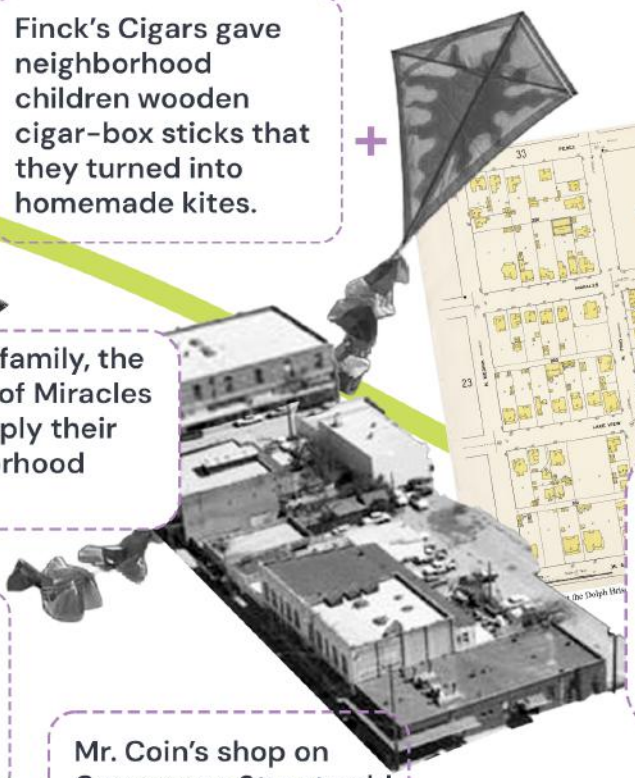
The district 's history lives not only in historic buildings and archival records, but in the memories of the people who grew up, worked, shopped, worshiped, learned, and spent time here. Throughout the planning process, community members shared stories of everyday life that revealed another part of the district 's history: the businesses they visited, places where they gathered, people they knew, and traditions they remember. Together, these stories create a living record of the district , preserving the experiences and connections that cannot always be found in maps, photographs, or historic documents.

Willie's Cabrer busine Cattler where close t

Finck's Cigars gave neighborhood children wooden cigar-box sticks that they turned into homemade kites.



For one family, the Church of Miracles was simply their neighborhood church.



Families remember homes and neighborhood life in places where buildings and large parking lots stand today.

Dr. Villarreal was the neighborhood doctor, while the Urrutia family operated the local pharmacy.

Mr. Coin's shop on Commerce Street sold dishes, household goods, and everyday supplies.

Cattle

-A thr

Kids gathered outside Toudouze and watched cowboy movies playing through the storefront windows.





El Popo, a neighborhood tortillería near Houston and Leona Streets, was part of everyday community life.

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Meat Market, Popo
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people could shop
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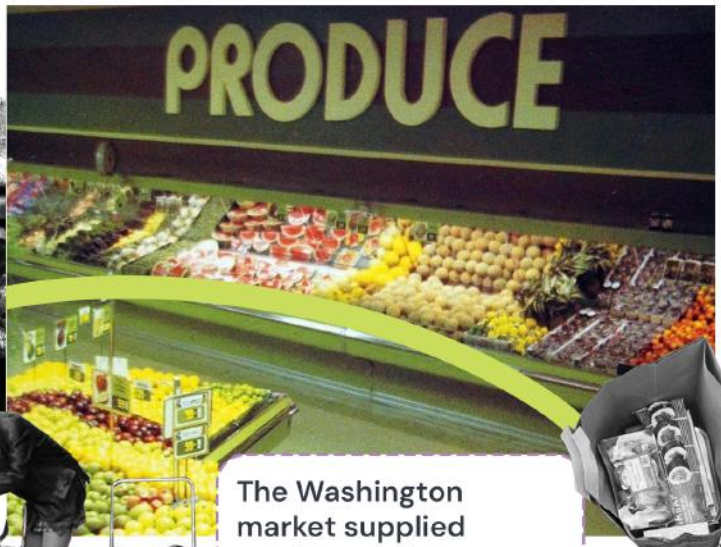


The Washington market supplied produce and grocery to the neighborhood.





Syrian, Italian, Lebanese and Chinese families called Cattleman Square home. Their traditions became part of neighborhood life such as Ruffus family making pasta.

Girls and boys from Cattleman Square attended swim club classes at the YWCA.

eman Square

iving neighborhood-



The nuns at Catholic school opened their doors in the afternoonto neighborhood kids, giving them a place to play and spend time together.

Families walked through Cattleman Square on their way to the Alameda Theatre to see a movie.



Young Women's Leadership Academy graduation ceremonies were once held at the historic I&GN Depot.

Public Art & Murals

Public art makes the history, culture, and creativity of the district visible in everyday places. Murals, sculptures, and installations such as El Trompo (The Top) and El Papalote (The Kite) create opportunities to share community stories, celebrate cultural traditions, and strengthen connections between people and place.

As the district continues to evolve, public art can help carry these stories forward through streets, parks, gathering spaces, gateways, and new development. Future public art can draw from local history, oral histories, local artists, and community experiences to tell new stories while strengthening the district's identity and character.



Selena Mural, at W Houston & N Leona



El Trompo, at W Commerce & S Frio



El Papalote, at W Commerce & S Frio

Cultural Significance

The cultural significance of the district extends beyond its buildings and landmarks. It lives in the people, traditions, businesses, music, institutions, stories, and relationships that have shaped everyday life across generations.

Family-owned businesses, neighborhood organizations, faith communities, schools, cultural institutions, and generations of entrepreneurs have contributed to a strong sense of place. The area is also connected to the nationally recognized West Side Sound, a musical tradition that brought together rhythm and blues, soul, conjunto, and jazz as a distinctive expression of San Antonio's cultural heritage.

These cultural traditions have endured even as the physical landscape around them has changed. Today, preservation efforts, cultural organizations, neighborhood groups, artists, and community partnerships continue to document, celebrate, and carry this legacy forward.

Nuestro Cattleman Square: A Community Vision, builds upon this history and culture by recognizing that preservation is about more than protecting buildings. It is also about creating opportunities for the people, stories, traditions, businesses, and community connections that give the district its identity to remain part of its future.



La Musica de San Anto, at W Commerce & San Marcos

Historic Character and Preservation

Historic buildings, landmarks, and development patterns help tell the story of how the district changed over time.

Historic Buildings

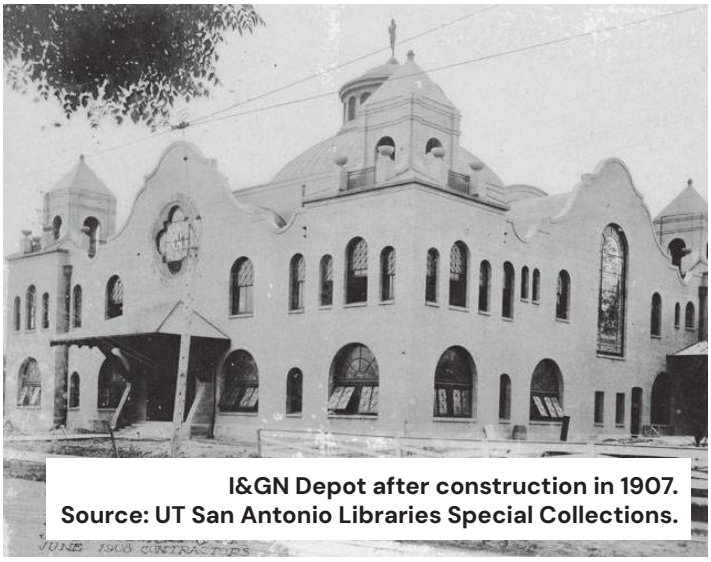
Historic buildings are among the district's most visible connections to its past. Railroad depots, warehouses, commercial storefronts, civic buildings, and institutional landmarks reflect the district's evolution as a center of transportation, commerce, and community life. The buildings tell the story of a district shaped by industry, entrepreneurship, public investment, and generations of residents who helped define San Antonio's Westside.

Today, many of these historic buildings remain defining features of the district and continue to shape its identity. Landmark buildings such as the Robert B. Green Memorial Hospital, Scobey Building, Grand Building, Heimann Building, and National Grocer Building reflect different periods of the district's development while serving as enduring reminders of its architectural and cultural heritage. Together, these buildings contribute to the district's distinctive character and provide opportunities to preserve its history while bringing new activity and investment to the area.

Historic Landmarks and Districts

the district contains a significant concentration of historic resources, including individual landmarks and the City-designated Cattleman Square Historic District. Established in 1985, the historic district includes late nineteenth- and early twentieth-century commercial and industrial buildings that reflect the area's growth as a center of railroad transportation and commerce. Beyond its boundaries, additional historic landmarks reflect the broader Westside's evolution and community life.

The Historic Landmarks + Districts Map identifies historic buildings, including those listed on the National Register of Historic Places (NRHP), and historic districts throughout the area. It also illustrates how these resources relate to the streets, transportation routes, and development patterns that shaped the district. Together, these historic places provide a foundation for future investment and can help guide new development that respects the district's history, character, and identity



I&GN Depot after construction in 1907.
Source: UT San Antonio Libraries Special Collections.



I&GN Hotel in 1909

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Historic Landmarks and Districts



Architectural Character

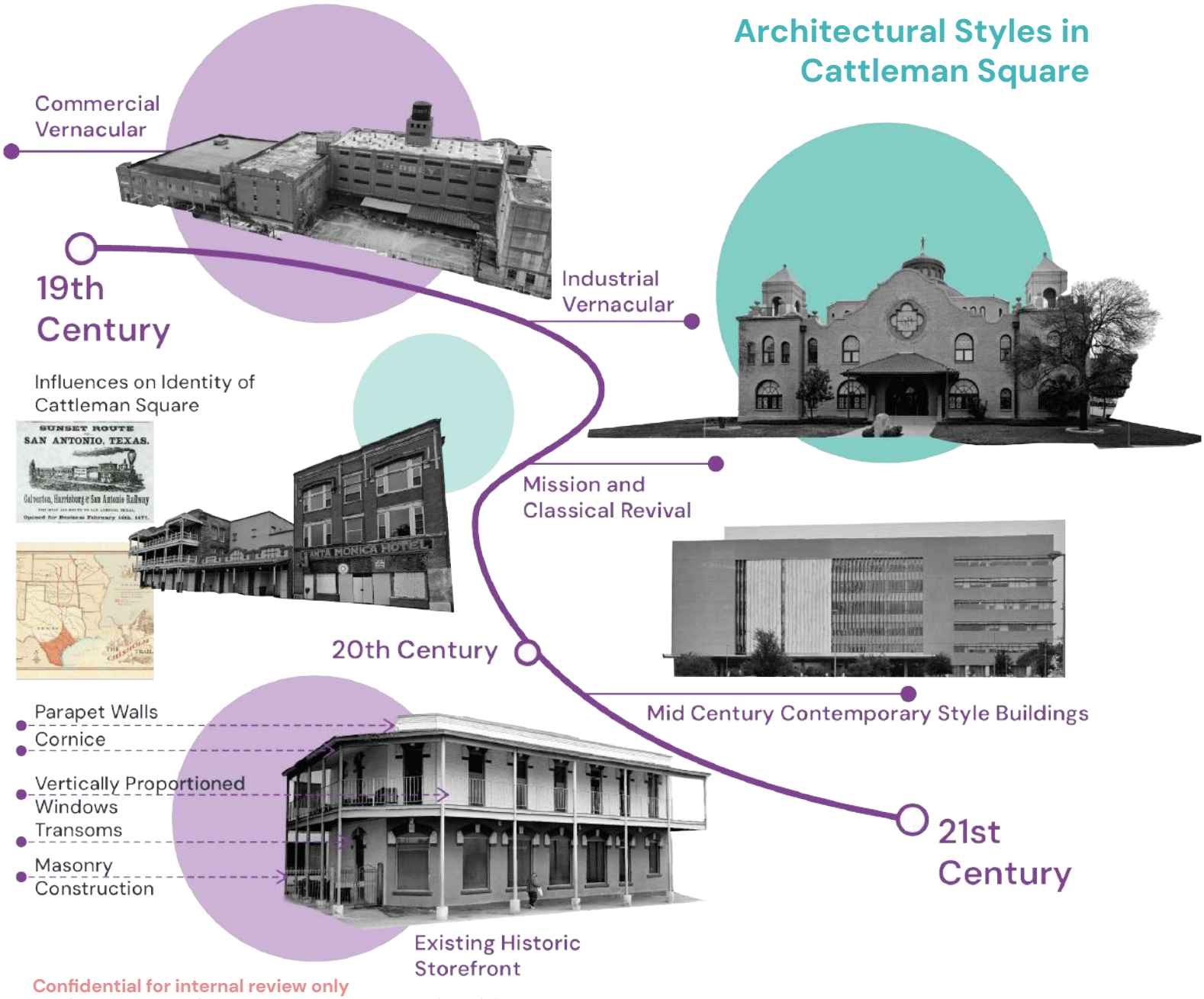
The architectural character of the district reflects more than a century of change and development.

The district includes a variety of architectural styles that represent different periods of development, including Italianate, Classical Revival, Mission Revival, Art Deco, Commercial Style, and Mid-Century Modern architecture. Historic warehouses, storefronts, public buildings, churches, healthcare facilities, and institutional campuses give the district an architectural character that is distinct from surrounding areas.

The district also has several common design features, including brick and stone construction, decorative details along rooflines, recessed storefront entrances, tall windows, and buildings located close to the sidewalk. Together, these features help create the district's recognizable character and make many streets more comfortable and interesting to wlk along. These features create a cohesive sense of place that reflect the craftsmanship and development patterns that shaped the district throughout its history.

Preservation & Adaptive Reuse Opportunities

Historic buildings throughout the district represent more than physical reminders of the past. They



provide a visible connection to the people, businesses, industries, institutions, and everyday activities that shaped the district over generations. Many have remained part of the area through periods of growth, limited investment, and change, taking on different uses as the surrounding neighborhood has evolved. Together, their size, materials, location along the street, and presence throughout the district create a historic character that remains recognizable today.

Throughout the planning process, community members consistently expressed that historic buildings, stories, and character should remain visible as new investment occurs. Buildings such as the Scobey Building, Grand Building, Heimann Building, National Grocer Building, and other historic buildings were valued not only for their architecture, but also for the memories, businesses, activities, and periods of neighborhood life they represent. Some remain in use today, while others are vacant or unused. Reusing these buildings could help bring new activity to the district while preserving important connections to the past.

Preservation does not require the district to remain unchanged. Historic buildings have evolved alongside the community before and can continue to do so as new generations bring new uses and activity. Continued use, careful rehabilitation, and adaptive reuse (giving older buildings new or continued uses) can help these places remain part of everyday life while carrying their history and character forward.



The Scobey Building, 1914



Gebhardt Chili Powder Company. Source: UT San Antonio Digital Collections

Archaeology & Physical Landscape

Layers beneath the surface reveal the district's long and evolving history.

Archaeological Resources

The landscape beneath the district preserves layers of human activity that predate many of the buildings, streets, and infrastructure visible today. Archaeological resources connected to Indigenous communities, Spanish colonial activity, historic waterways and acequias, transportation, and later development provide another record of how people lived in and shaped this area over time.

These resources add depth to the history documented through buildings, maps, photographs, and oral histories. They can reveal traces of earlier landscapes and activities that have disappeared from view as the district developed and changed. Previous archaeological investigations within and near the district have identified evidence of this long history.

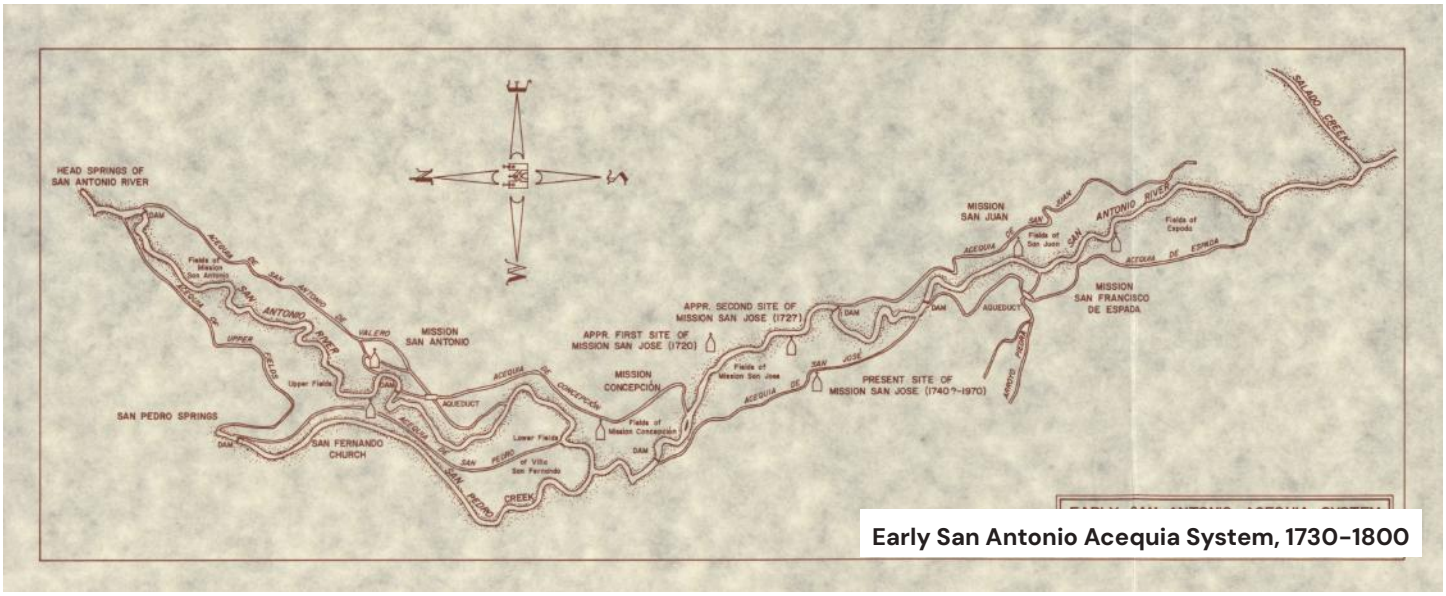
As reinvestment occurs, understanding this archaeological context will remain important. Understanding what may remain beneath the surface helps tell that a fuller story of the district, including parts of its history that are no longer visible today.

Waterways & Historic Infrastructure

Long before streets, railroads, and buildings defined the district, water shaped the broader landscape. Alazán Creek to the west and San Pedro Creek to the east formed part of a larger network of waterways that influenced where people lived, traveled, and established communities.

Historic records indicate that the Alazán Acequia passed through what is now the district, connecting the area to San Antonio's larger system of acequias. These water systems supported agriculture and everyday life and became an important part of the infrastructure that supported the city's early growth.

Although the Alazán Acequia is no longer visible in the district today, its historic route remains part of the area's history beneath today's streets and buildings. Its story shows how water systems, transportation, infrastructure, and urban growth have continually reshaped the district.



Early San Antonio Acequia System, 1730–1800

Layers That Shaped the District

Buildings

Historic buildings and institutions reflect the different periods of growth and development that have shaped the district .

Streets, Highways and Railroads

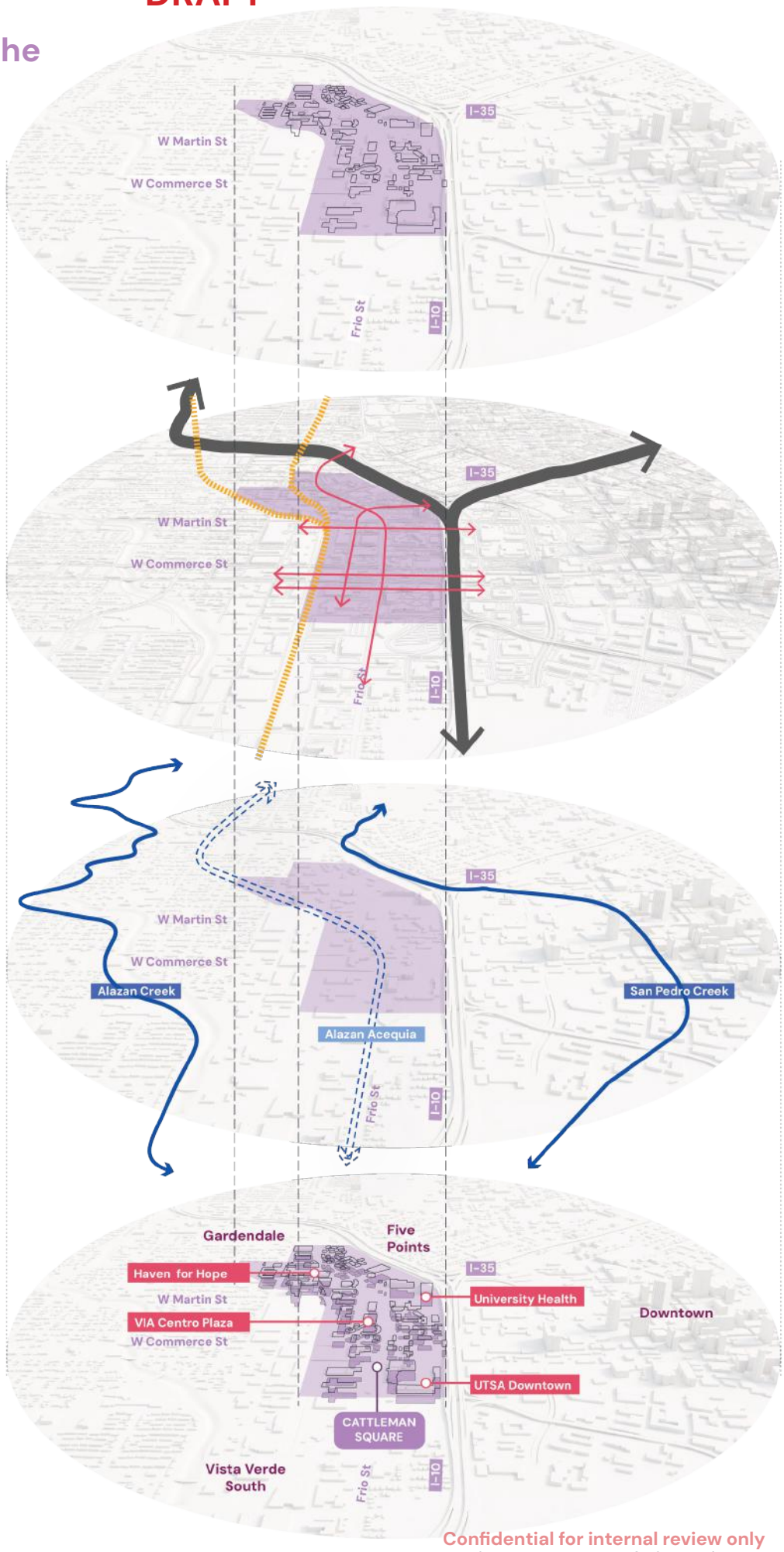
Railroads, streets, and highways shaped how the district developed and how it connects to the Westside, Downtown, and the rest of San Antonio.

Creeks and Acequias

Natural waterways and the historic Alazán Acequia shaped the landscape and supported the area's earliest patterns of settlement and development.

Physical Context

Today, the district sits at the intersection of the Westside and Downtown, surrounded by neighborhoods, institutions, transit, and other major destinations.



Railroad & Transportation Infrastructure

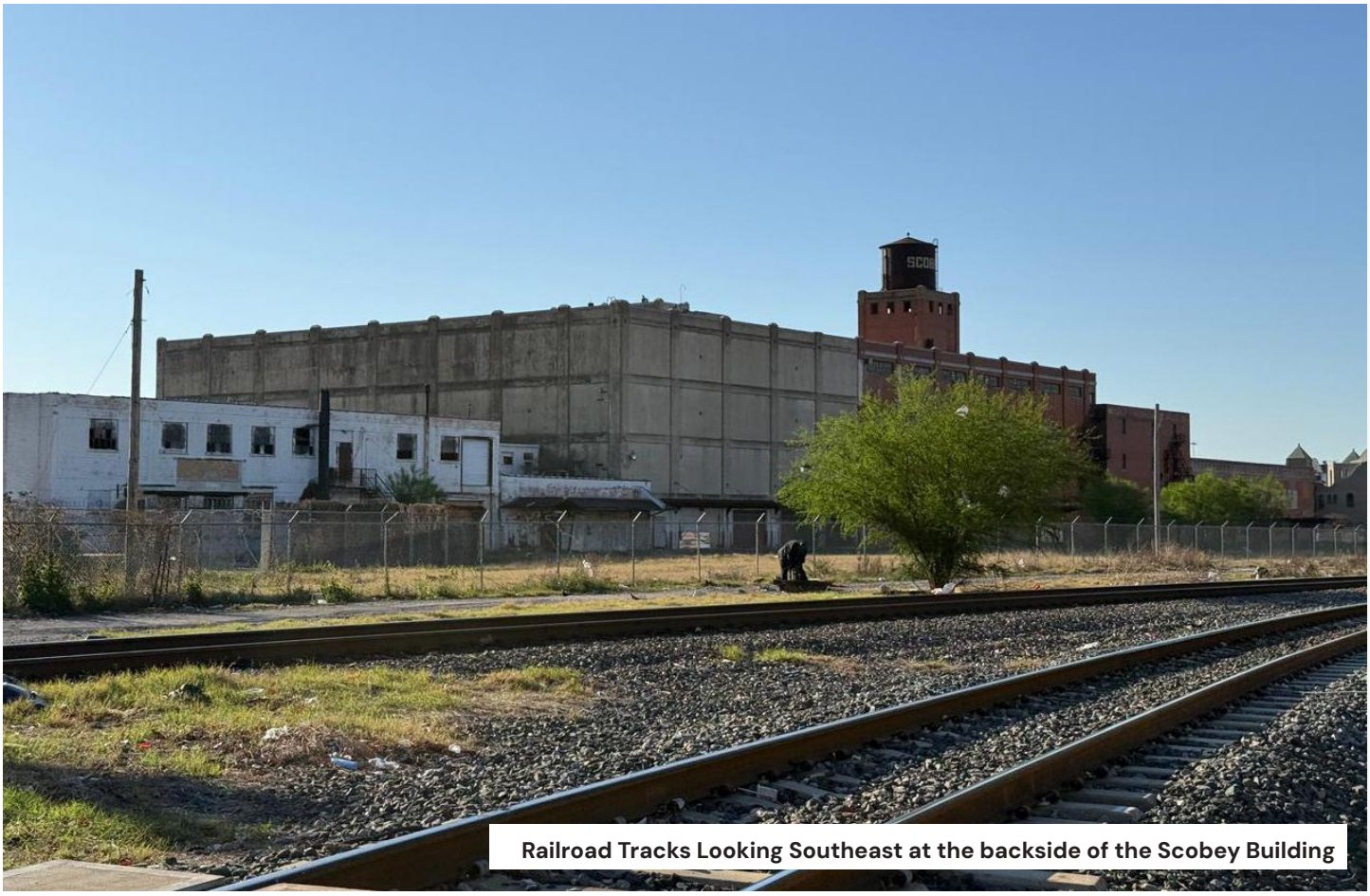
Few investments shaped the district more than the railroad. Rail lines helped establish the district as one of San Antonio's major transportation and commercial gateways. They influenced its street, industrial development, and the location of warehouses, freight facilities, and commercial buildings, many of which remain visible today.

Many of the district's most recognizable landmarks, including the Scobey Building, Grand Building, and the surrounding warehouse district, reflect this transportation legacy. Today, VIA Centro Plaza continues the area's transportation role by connecting multiple transit services and destinations. Transportation helped make the district an important destination, but highways, rail lines, and other infrastructure also created barriers between the district and surrounding neighborhoods that remain today.

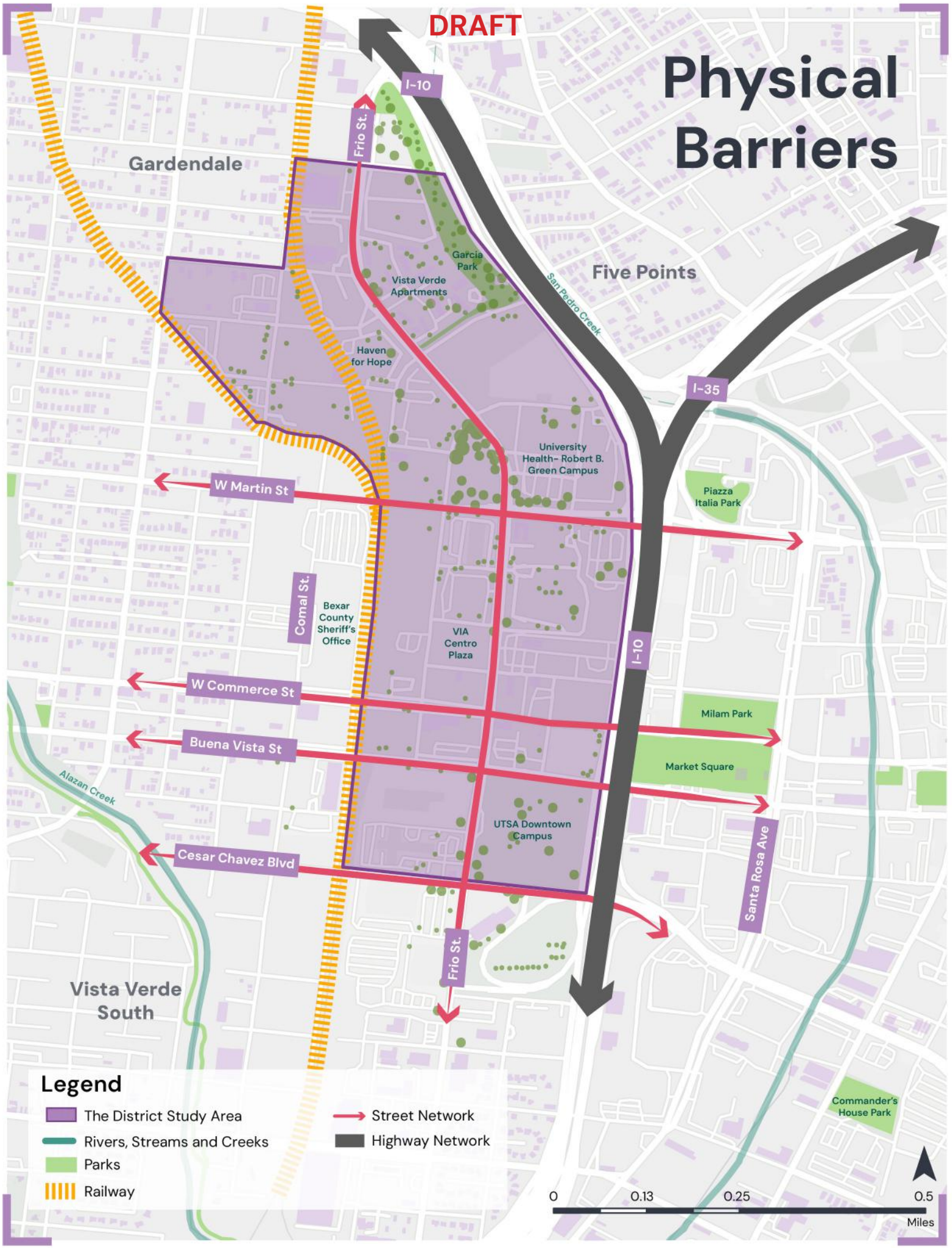
Underground Systems & Environmental Considerations

Much of the infrastructure that supports the district exists beneath its streets and buildings. Utilities, drainage systems, and other infrastructure have been expanded and changed over time as the district has grown and developed.

Aging infrastructure, historic waterways, buried utilities, and environmental conditions can affect where and how new development occurs. Understanding these conditions can help guide future development, infrastructure improvements, and preservation of historic places.



Railroad Tracks Looking Southeast at the backside of the Scobey Building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Physical Barriers
I-10
Frio St.
Gardendale
Garcia Park
Vista Verde Apartments
Five Points
San Pedro Creek
Haven for Hope
I-35
University Health- Robert B. Green Campus
W Martin St
Piazza Italia Park
Comal St.
Bexar County Sheriff's Office
VIA Centro Plaza
I-10
W Commerce St
Milam Park
Buena Vista St
Market Square
Alazan Creek
UTSA Downtown Campus
Cesar Chavez Blvd
Santa Rosa Ave
Frio St.
Vista Verde South
Commander's House Park
Legend
The District Study Area
Rivers, Streams and Creeks
Parks
Railway
Street Network
Highway Network
0
0.13
0.25
0.5
Miles

















CHAPTER

02

Where We Stand Today:

UNDERSTANDING THE DISTRICT OF CATTLEMAN

The district today reflects both the strengths of its historic urban fabric and the impacts of decades of change and disinvestment. This chapter examines the conditions, assets, challenges, and opportunities that create the foundation for the Vision.

A District in Transition

Planning & regulatory framework

Cattleman Square sits at the intersection of opportunity and transition. Located immediately west of Downtown San Antonio, the district benefits from regional access, major institutions, historic character, transit, and significant public investment. At the same time, decades of changing land uses, highway and infrastructure investment, disinvestment, and redevelopment have left behind vacant properties, fragmented development patterns, and a public realm that often prioritizes moving through the district rather than spending time within it.

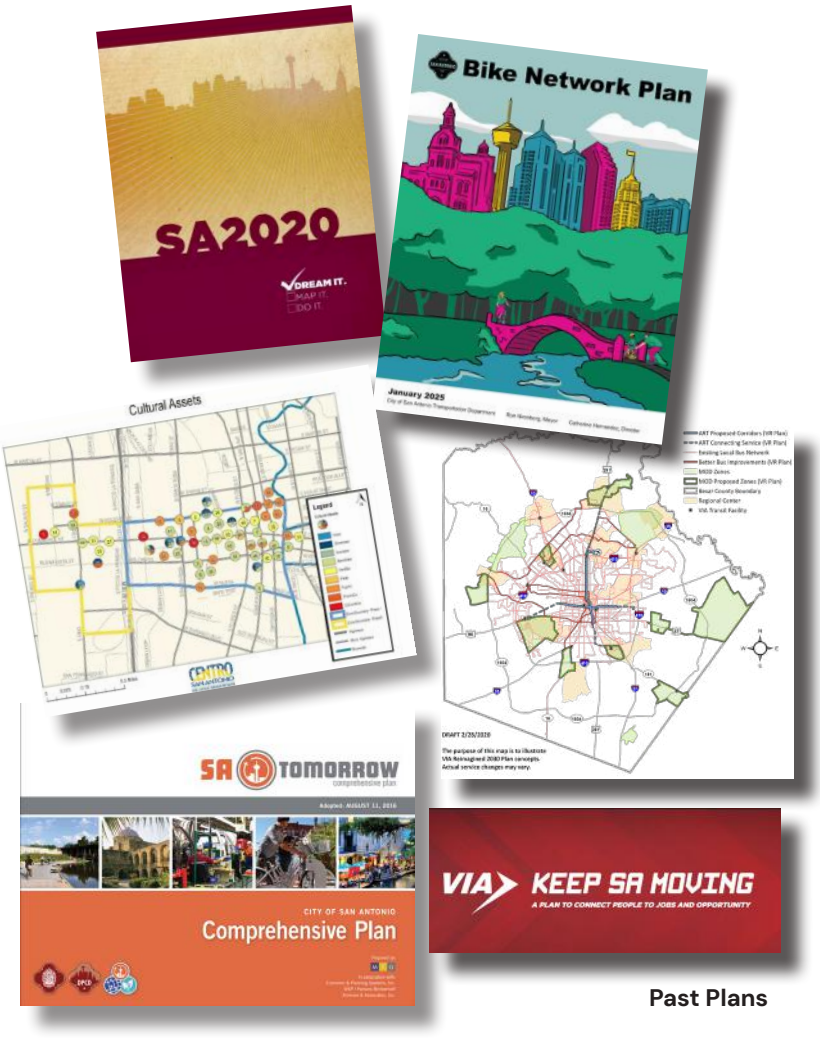
Understanding these conditions is essential to understanding what comes next. This chapter examines the physical, regulatory, mobility, development, and market conditions shaping the district today, as well as the assets and opportunities already in place.

Together, these conditions reveal a District that does not need to start over. Many of the pieces of a complete, connected neighborhood are already here. The opportunity is to reconnect them, strengthen what is working, and address the gaps that limit everyday neighborhood life. For additional technical analysis and supporting documentation, refer to Appendix B and Appendix C.

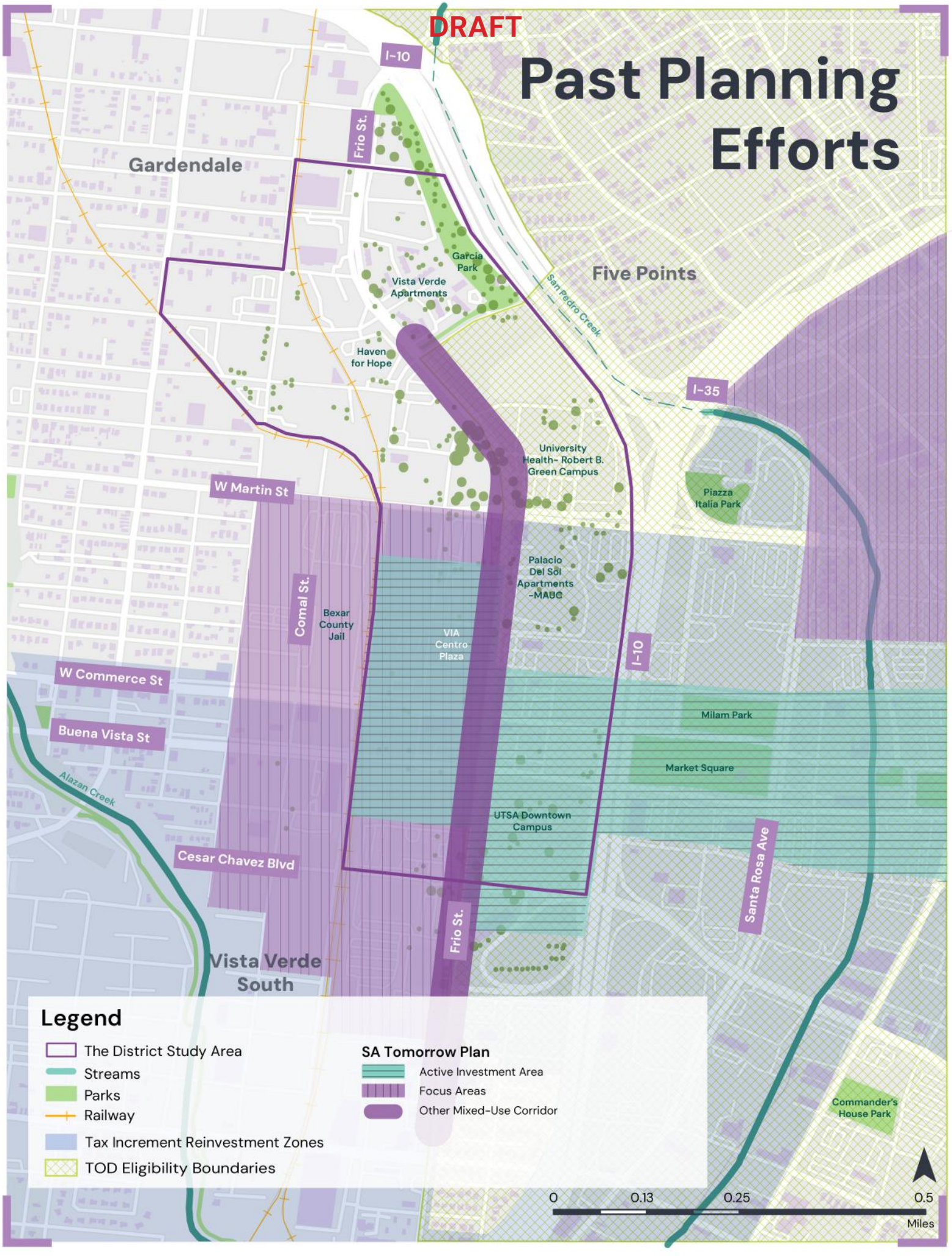
Cattleman Square has long been recognized as an important part of San Antonio's future. Over the past decade, multiple adopted plans have identified the district as a priority area for reinvestment, envisioning a more connected, walkable, mixed-use neighborhood that strengthens the relationship between Downtown and the Westside while honoring its historic and cultural identity.

Today, however, the regulatory framework reflects a district in transition. Portions of Cattleman Square have already begun shifting toward urban mixed-use development through Downtown zoning and Infill Development Zone (IDZ) standards that encourage compact, pedestrian-oriented growth. At the same time, significant portions of the District remain governed by legacy industrial and auto-oriented commercial zoning that no longer reflects the community's aspirations for housing, neighborhood businesses, and vibrant public spaces.

Together, these overlapping plans and regulations reveal a District already moving toward a different development pattern, but where existing zoning and development standards do not always align with that direction.



Past Plans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Past Planning Efforts
I-10
Frio St.
Gardendale
Garcia Park
Vista Verde Apartments
San Pedro Creek
Five Points
Haven for Hope
I-35
University Health- Robert B. Green Campus
W Martin St
Piazza Italia Park
Palacio Del Sol Apartments -MAUC
Comal St.
Bexar County Jail
VIA Centro Plaza
I-10
W Commerce St
Milam Park
Buena Vista St
Market Square
Alazan Creek
UTSA Downtown Campus
Cesar Chavez Blvd
Santa Rosa Ave
Frio St.
Vista Verde South
Commander's House Park
Legend
The District Study Area
Streams
Parks
Railway
Tax Increment Reinvestment Zones
TOD Eligibility Boundaries
SA Tomorrow Plan
Active Investment Area
Focus Areas
Other Mixed-Use Corridor
0
0.13
0.25
0.5
Miles

An Urban Fabric Interrupted

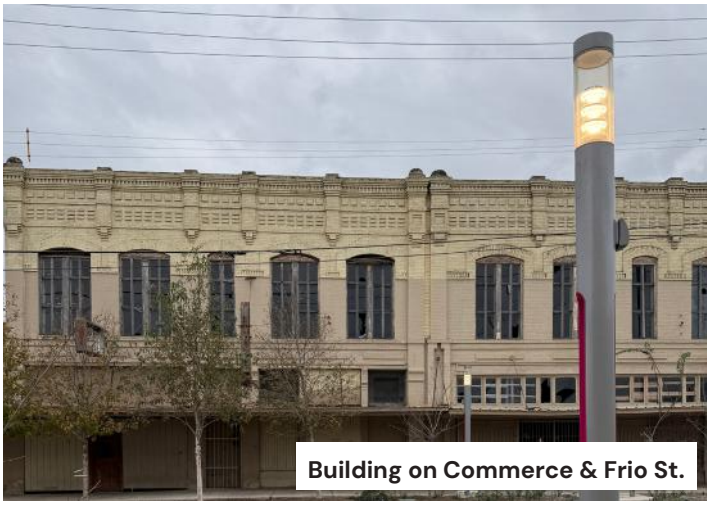
Land use & development patterns

Cattleman Square remains home to major civic institutions, regional destinations, employers, and residential communities that generate activity throughout the day. UT San Antonio Downtown, University Health, VIA Centro Plaza, Bexar County Offices, and surrounding businesses create a strong foundation for future growth.

Yet decades of disinvestment have left many blocks underutilized and fragmented. Vacant parcels, abandoned buildings, aging industrial properties, and expansive surface parking lots interrupt what was once a more continuous urban fabric. Instead of creating an active neighborhood environment, many blocks feel disconnected, with large gaps between destinations and limited street activity outside of institutional campuses.

The district's physical form also reflects different eras of development. Older buildings were typically constructed close to the sidewalk, creating continuous street frontages that encouraged walking, supported local businesses, and helped define the public realm. More recent development introduced a different pattern, with buildings set back behind large parking lots or centered within oversized parcels. These auto-oriented development patterns weaken the street edge, reduce pedestrian activity, and create isolated sites surrounded by pavement rather than connected neighborhood blocks.

These conditions represent one of Cattleman Square's greatest opportunities. Rather than expanding outward, future growth can focus on strategically reinvesting in vacant and underutilized properties, adapting existing buildings, and transforming surface parking into housing, employment, neighborhood services, and public spaces that reconnect the district.



Building on Commerce & Frio St.



Parking lot on Houston & Frio St.



National Grocers Company Building

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Vacant Buildings and Parcels



Note: Vacant Parcels and Buildings are denoted according to August 2026 site conditions.

A Public Realm Built for Movement, Not for People

Public realm & open space

The Pedestrian Experience

The district's streets and public spaces reflect decades of investment focused largely on moving people and vehicles through the area. Wide roadways, major intersections, driveways, surface parking, and transportation infrastructure provide regional access but often create an environment that is less comfortable for people walking, biking, waiting for transit, or spending time outdoors.

Pedestrian conditions vary significantly from block to block. Some streets include generous sidewalks, while others have gaps, limited shade, difficult crossings, inconsistent accessibility, or few features that support everyday pedestrian activity. Even where sidewalks are wide, adjacent parking lots, blank edges, vacant properties, and buildings set far from the street can make the pedestrian environment feel exposed or disconnected.

The challenge is not simply whether sidewalks exist, but the quality of the experience they create. Shade, building frontage, street trees, crossings, lighting, seating, and activity along the street all influence whether walking feels comfortable and inviting. In many parts of the district, these elements are inconsistent or missing, making relatively short distances between destinations feel much farther apart.

Parks and Green Space

Green space is also limited within the district. While several parks and larger open spaces are located nearby, relatively few green spaces exist within the district itself, leaving many blocks without convenient access to places for recreation, gathering, shade, or respite from the urban environment.

Existing public spaces provide important community assets, but they are not yet part of a continuous network of green and gathering spaces. Large areas of pavement, surface parking, wide rights-of-way, and limited tree canopy further contribute to an environment where shade and greenery can be difficult to find, particularly along important walking routes and around major destinations.

The lack of green space is especially noticeable given the number of people who move through the district each day. Residents, workers, students, transit riders, visitors, and people accessing healthcare and community services all use the area, yet there are limited places to comfortably sit, gather, rest, or spend time outdoors between destinations.



Garcia Park



Sidewalks on N Leona St


DRAFT
Open Spaces
Gardendale
Five Points
Vista Verde South
0.25 Miles LOS
I-10
I-35
Frio St.
Garcia Park
Vista Verde Apartments
San Pedro Creek
Haven for Hope
University Health-Robert B. Green Campus
Piazza Italia Park
W Martin St
Comal St.
Bexar County Jail
Palacio Del Sol Apartments -MAUC
VIA Centro Plaza
W Commerce St
Buena Vista St
Alazan Creek
Cesar Chavez Blvd
UTSA Downtown Campus
Milam Park
Market Square
Santa Rosa Ave
Commander's House Park
Legend
The District Study Area
Streams
Parks
Parcels
Railway
Level of Service (0.25 Miles)
0
0.13
0.25
0.5
Miles

Connected Regionally, Divided Locally

Mobility, access & infrastructure

Transportation and Connectivity

Few places on the Westside are as connected to the larger city while remaining as physically fragmented at the neighborhood scale.

The district sits at the convergence of major transportation systems and destinations. VIA Centro Plaza, local and regional bus service, nearby interstate access, rail infrastructure, Downtown, UT San Antonio, University Health, and planned transit investments connect the district to jobs, education, healthcare, services, and destinations throughout San Antonio.

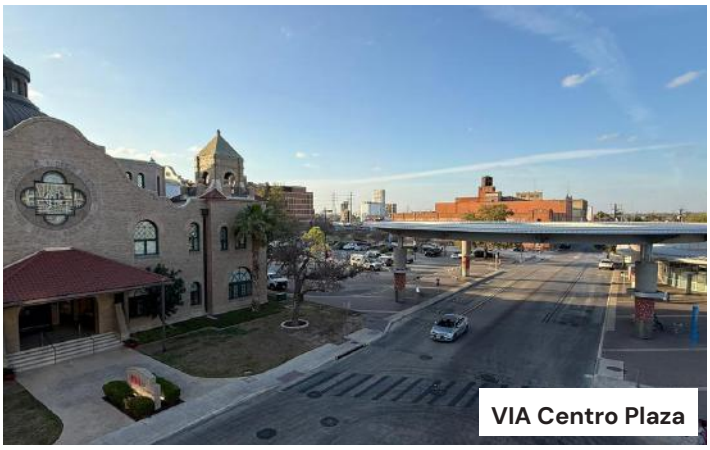
Yet many of those same systems create barriers within the district. Interstate highways, rail corridors, wide roadways, large intersections, and discontinuous pedestrian routes can make relatively short trips difficult, particularly for people walking, biking, or using transit.

This creates one of the district's defining contradictions: strong regional connectivity does not always translate into strong local connectivity. Major destinations may be geographically close while remaining physically separated by infrastructure, uncomfortable crossings, or gaps in the pedestrian network.



Absent pedestrian crossings on Frio St


Intersection on Buena Vista & Frio St near UT San Antonio Downtown Campus


VIA Centro Plaza

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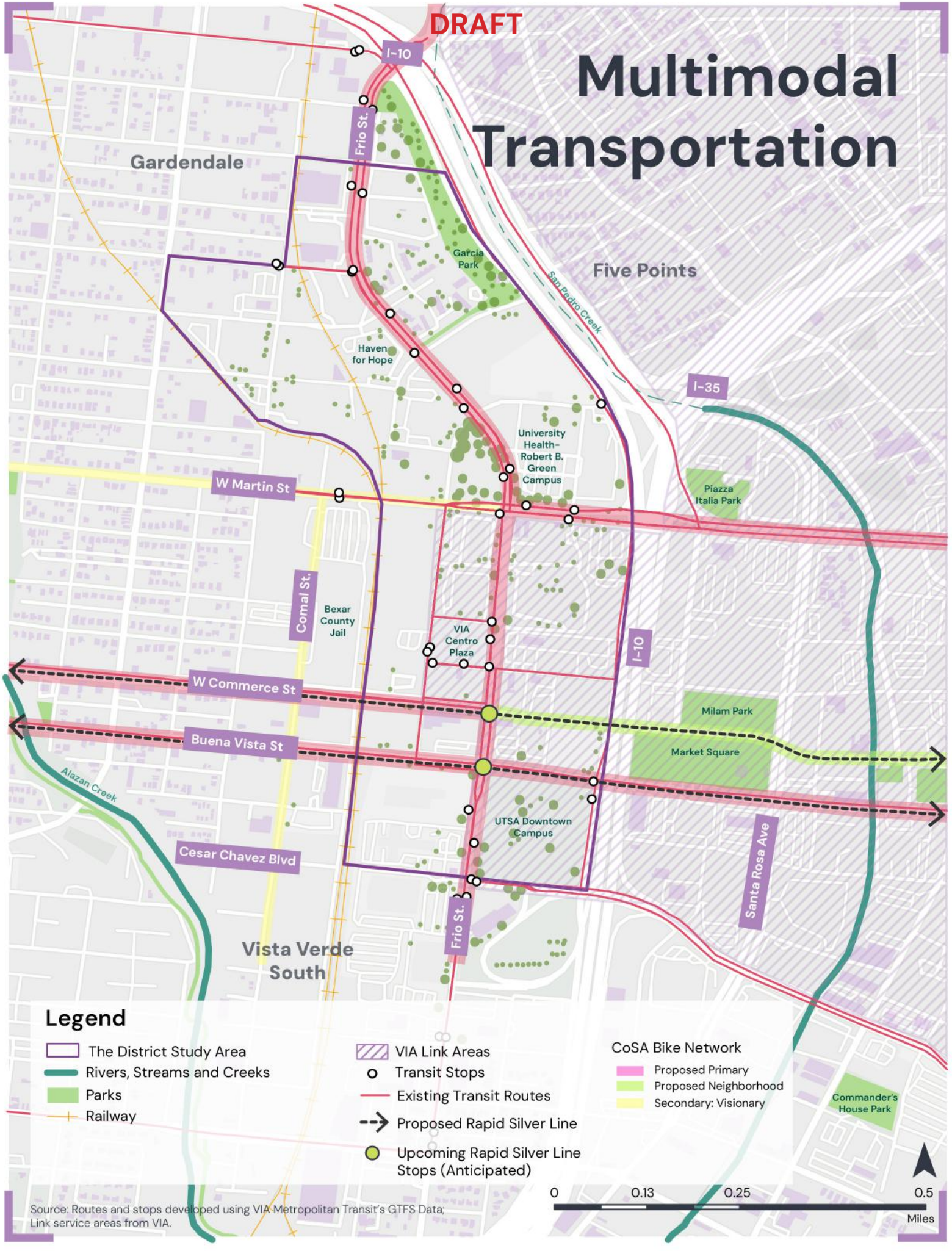
Multimodal Transportation



Source: Routes and stops developed using VIA Metropolitan Transit's GTFS Data; Link service areas from VIA.

Community Gathering Places

Places that make Cattleman Square a destination

Community life in the district is centered around the places where people learn, gather, work, receive services, and connect with one another. Schools, faith communities, neighborhood organizations, parks, affordable housing communities, healthcare institutions, transit facilities, government offices, and cultural organizations all contribute to the district's everyday life.

Many of these places continue to serve as important community anchors. VIA Centro Plaza connects residents, workers, students, and visitors to destinations throughout the region while serving as the district's primary transit hub and gateway. University Health provides essential healthcare services and remains one of the area's largest institutional employers, while the UT San Antonio Downtown Campus brings education, research, students, and activity into the area. Public facilities such as the Bexar County Appraisal District and Bexar County Tax Assessor-Collector's Office also draw people from across the county, reinforcing the district's role as a destination for civic services.

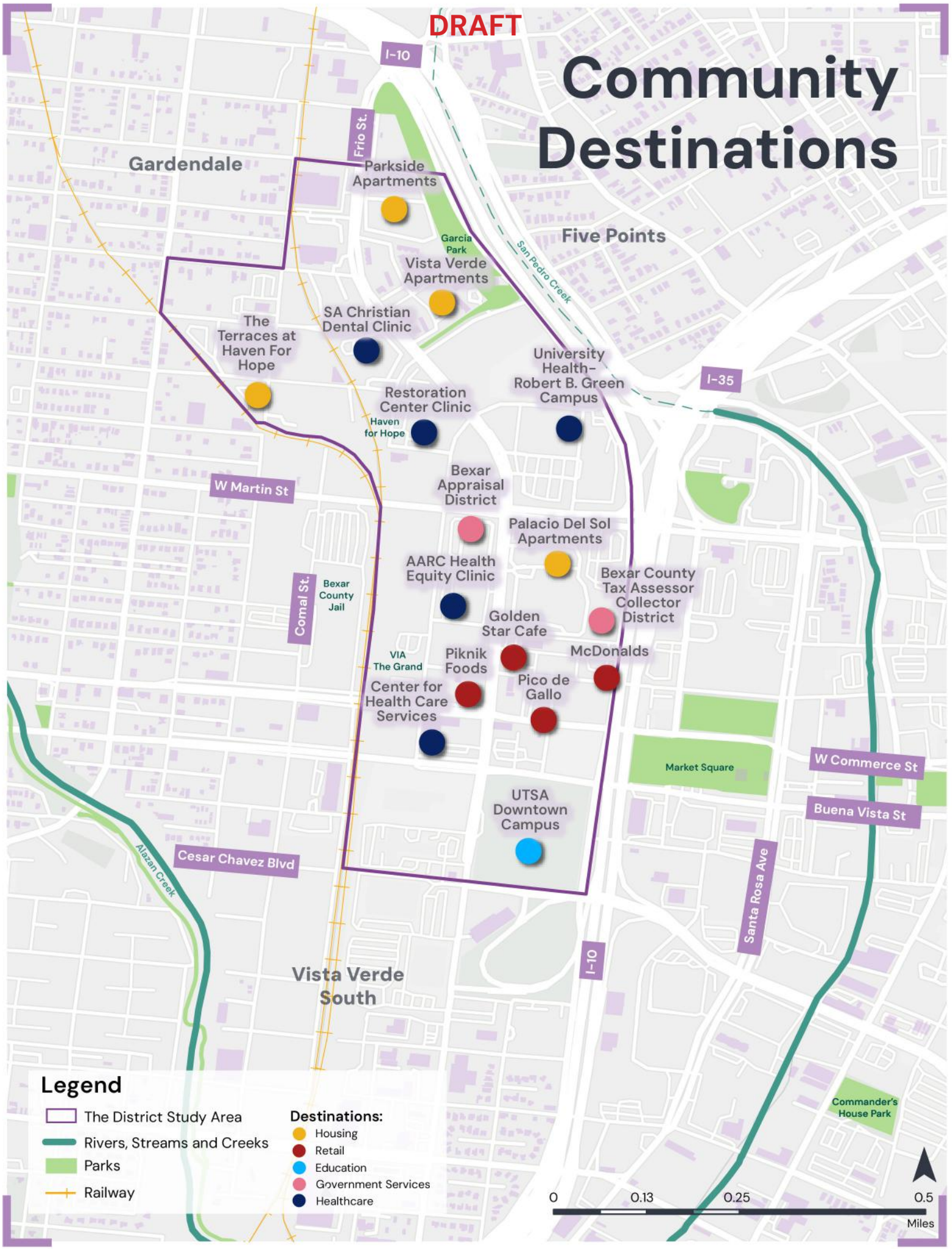
Community organizations play an equally important role. Haven for Hope and other service providers in and around the district support people experiencing homelessness and housing instability, while neighborhood and cultural organizations provide connections to the surrounding Westside community.

Despite the number of people and destinations concentrated here, there are relatively few places designed for informal gathering and everyday community life. Outside of spaces such as Garcia Park and VIA Centro Plaza, opportunities to sit outdoors, share a meal, host a community event, meet neighbors, or simply spend time between destinations are limited. These same accessible public spaces are also frequently used by people experiencing homelessness to gather, rest, wait, and connect to nearby transit and services.

This creates a distinctive condition within the district: it functions as a major destination for healthcare, education, transit, government, housing, and supportive services, yet offers relatively few shared places where the different communities using the district can comfortably gather and spend time.



VIA Centro Plaza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Community Destinations
I-10
Frio St.
Gardendale
Parkside Apartments
Garcia Park
Five Points
San Pedro Creek
Vista Verde Apartments
SA Christian Dental Clinic
The Terraces at Haven For Hope
University Health- Robert B. Green Campus
I-35
Restoration Center Clinic
Haven for Hope
W Martin St
Bexar Appraisal District
Palacio Del Sol Apartments
AARC Health Equity Clinic
Comal St.
Bexar County Jail
Bexar County Tax Assessor Collector District
Golden Star Cafe
McDonalds
VIA The Grand
Piknik Foods
Pico de Gallo
Center for Health Care Services
Market Square
W Commerce St
Buena Vista St
UTSA Downtown Campus
Alazan Creek
Cesar Chavez Blvd
Santa Rosa Ave
I-10
Vista Verde South
Commander's House Park
Legend
The District Study Area
Rivers, Streams and Creeks
Parks
Railway
Destinations:
Housing
Retail
Education
Government Services
Healthcare
0
0.13
0.25
0.5
Miles

A District of Need and Opportunity

People, housing and market conditions

The physical conditions of the district tell only part of the story. The people who live and work here, the institutions that bring people into the area each day, and the housing and economic conditions surrounding the district also influence how it functions and how it may continue to change.

Today, the district has a relatively small residential population compared with the number of people who work, study, receive services, or visit the area each day. Residents are predominantly renters, with lower household incomes and high reliance on transportation options other than a personal vehicle. At the same time, major healthcare, government, education, transit, and social-service institutions create a substantial daytime population and employment base.

The differences between the people who live here and those who work here are particularly important. More than 1,000 employees work within the study area, with healthcare and social assistance representing the largest share of employment. Workers also tend to have higher levels of educational attainment than residents, revealing a disconnect between the employment opportunities concentrated in and around the district and the people living nearby.



A District by the Numbers

$19,690
Median Household Income

96.2%
Renter Households

40%+
Renters Without a Vehicle

1000+
Jobs in The

862
Multifamily Housing Units

8.8%
Affordable Housing Vacancy

20 Years
Since New Conventional Housing Was Built

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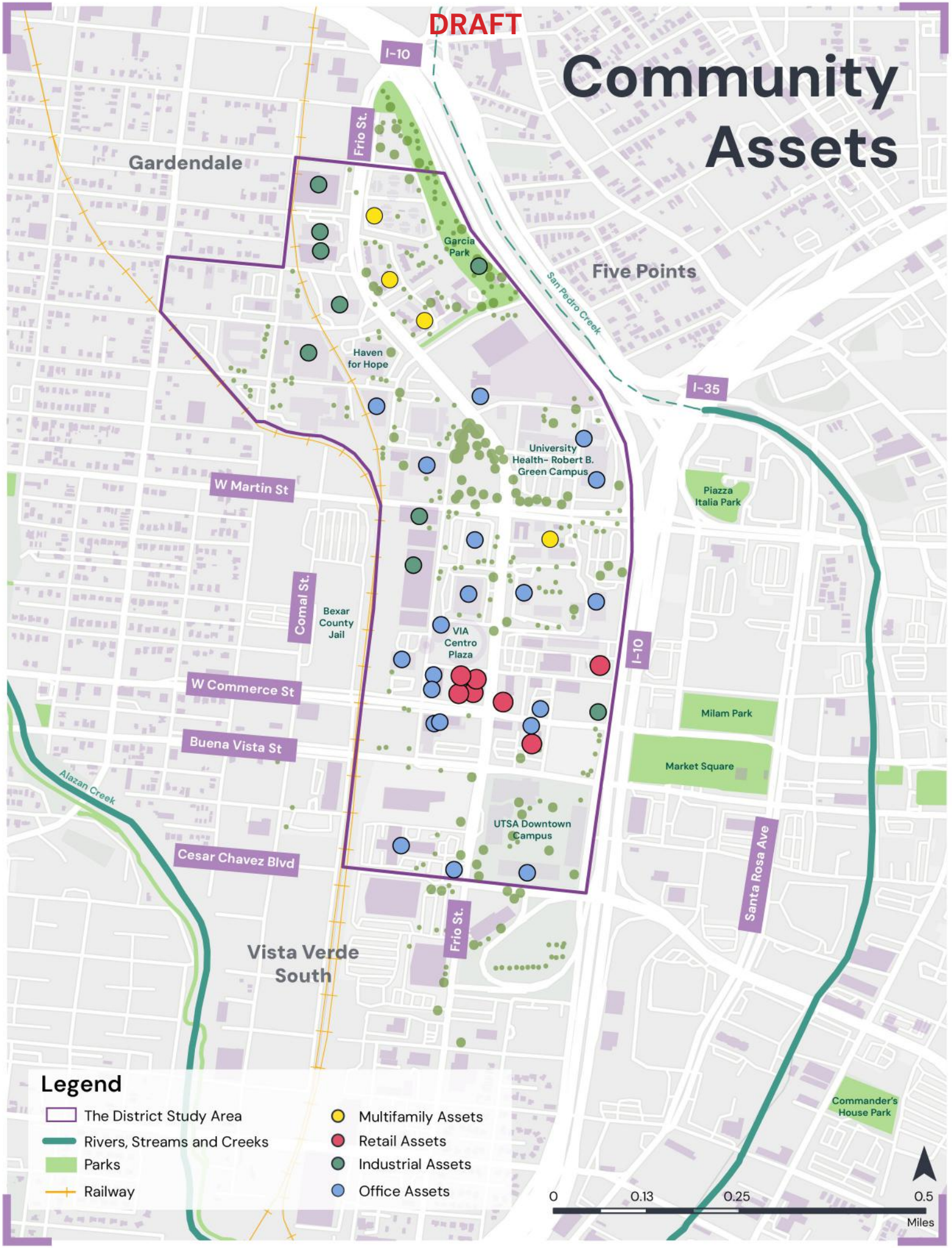
Community Assets



Housing Demand and Affordability Needs

Housing conditions within the district differ from those of the broader San Antonio market. Approximately 862 multifamily units are located within the study area, including both market-rate and affordable housing. While the regional multifamily market is experiencing higher vacancy and slower near-term growth, affordable housing within the district continues to demonstrate comparatively strong occupancy, indicating persistent demand for income-restricted units.

Affordability is particularly important given the characteristics of existing residents. Median household income in the study area is $19,690, and 96.2% of households are renters. These conditions make existing residents more sensitive to changes in housing costs as investment occurs.

The district's location also distinguishes it within the housing market. Downtown, UT San Antonio, University Health, VIA Centro Plaza, employment, healthcare, education, and social services are all within or near the area. For households without reliable access to a personal vehicle, the relationship between housing, transit, employment, and everyday services is especially significant.

A Neighborhood-Serving Economy

The district's commercial market is relatively small and distinct from Downtown. Approximately 126,000 square feet of retail space is located within the study area, primarily along Commerce Street. Existing businesses tend to be smaller in scale and neighborhood-serving, including food, personal services, discount retail, and other daily needs.

Despite this activity, the market analysis identifies significant retail leakage for essential goods, particularly full-line grocery and general merchandise. Residents frequently travel outside the area to meet these needs, a pattern influenced by lower household incomes, limited vehicle access, and physical barriers created by major transportation infrastructure.

The potential customer base also extends well beyond the district's residential population. Workers, students, transit riders, patients, visitors, people accessing services, and nearby Westside residents move through the area for different reasons and at different times of day. This creates a commercial environment shaped by several overlapping populations rather than by residents alone.

Employment and Existing Economic Strengths

Employment within the district is closely tied to healthcare, social assistance, government, education, nonprofit organizations, and other institutional and service uses. More than 1,000 people work within the study area, and the broader concentration of major employers brings additional daily activity into and around the district.

The analysis also identifies a mismatch between the educational attainment of local residents and workers. While employment opportunities are concentrated nearby, existing residents may not always be positioned to access them. This relationship between residents, education, workforce development, and nearby employment is an important part of the district's economic context.

Older industrial, commercial, and office properties remain another part of that economy. Industrial space within the study area is tightly occupied, with approximately 758,000 to 779,000 square feet of inventory and a vacancy rate near 3%, even as regional industrial conditions have softened. These properties reflect the district's long-standing employment role while illustrating how its economic base continues to evolve.

Understanding the Market

The market conditions within the district do not point to a single development opportunity. They reveal a place where affordable housing demand, neighborhood-serving retail needs, major institutions, employment, transit, historic building stock, and a highly renter-dependent population intersect within a relatively small area.

Appendix C: Market Analysis provides the full demographic and economic profile, housing and real estate analysis, retail, office and industrial conditions, development trends, and market opportunities and constraints

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What the Existing Conditions Tell Us

The district is not starting from scratch. Historic buildings, major institutions, transit, community organizations, businesses, housing, and public investment already provide many of the pieces of a complete neighborhood. The challenge is that those pieces do not always connect or work together. The existing conditions reveal several defining patterns that provide the starting point for understanding what the community wants to protect, strengthen, and change.

A Historic Urban Fabric with Gaps

Historic buildings and walkable blocks remain, but vacant land, surface parking, and underutilized properties interrupt the urban fabric.

Regionally Connected, Locally Divided

Transit and major transportation systems connect the district to the larger city while rail lines, highways, wide streets, and difficult crossings create barriers within it.

Major Destinations, Limited Connections

Institutions, services, businesses, and community anchors bring people into the district every day, but many function as individual destinations rather than as part of a connected neighborhood.

Limited Green and Gathering Space

Parks, shade, greenery, and comfortable places to gather remain limited despite the number of residents, workers, students, visitors, and others who use the district each day.

Housing and Everyday Needs Remain Limited

Housing supply has seen little growth in recent decades, while gaps in neighborhood-serving businesses and everyday goods mean many basic needs are still met outside the district.

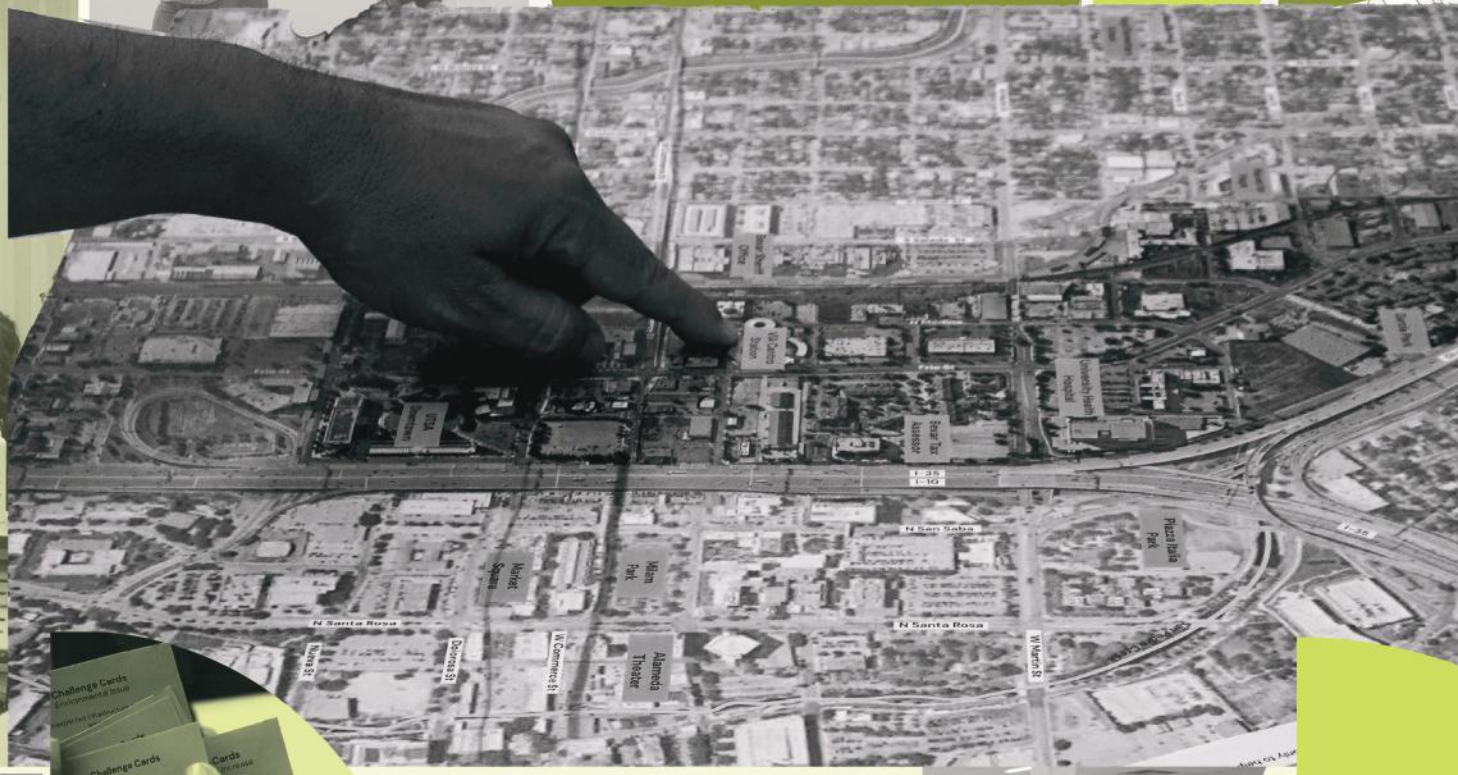
Investment Is Already Reshaping The District

Public, institutional, transit, and private investments are bringing renewed attention and change to the area, creating an important moment to establish a shared direction for what comes next.




URBAN ALCHEMY
HDR




N Santa Rosa
N Santa Rosa
Market Square
Milam Park
Alameda Theater
Plaza Italia Park
W Commerce St
W Martin St
Nueva St
Dolorosa St
I-35
I-10


Challenge Cards
Environmental Issue
Challenge Cards
Funding Cut
Opportunity Cards









CHAPTER

03

Voices of the Community:

SHAPING THE VISION

The Vision for the district was built through listening. This chapter captures what community members shared throughout the engagement process and how those voices shaped the priorities and direction of Community Vision.

A Vision Shaped by the Community

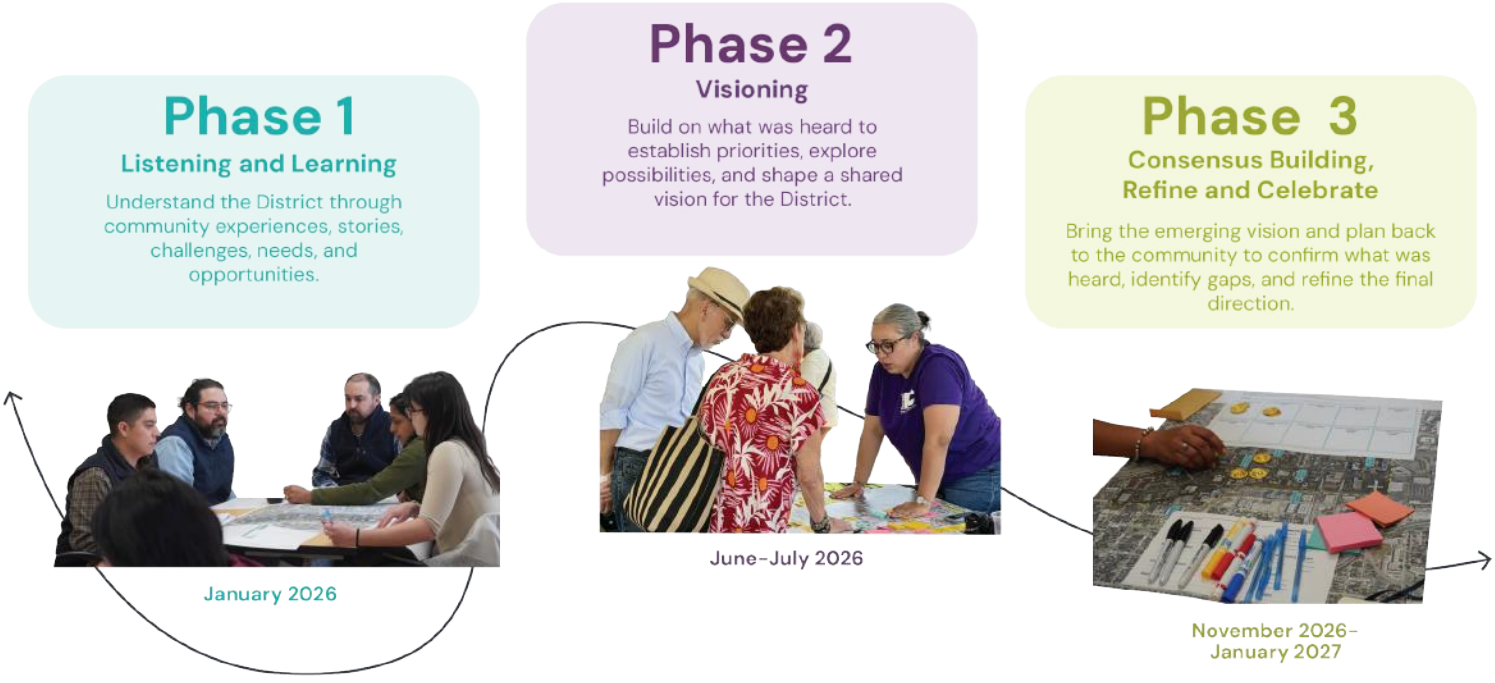
Community engagement was the foundation of Nuestro Cattleman Square: A Community Vision. From the beginning, the planning process was designed to understand the district through the people who live, work, learn, provide services, own businesses, invest, and spend time in it.

Rather than beginning with predetermined solutions, the process began by listening. Community members shared memories of the district, identified the challenges they experience today, described what they value about it, and imagined what they want its future to become. As the planning process progressed, those conversations shifted from understanding the district to identifying priorities, exploring opportunities, and testing ideas for future investment.

Engagement unfolded as an ongoing conversation over several months. Community input was gathered through workshops, pop-ups, surveys, small-group discussions, Community Ambassador outreach, and conversations with community partners. Combined with technical analysis, this input shaped the Vision, Guiding Principles, catalyst sites, and recommendations presented throughout this document.

Community Engagement Phases

The engagement process moved through three interconnected phases, with each building on what was heard and learned before it.



Engagement at a Glance



03
Ambassador Meetings



04
Working Group Meetings



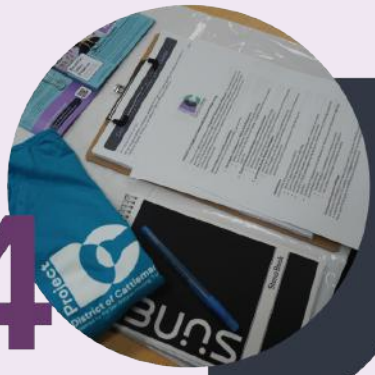
04
Public Workshops



13
Pop-Ups and Community Events



13
Partner and Focused Conversations



194
Community Survey Responses

2500+ Total Community Touchpoints

Who We Heard From

Community representation across engagement formats

One Shared Future

The district is shaped by people, organizations, institutions, and communities who experience the district in different ways. Capturing that range of experiences required multiple opportunities and approaches to participation.

Participants contributed lived experience and neighborhood knowledge, connections to broader community networks, organizational and technical expertise, and insight into future investments and implementation. Each engagement group played a distinct role in helping the planning team understand the district and shape its future.

These groups were not intended to create a hierarchy of voices. Their input was considered collectively, allowing community experience, local knowledge, institutional perspectives, and implementation considerations to inform the Vision.



Summer Night City Community Pop-Up



Engagement Groups

Community at Large

The broad community voice

Residents, workers, students, business and property owners, transit riders, visitors, and others who experience the district, participated through community workshops, pop-ups, surveys, and other public engagement opportunities. Their experiences, priorities, and aspirations established the broad community direction for the Vision.

Community Ambassadors

Trusted community connectors

Community Ambassadors helped extend outreach through their existing neighborhood relationships and community networks. They distributed surveys, encouraged neighbors to participate in public meetings, and gathered feedback through informal conversations with residents. Ambassadors shared what they heard directly with the project team, offering neighborhood perspectives and helping identify additional opportunities for outreach. This approach helped reached community members who might not otherwise participate in traditional planning activities.



Working Group

Community knowledge + technical expertise

The Working Group brought together representatives from neighborhood organizations, businesses, institutions, nonprofits, and public agencies. Through a series of focused discussions and workshops, members explored issues in greater depth, tested emerging ideas, and helped refine the Vision as it evolved.



MOU Partners

Partners positioned to help move the Vision forward

MOU Partners represented organizations with an active role in the district's future, including ownership, operations, planned investments, programs, or other initiatives within it. One-on-one conversations and collaborative workshops created opportunities to align the community Vision with ongoing efforts and identify where partnerships could help advance implementation.



Meeting People Where They Are

Creating different ways to participate

Meaningful engagement requires more than simply asking people to attend a meeting or complete a survey. Where conversations happen, who is part of them, and how people are invited to contribute can all shape what we hear.

Engagement took place in community spaces, at local events and public workshops, in small-groups, and through the neighborhood relationships of Community Ambassadors. Some activities invited broad conversations about the future of the district, while others explored lived experiences, specific issues, catalyst sites, partnerships, and implementation in greater depth.

Together, these methods allowed the planning team to listen in different ways, at different scales, and at different stages of the planning process, creating an ongoing conversation that helped shape the Vision as it evolved.

January 2026

Round 1 MoU Project Partner Meetings
- Conversations about opportunities and challenges

Phase I
Listen and Learn

Working Group Meeting 1 and 2
- Existing conditions discussion





Public Meetings
- Activities focused on memories and identifying needs.

Pop-Ups
- Health Platica
- Westside Cafecito
- Jaime's Place Tejano Night
- Westside Resource Fair
- Basura Bash
- Second Saturday Convivio
- Housing in San Antonio Fair



Survey
- Community Survey Launched



Project Orientation for Community Ambassadors





Working Group Meeting 3



Phase II
Visioning



Community Workshops

Interactive public workshops brought people together to identify priorities, map challenges and opportunities, explore future possibilities, and collectively shape the Vision for the district.

Pop-Ups + Community Events

Pop-ups brought the conversations to the community, creating informal opportunities to hear from people during their everyday life and at places and events they were already attending.

Small-Group Conversations

Working Group meetings and other facilitated discussions allowed smaller groups to explore complex issues, react to emerging ideas, and work through opportunities in greater depth.

One-On-One Conversations

Focused conversations with community organizations, agencies, institutions, service providers, property owners, and implementation partners provided deeper insight into specific needs, ongoing initiatives, future investments, and opportunities for collaboration and implementation.

Community Ambassador Outreach

Community Ambassadors helped bring the conversation directly into the community, creating conversations beyond project meetings and helping bring neighborhood knowledge, lived experience, and community perspectives into the planning process.

Online Engagement

Online surveys and digital project resources allowed people to participate on their own time, share feedback outside of in-person activities, and stay connected to the planning process.

January 2027





Activities that Shaped the Conversation

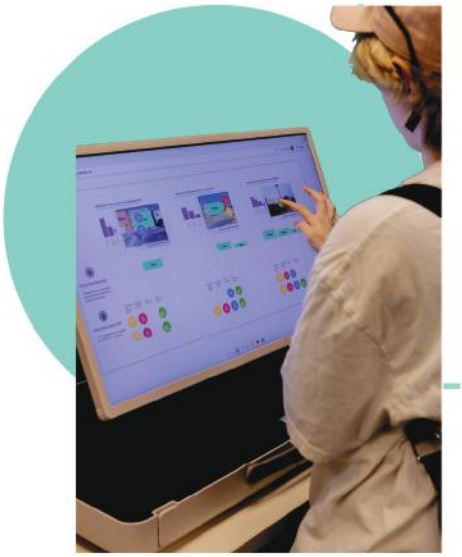
Interactive tools for listening, learning, and imagining

The engagement process used hands-on activities to move beyond general questions about what people liked or disliked. Each activity explored a different layer of the community experience, from memories and perceptions of the district to everyday challenges, priorities, opportunities, and hopes for its future.
The activities helped reveal not only what people wanted to see change, but why those changes mattered.



Memory Phone

Invited participants to record personal stories and memories of Cattleman Square, helping capture the everyday experiences, traditions, businesses, and places that have shaped the district's identity over time.



Density and Land Use

Allowed participants to explore different development scales and combinations of uses, helping understand preferences for housing, local businesses, community amenities, and open space across key sites.

Mapping the D

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Reimagining Key Sites

Invited participants to envision new possibilities for vacant and underused sites, exploring how individual properties could address community needs while contributing to the larger vision for Cattleman Square.



Postcards from the Future

Invited participants to imagine themselves in Cattleman Square ten years from now and describe what they saw, experienced, and felt, helping define the character and sense of place the community wants to create.



Prioritizing What Matters Most

Gave participants 10 coins to distribute across key study-area priorities, allowing them to weigh competing needs and show which issues and investments mattered most to them. The activity helped identify where the community wanted the plan to place the greatest emphasis.



What We Heard

Responses and feedback from the community

Across the engagement process, the community described the District as a place rich in history, culture, and community connections, with significant potential for the future. At the same time, participants acknowledged the impacts of years of disinvestment and isolation from surrounding areas experiencing new investment.

Safety and pedestrian comfort emerged as consistent priorities. Participants identified poor lighting, high traffic speeds, limited crossings, missing sidewalks, and inadequate shade and weather protection along pedestrian routes and at transit stops as barriers to navigating the District comfortably. Homelessness was also a significant concern, particularly its impacts on perceptions of safety, public spaces, and everyday activity. Participants emphasized the need for coordinated, compassionate responses that connect people experiencing homelessness with housing, supportive services, and long-term stability.

The community also recognized opportunities for reinvestment. Vacant and underused properties were seen as potential locations for housing, neighborhood-serving businesses, community services, parks, and gathering spaces. Participants supported mixed-use development and adaptive reuse that build on existing transit, institutions, historic buildings, and community assets.

Throughout these conversations, history and identity remained central. Participants envisioned preservation and new investment working together to honor the stories, culture, and everyday experiences that have shaped the District and its connection to the Westside. More than simply encouraging development, the community envisioned a safer, more connected, active, and complete neighborhood rooted in its history and identity.



Participants discussing catalyst sites during a public workshop.

Six Engagement Themes

Across different engagement activities, audiences, and phases, common ideas surfaced again and again. Community members spoke about housing, homelessness, safety, mobility, businesses, public spaces, history, culture, services, and economic opportunity, but these issues were rarely discussed in isolation.

People described a future where the pieces of everyday neighborhood life work better together: housing connected to services and opportunity, safer ways to move between destinations, businesses that meet everyday needs, welcoming places to gather, and new investment that carries the district's history and identity forward.



Housing + Support

Deliver Housing for All with Integrated Support Systems

Expand affordable housing while integrating supportive services to address homelessness and housing instability.



History + Identity

Preserve and Celebrate Cultural Identity and History

Protect historic assets and elevate Westside culture through design, programming, and storytelling.

Safe + Connected

Create a Safe, Walkable, and Connected District

Redesign streets and infrastructure to prioritize pedestrians, improve safety, and reconnect the district across major barriers.

Everyday Needs

Build a Complete Neighborhood with Everyday Amenities

Introduce essential services such as grocery stores, childcare, healthcare, and neighborhood-serving retail to support daily life.



Green + Gathering Spaces

Develop a Network of Green Spaces and Public Places

Create parks, shaded areas, and active public spaces that enhance livability and support community life.



Local Opportunity

Strengthen Economic Opportunity and Local Businesses

Support small businesses, workforce development, and job creation through mixed-use development and local investment.



Transit + Opportunity

Strengthen Economic Opportunity and Local Businesses

Build on existing transit infrastructure to support transit-oriented development and improve access to jobs, housing, and services.



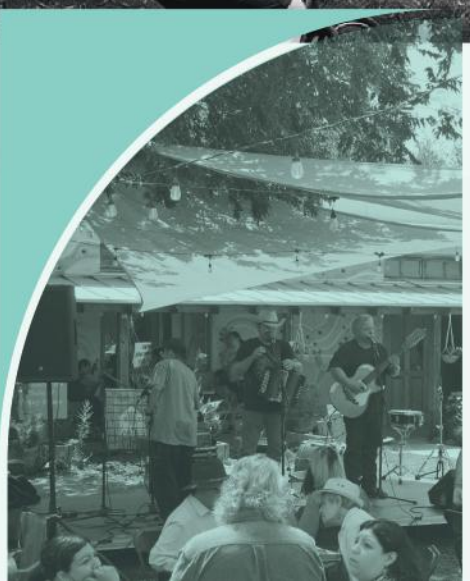





CATTLEMAN SQUARE











CHAPTER

04

Vision Framework:

A FUTURE FOR CATTLEMAN SQUARE

The community's ideas and priorities come together as a shared Vision for the future of the district. This chapter introduces the Guiding Principles and framework that will guide future decisions, investment, and change.

A Vision for Cattleman Square

Where Generations Build Together

The vision for Cattleman Square is a vibrant, inclusive, and connected Westside neighborhood where people of different ages, backgrounds, and life experiences can thrive together. Rooted in the District's historic heart and the Westside's traditions of family, entrepreneurship, culture, and mutual support, this vision brings an intergenerational focus to housing, local businesses, public spaces, and community life.

Through collaboration, shared investment, and people-centered design, the District can become a place where:

- Knowledge and culture are passed between generations through food, music, art, education, mentorship, and community traditions
- Historic places take on new life and connect the district's past with its future
- Older and younger generations live and gather together
- Students can learn, grow, and build futures
- Entrepreneurs and local businesses can start, grow, and remain

The goal is not to reinvent Cattleman Square or create an identity from scratch. It is to reconnect the pieces already here and build upon the strengths that have always defined this place.

Building Blocks of the Vision

The community Vision is carried forward through seven Guiding Principles. Each captures a different part of what the community said matters for the future of the district, from honoring its history and strengthening community to creating more housing, better connections, welcoming public spaces, and opportunities for lasting prosperity.

Together, they provide a framework for making decisions about future investment. They are intentionally interconnected. Housing should contribute to public life. Transportation investments should strengthen connections to businesses and community anchors. New development should respect history while creating opportunity. Economic investment should benefit the people and businesses connected to the district.

Each Guiding Principle is carried forward through:

- **Objectives** describe the outcomes the district should work toward.
- **Strategies** identify the approaches, partnerships, policies, investments, or projects that can help achieve those outcomes.
- **Action Items** are included where a specific next step can be identified. They should be measurable, quantifiable, time-bound, or otherwise actionable. Not every strategy requires a separate action item.

What Shaped the Vision?

The District Today
Existing Conditions and Opportunities



+



Community Voices
Community Engagement Experiences, Priorities and Aspirations

Vision Statement

> The vision for the District of Cattleman Square is to become a vibrant, inclusive, and connected neighborhood that honors its Westside heritage while embracing new opportunities for housing, culture, local businesses, public life, and community well-being. Through collaboration, a shared commitment to the district's future, and people-centered design, the district will be a place where residents, workers, students, and visitors thrive together.

Guiding Principles

These principles guide how the District grows and changes. Each addresses a part of the District's future but are inteded to work together across every recommendation, project, partnership, and investment.

- Honor The Past, Shape The Future
- Community Builds Community
- Home for All
- Connected by Place
- Design for Belonging
- Built for Gathering
- Lasting Prosperity

District-Wide Recommendations

Objectives → **Strategies** → **Action Steps**

The policies, partnerships, programming, investments, and projects that move the guiding principles toward implementation.

Vision to Action

The recommendations are implemented at multiple scales, from district systems, to specific places and projects.

District-Wide
Connections, Housing, Public Realm, Community Services, and Economic Opportunities



+



Catalytic Sites
Safe, Connected and Welcoming Spaces with Site-Specific Interventions

Building Blocks of the Vision

Community Commitments



Honor The Past, Shape The Future

Rooted in history. Ready for what comes next.
Celebrate the rich history of the Cattleman Square by preserving its stories, culture, and identity while embracing thoughtful change.



Community Builds Community

A stronger neighborhood starts with supporting one another.
Foster a neighborhood where investments strengthen people, support local businesses, and create opportunities for everyone to thrive together.



Home For All

A place to arrive, stay, grow, and belong.
Provide diverse housing choices that allow people of all ages, incomes, and life circumstances to live, remain, and thrive in the district.



Connected By Place

Reconnect the pieces. Bring the District together.
Reconnect people, places, and opportunities by creating a district that is easy to move through and seamlessly linked to the surrounding city.



Design For Belonging

Make it feel good to be here.
Create a district where safety is built into every street, space, and everyday experience through people-centered design, active public spaces, connected streets, and accessible destinations.



Built For Gathering

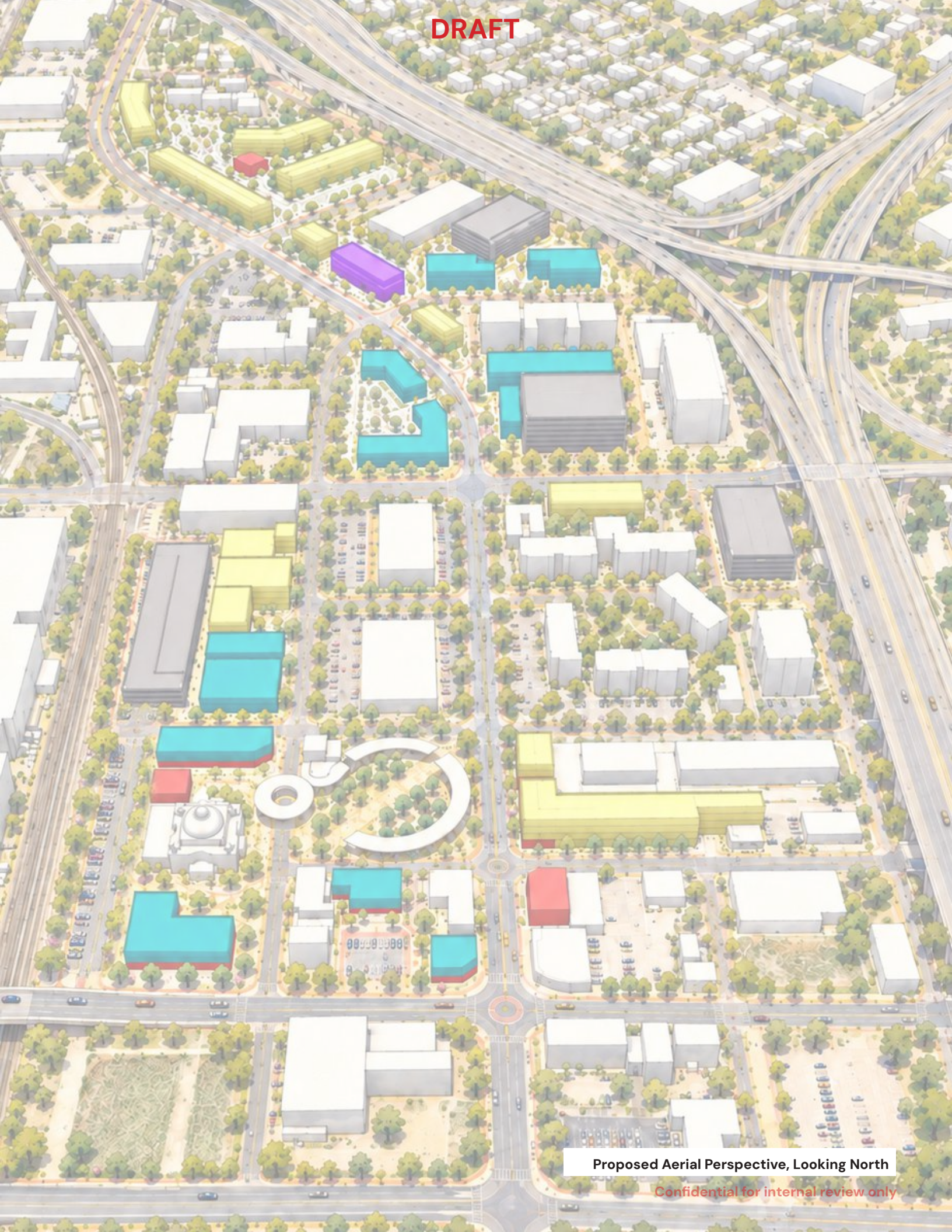
Give people reasons to stay, gather, and return.
Create vibrant public spaces and year-round experiences that transform the district into an active destination from morning to night.



Lasting Prosperity

Turn investment into opportunity that stays.
Build on the district's existing strengths to create a resilient local economy that supports residents, entrepreneurs, and destination experiences.

DRAFT



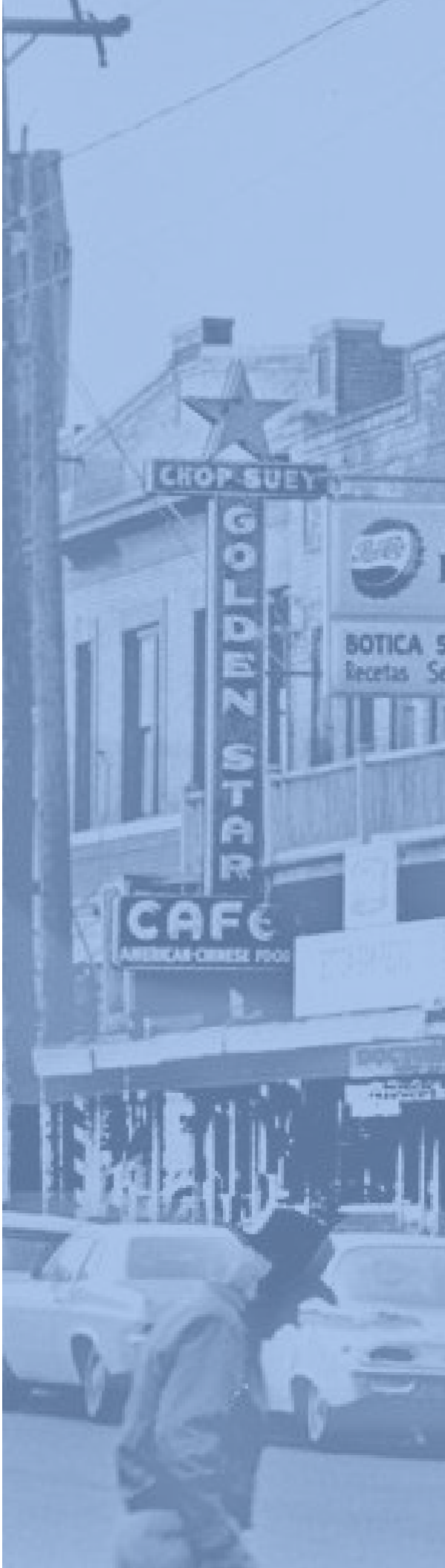
Proposed Aerial Perspective, Looking North

Confidential for internal review only

Honor the Past, Shape the Future

The district's history is not something to preserve behind glass. It lives in its buildings, businesses, families, stories, streets, traditions, and memories of everyday neighborhood life. As investment returns, the opportunity is to carry those layers forward while allowing the district to continue evolving.

Historic buildings can take on new uses. Stories can become part of public spaces and everyday experiences. New development can add another layer without erasing what came before. Growth should begin with an understanding of what matters here and build from it.




Have a
Pepsi
SAN PEDRO
PLAZA BAR
CHOP SUEY · LUNCH
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Objective 1.1: Protect What Matters

Preserve, reinvest in, and give new purpose to the historic buildings, places, and neighborhood character that connect the district to its past.

Strategy 1.1.1: Give Historic Places New Purpose.

Action Items

1.1.1.1 Prioritize the rehabilitation and adaptive reuse of historic buildings throughout the district, introducing new uses that extend their useful life while preserving the architectural character and historic significance that make them part of the district's identity.

1.1.1.2 Use available preservation incentives and financing tools, including federal and Texas historic preservation tax credits, City historic rehabilitation incentives, façade improvement programs, and technical assistance, and coordinate with the Office of Historic Preservation early to identify eligibility and requirements.

1.1.1.3 Prioritize retention and reuse of historic buildings before demolition, evaluating rehabilitation, adaptive reuse, stabilization, and compatible additions before removing significant historic resources.

1.1.1.4 Support compatible additions and adjacent infill where additional development can improve the financial feasibility and long-term viability of historic rehabilitation and adaptive reuse.

Strategy 1.1.2: Let New Development Add to the district, Not Erase It.

Action Items

1.1.2.1 Reinforce the district's existing urban character by placing buildings toward the street, creating active street frontages and frequent entrances, locating parking behind or away from primary street frontages, and designing development around the pedestrian experience.

1.1.2.2 Where new development is adjacent to the Cattleman Square Historic District or other historic resources, use building height, massing, setbacks, step-backs, frontage, materials, and transitions to respond to the scale and rhythm of the surrounding context and maintain the prominence of historic resources.

1.1.2.3 Allow contemporary architecture to contribute a new layer to the district without imitating historic buildings or creating a false sense of history. New development should respond to the character of its immediate block and adjacent historic resources rather than applying a single architectural style throughout the district.

1.1.2.4 Coordinate with the City of San Antonio Office of Historic Preservation early in the design of projects affecting historic resources so preservation requirements, design considerations, incentives, and review processes can inform major development decisions from the beginning.



Image Source: Basila Frocks

Case Study

Basila Frocks, San Antonio Westside

Historic Buildings Can Make Room for New Stories

Built in 1929 by Syrian immigrants Nicholas and Marie Basila, the Basila Frocks building became part of the Westside's commercial and cultural history. After years of vacancy and the threat of demolition, community organizations and preservation advocates helped save the building. Its recent rehabilitation has brought the historic structure back into use as a home for small businesses, art, and community programming, while retaining the building that carries the site's history.



Honoring the Past Through New Use. Rich Book Building

Objective 1.2: Keep the Stories Alive

Carry the stories, culture, people, and traditions of the Cattleman Square Historic District and the Westside forward so they remain visible and experienced as the district evolves.

Strategy 1.2.1: Make History Part of Everyday Life.

Action Items

1.2.1.1 Carry the stories and history of the Cattleman Square Historic District and the Westside forward through public art, wayfinding, streetscapes, public spaces, buildings, and future development, keeping the people, places, businesses, traditions, and everyday experiences that shaped the district visible as it evolves.

1.2.1.2 Concentrate storytelling at places where history and everyday life intersect, including gateways, the Cattleman Square Historic District, public spaces, major destinations, and other culturally significant places, connecting individual stories and historic resources into a recognizable experience throughout the district.

Strategy 1.2.2: Let the People Who Carry the Stories Help Tell Them.

Action Items

1.2.2.1 Center Westside artists, historians, storytellers, residents, former residents, cultural organizations, and community partners in publicly supported art, storytelling, interpretation, and cultural projects within the district.



Bringing Stories to Life Through Murals and Public Art on Martin Street

Objective 1.3: Make Change Belong

Ensure new investment adds to the story of the district, strengthening its identity, community life, and opportunities for the people and organizations already connected to this place.

Strategy 1.3.1: Make Every Investment Add Up to Something Bigger.

Action Items

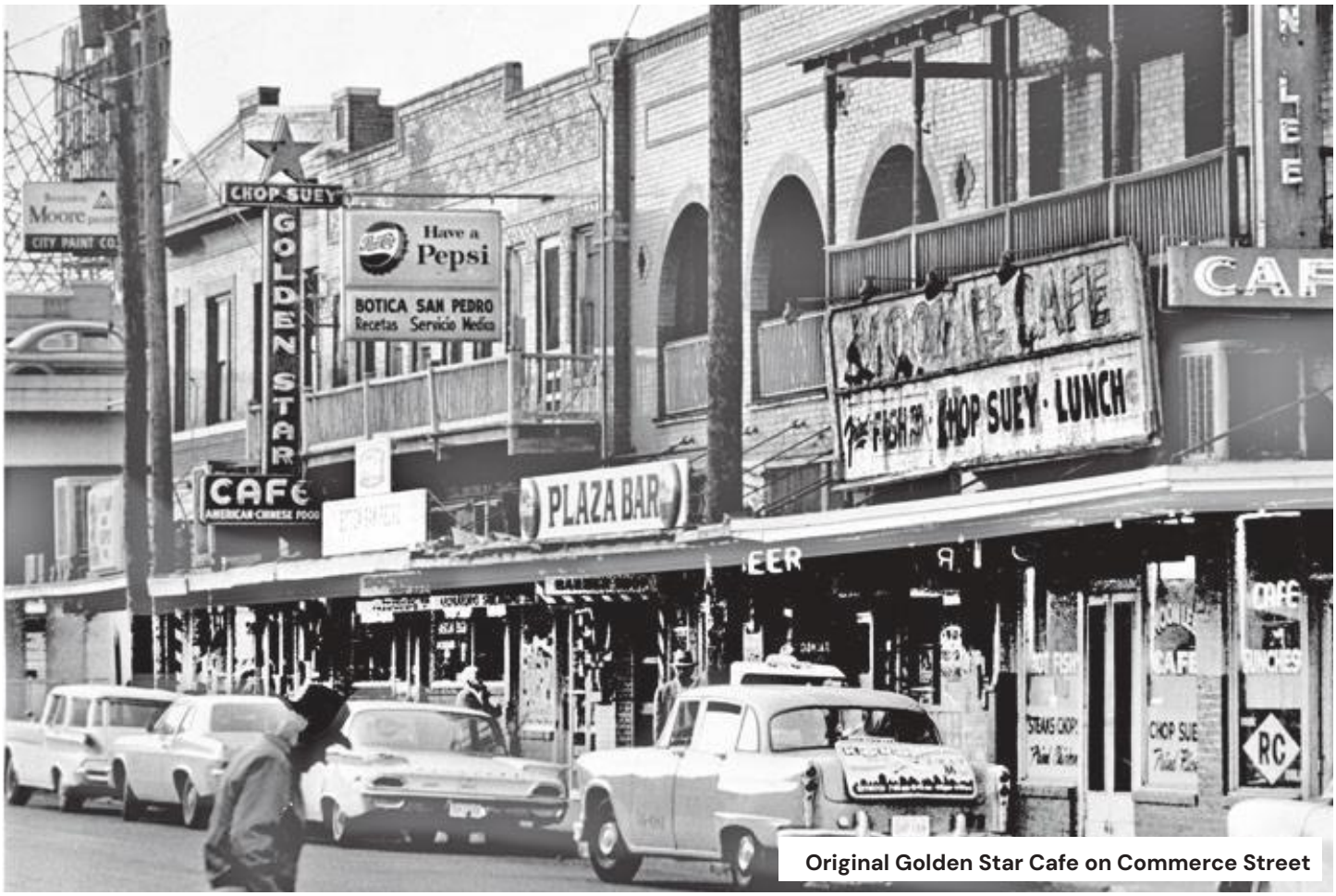
1.3.1.1 Public investments and development by public institutions should align with the Guiding Principles of the district's Vision, using them to evaluate whether individual projects collectively advance the community's Vision for the district.

1.3.1.2 Public investment should to contribute beyond the boundaries of an individual property by strengthening one or more district priorities, such as public space, local businesses, pedestrian connections, historic resources, housing opportunities, community-serving uses, or the relationship between neighboring destinations.

Strategy 1.3.2: Make Room for the People Already Here.

Action Steps

1.3.2.1 Prioritize locally rooted businesses, organizations, artists, service providers, and community partners for opportunities created through new development, investment, partnerships, programming, and publicly supported projects.



Original Golden Star Cafe on Commerce Street

Community Builds Community

Cattleman Square has long been shaped by networks of care: families, neighborhood businesses, schools, faith communities, healthcare providers, service organizations, and neighbors looking out for one another. That spirit remains essential to its future.

As the district grows, investment should strengthen those relationships and connect people to the services, resources, and support they need. People experiencing hardship are part of this community too. Housing, healthcare, supportive services, food, and other resources should be connected to the broader neighborhood, while the people and organizations already doing this work help shape what comes next.





Objective 2.1: Build a Complete Neighborhood

Create a District where the services, resources, and everyday needs of residents, workers, students, and visitors are within reach.

Strategy 2.1.1 Bring Everyday Needs Within Reach.

Action Items

2.1.1.1 Prioritize neighborhood-serving uses such as fresh food, pharmacy, affordable food and beverage, childcare, personal services, and other everyday amenities within existing commercial areas, mixed-use development, and future catalyst sites.

2.1.1.2 Concentrate everyday services where they can serve multiple parts of the community, particularly near housing, transit, employment, healthcare, education, and other major destinations.

2.1.1.3 Preserve opportunities for affordable, neighborhood-serving businesses and services as redevelopment occurs, prioritizing uses that are context-sensitive, culturally relevant, and responsive to the everyday needs of the district and surrounding Westside community.

2.1.1.4 Preserve and create commercial spaces at a range of sizes and price points so local and small businesses can remain, grow, and serve the community as new investment enters the district.

Strategy 2.1.2 Be Part of the Neighborhood.

Action Items

2.1.2.1 Expand the ways businesses, institutions, and organizations contribute to the surrounding community through local employment, workforce training, community-serving services and amenities, public spaces, programming, partnerships, and other resources connected to their mission and capacity.

2.1.2.2 Orient buildings, services, amenities, public spaces, and ground-floor activity toward the surrounding neighborhood where appropriate, creating places and resources that serve both primary users and the broader community.

2.1.2.3 Use future growth and investment to strengthen surrounding streets, public spaces, local businesses, and connections, creating places that contribute to the neighborhood rather than functioning as isolated destinations.



Did You Know?

Daily Needs, Closer to Home

Complete neighborhoods can improve health, access, equity, and quality of life.

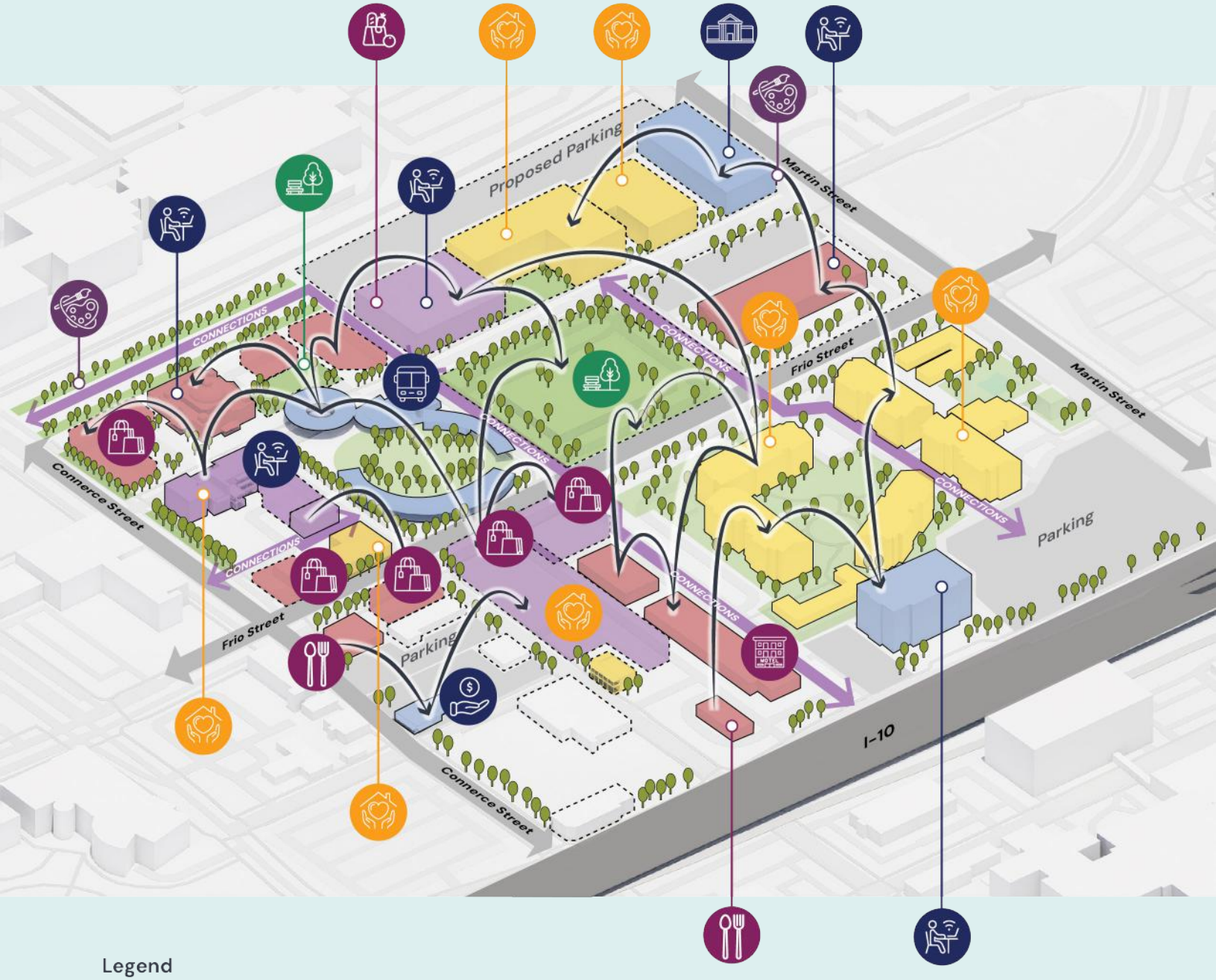
Cities Climate Leadership Group (C40), a global network of cities working to address climate change, describes the 15-minute city as a place where people of all ages and abilities can meet most daily needs within a short walk or bike ride. Bringing housing closer to food, healthcare, parks, schools, services, and transit can reduce car dependence while supporting physical activity, social connections, and local businesses. Citing findings from the Intergovernmental Panel on Climate Change (IPCC), C40 also notes that integrated land use planning and proximity-based development could reduce emissions by 23–26% by 2050 compared with conventional development patterns.

Source: C40. Mapped: Cities with a 15-minute city strategy. C40 Cities Climate Leadership Group, C40 Knowledge Hub

Developing a Connected Neighborhood

Everyday Life, Within Reach

For generations, Cattleman Square was a neighborhood where homes, shops, markets, restaurants, and local businesses existed side by side, making everyday needs accessible within a short walk. This illustration reimagines that connected neighborhood, where housing, services, transit, parks, and gathering places come together to support daily life. Bringing these destinations closer together can make walking and transit more convenient, support local businesses, and create more opportunities for neighbors to connect.



Legend

- Residential
- Commercial
- Institutional
- Open Spaces
- Mixed-Use
- Grocery
- Restaurants
- Retail
- Motel
- Bank
- Offices
- Insitution
- Transit Hub
- Apartments
- Parks and Plazas
- Public Art

Objective 2.2: Strengthen a Community of Care

Create a district where housing, healthcare, supportive services, food, transportation, and everyday needs work together to support stability and well-being.

Strategy 2.2.1 Bring Care Within Reach.

Action Items

2.2.1.1 Locate healthcare, behavioral health, supportive services, and other community-serving resources where they are easy to reach by transit, walking, and from nearby housing.
2.2.1.2 Strengthen connections between housing, healthcare, food, transportation, and supportive services so people are not required to navigate each need as a separate system.
2.2.1.3 Partner with healthcare providers and community organizations to bring services closer to residents through shared locations, mobile outreach, and assistance navigating available resources.

Strategy 2.2.2: Connect Outreach to Housing and Stability.

Action Items

2.2.2.1 Support implementation of the Homeless Response Action Plan through coordinated street outreach, basic needs assistance, healthcare connections, and individualized housing navigation.
2.2.2.2 Expand access to the HRAP's three housing pathways: Rapid Exit, Supportive Housing, and Integrated Assertive Community Treatment (ACT), matching people with housing and services based on their individual needs.
2.2.2.3 Strengthen partnerships among Close to Home, Haven for Hope, Corazón Ministries, University Health, housing providers, and other service organizations to coordinate outreach, housing placement, and ongoing support.
2.2.2.4 Support long-term housing stability through landlord partnerships, rental assistance, intensive case management, and continued healthcare and behavioral health services.
2.2.2.5 Coordinate with Bexar County and community partners to connect people leaving incarceration with housing navigation, benefits enrollment, and supportive services, helping prevent returns to homelessness.



Source: The Way Houston Home

Case Study

Working Together. Bringing People Home.

Houston's The Way Home brings together more than 100 organizations to connect people experiencing homelessness with permanent housing and supportive services. By coordinating outreach, housing navigation, and resources across agencies, the partnership has helped house tens of thousands of people since 2012.

Did You Know

1 in 7

Low-income adults reported transportation barriers as the main reason they missed doctor appointments. Locating healthcare and supportive services near housing and transit can help make essential care more accessible.

Source: Urban Institute, 2023

Objective 2.3: Invest in Community Organizations and Future Leaders

Revitalization should strengthen their ability to continue doing it. Invest in the people, organizations, and relationships already supporting the district and create opportunities for new generations of community leadership to grow.

Strategy 2.3.1 Invest in the Organizations Already Doing the Work.

Action Items

2.3.1.1 Prioritize existing community-based organizations as partners in initiatives that align with their missions and expertise, including community services, cultural activities, outreach, public-space stewardship, and neighborhood programming.

2.3.1.2 Connect community organizations to funding, technical assistance, space, institutional partnerships, and other resources that strengthen their ability to remain and serve the district of Cattleman as investment grows.

Strategy 2.3.2 Grow the Next Generation of Community Leadership and Care.

Action Items

2.3.2.1 Connect UT San Antonio students and faculty with community organizations, local businesses, and district initiatives through studios, research, internships, service learning, technical assistance, and other partnerships tied to real community needs.

2.3.2.2 Create intergenerational opportunities that connect students and youth with longtime residents, business owners, artists, community leaders, and cultural organizations to exchange skills, stories, mentorship, and knowledge.



Case Study

Learning + Serving Together

Drexel University + Philadelphia Community Health Partners

Drexel University connects medical and health-professions students with community clinics and organizations serving historically underserved Philadelphia neighborhoods. Through clinical rotations, internships, service-learning, and its Community Wellness HUB, students gain hands-on experience while supporting preventive care, screenings, behavioral health, and other community services. Drexel reports partnerships with more than 125 community organizations, demonstrating how universities can extend learning beyond campus while expanding community capacity.

Source: C40. Mapped: Cities with a 15-minute city strategy. C40 Cities Climate Leadership Group, C40 Knowledge Hub

Home for All

A thriving District needs more than new housing. It needs the right mix of homes for people at different stages of life, income levels, household sizes, and circumstances. Students may arrive for school. Families may put down roots. Older adults should be able to age in community. People rebuilding stability need pathways to permanent housing.

New housing should expand choice and affordability while contributing to a more complete neighborhood. Where housing is built, who it serves, how long it remains affordable, and how it connects people to transit, services, jobs, public spaces, and one another are as important as the number of units created.





Objective 3.1: Keep Housing Within Reach

Preserve and expand housing affordability so people and families at different income levels can continue to find a home in the district as it grows.

Strategy 3.1.1: Build Affordability Into Growth.

Action Steps

3.1.1.1 Include a meaningful mix of affordable and income-restricted housing within publicly supported residential and mixed-use development, with opportunities for housing affordable to households at 30%, 50%, and 60% of Area Median Income (AMI) alongside other affordable and market-rate housing.

3.1.1.2 Use publicly owned land, housing partnerships, incentives, financing tools, and other available resources to achieve deeper and longer-term affordability, particularly for households at 30%, 50%, and 60% AMI.

3.1.1.3 Integrate affordable housing throughout the district and within mixed-income developments rather than concentrating it in isolated projects.

3.1.1.4 Hold affordable, supportive, and market-rate housing to consistent expectations for architectural quality, durable materials, landscape, amenities, accessibility, and contribution to the public realm.

Strategy 3.1.2: Protect the Ability to Stay.

Action Steps

3.1.2.1 Preserve existing affordable housing where rehabilitation can provide safe, quality homes while minimizing displacement.

3.1.2.2 Prioritize rehabilitation, affordability preservation, and resident stability before demolition and replacement when evaluating publicly supported housing reinvestment.

3.1.2.3 Connect residents at risk of displacement with existing housing assistance, property-tax relief, home-repair, tenant-support, and other stabilization resources available through local partners and programs.



Source: City of San Antonio Neighborhood and Housing Services

Case Study

Preserving History + Creating Homes

Affordable housing can support multiple income levels while reinvesting in existing places.

Preserve at the Port, a partnership between the San Antonio Housing Trust, Brass Development, Franklin Development, and the City of San Antonio, transformed former Army Air Corps barracks into 360 affordable homes while preserving the site's historic character. Homes serve households ranging from 30% to 80% AMI, demonstrating how redevelopment can provide multiple levels of affordability rather than a single definition of affordable housing. In the district, new housing can similarly pair reinvestment with deeper affordability so that households with different incomes can benefit from the district's growth.

Objective 3.2: Build Neighborhood Vibrancy Through Housing

Direct new housing to places where it can strengthen connections to transit, businesses, services, institutions, public spaces, and everyday community life.

Strategy 3.2.1 Put Housing Where the Pieces Come Together.

Action Steps

3.2.1.1 Prioritize residential and mixed-use growth near VIA Centro Plaza, UT San Antonio, University Health, major transit corridors, commercial areas, and other community destinations.

3.2.1.2 Use housing growth to reinvest in underutilized blocks, vacant properties, and large surface-parking areas where redevelopment can repair gaps in the district's urban fabric.

3.2.1.3 Pair increased residential density with the public realm, pedestrian connections, services, amenities, and infrastructure needed to support a growing residential community.

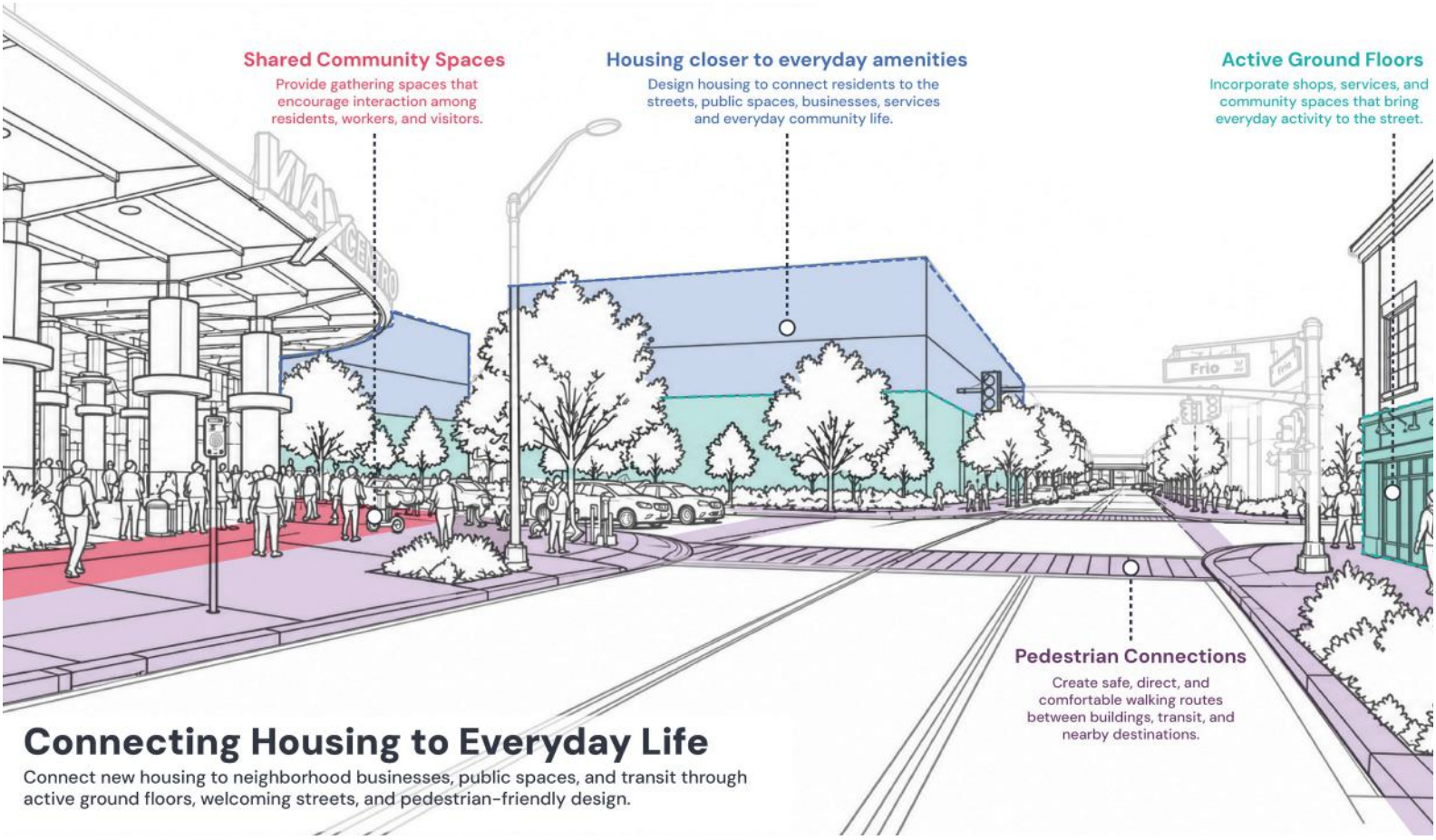
3.2.1.4 Evaluate housing density not only by the number of units a site can accommodate, but by the quality of the neighborhood, public realm, services, amenities, and connections needed to support that level of development.

Strategy 3.2.2 Connect Housing to Neighborhood Life.

Action Steps

3.2.2.1 Orient residential buildings toward streets and public spaces with visible entrances, pedestrian connections, shared spaces, and active ground floors where appropriate.

3.2.2.2 Integrate neighborhood-serving businesses, services, community spaces, and other complementary uses into mixed-use housing developments where appropriate.



Objective 3.3: Create Pathways to Stable Housing

Create pathways from housing instability and homelessness to stable housing, connected to the care, services, relationships, and opportunities people need to build long-term stability.

Strategy 3.3.1 Connect Housing and Support. Connect people experiencing homelessness or housing instability to housing options paired with the level of support they need to achieve and maintain stability.

Action Steps

3.3.1.1 Expand permanent supportive housing, rapid rehousing, deeply affordable housing, and other housing options that respond to different levels of need and pathways to stability.
3.3.1.2 Integrate supportive housing throughout the broader District of Cattleman housing mix, with access to transportation, healthcare, food, public spaces, and everyday community life.
3.3.1.3 Strengthen connections between housing and healthcare, behavioral health, case management, food, transportation, employment support, and other services that contribute to long-term housing stability.
3.3.1.4 Build on and support the work of organizations already providing housing, homelessness response, healthcare, behavioral health, and supportive services in and around the district of Cattleman, strengthening connections between existing efforts as new housing and services are developed.
3.3.1.5 Design supportive and service-enriched housing with flexible spaces that can accommodate case management, resident services, community programming, staff, and partnerships with service providers while maintaining resident privacy, dignity, and opportunities for community connection.

Strategy 3 3.3.2 Build a Continuum of Housing and Support.

Action Steps

3.3.2.1 Support a continuum that connects emergency response and transitional support, where appropriate, with rapid rehousing, permanent supportive housing, deeply affordable housing, and pathways to longer-term housing stability.
3.3.2.2 Strengthen coordination across housing and supportive services so transitions between programs do not disrupt access to healthcare, transportation, case management, community relationships, and other supports people rely on.

Objective 3.4: Create Housing for Every Stage of Life

Create a mix of homes that supports students, young adults, families, multigenerational households, older adults, people with disabilities, and people rebuilding stability at different stages of life.

Strategy 3.4.1 Build for Every Stage of Life.

Action Steps

3.4.1.1 Provide a mix of unit sizes and housing types that respond to the needs of individuals, families, multigenerational households, older adults, people with disabilities, and other household structures.
3.4.1.2 Expand housing choices beyond conventional multifamily development to include townhomes, stacked flats, courtyard housing, small multifamily, mixed-use and live-work housing, senior housing, supportive housing, and ownership-oriented housing where appropriate to the district's urban context.
3.4.1.3 Apply Universal Design principles to dwelling units, common spaces, entrances, circulation, amenities, and outdoor spaces, including the San Antonio Housing Trust's Multifamily Universal Design Standards for applicable SAHT-supported development, so housing can support residents as mobility and household needs change over time.
3.4.1.4 Encourage flexible and adaptable unit configurations that can respond to changing household needs, including multigenerational living, caregivers, working from home, and

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Areas of Retail / Housing



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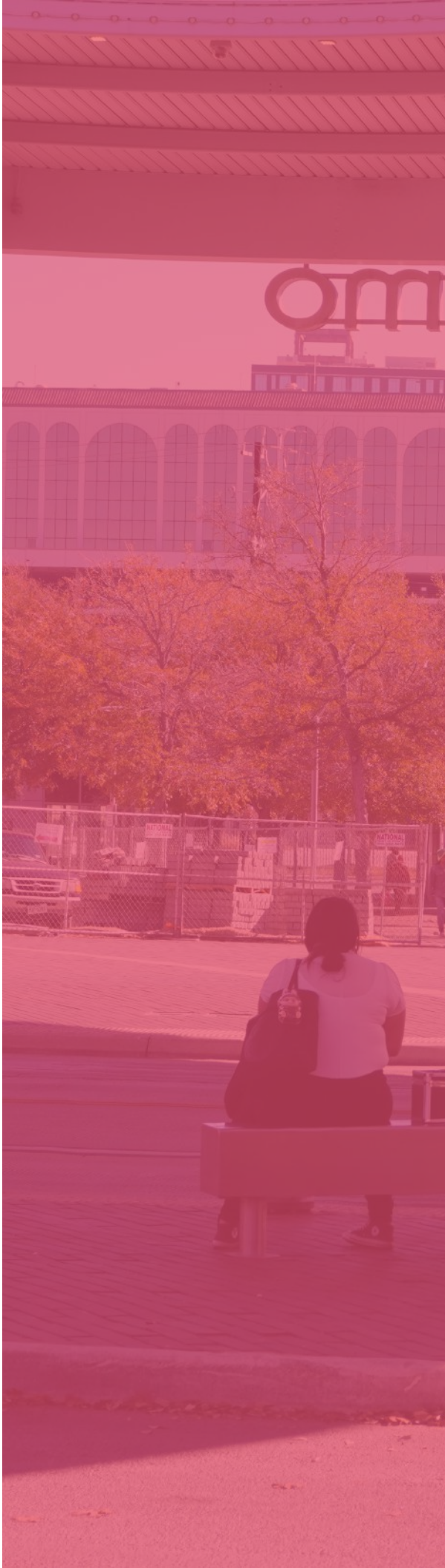
Connected by Place

Reconnect people, places, and opportunities by creating a district that is easy to move through and seamlessly linked to the surrounding city.

Cattleman Square is well connected at the regional scale, yet many destinations within the district remain disconnected from one another. Highways, rail infrastructure, wide streets, large blocks, surface parking, and gaps in the pedestrian network can make even short distances difficult to navigate.

Intentional investments can stitch those pieces back together. Better walking, biking, transit, streets, and connections can bring neighborhoods, institutions, businesses, housing, and public spaces closer together. Transportation should do more than move people through the district. It should connect people to the places and opportunities within it.





Objective 4.1: Reconnect the District Across Physical Barriers

Reconnect the places, neighborhoods, institutions, and destinations that make up the district, overcoming the physical gaps and barriers that have divided them over time.

Strategy 4.1.1: Strengthen Connections Across the Railroads

Action Steps

4.1.1.1 Install or repair sidewalks on both sides of streets that cross railroad corridors to provide continuous pedestrian connections.
4.1.1.2 Coordinate early with Union Pacific to establish acceptable design standards and requirements for improvements affecting railroad crossings and rights-of-way.
4.1.1.3 Study the feasibility of an elevated pedestrian connection north of Martin Street linking major institutions and community destinations, including Haven for Hope, Corazón Ministries, and University Health.

Strategy 4.1.2: Strengthen Connections Between UT San Antonio and the Transit Hub

Action Steps

4.1.2.1 Work with UT San Antonio to expand the Little Runner service and add stops at key destinations within the district of Cattleman.
4.1.2.2 Coordinate future shared or district parking facilities with UT San Antonio's off-campus parking strategy and evaluate opportunities to extend Runner service to those facilities.

Strategy 4.1.3: Break Down the Superblocks

Action Steps

4.1.3.1 Introduce new local streets where large parcels are redeveloped to create smaller blocks and additional routes through the district.
4.1.3.2 Incorporate publicly accessible through-block walkways and shared-use paths into large development sites to create additional walking and bicycling connections between destinations.

Strategy 4.1.4: Prioritize Pedestrians Across Major Streets.

Action Steps

4.1.4.1 Work with the City of San Antonio Transportation Department to incorporate curbside designs that create greater separation between moving vehicles and pedestrians.
4.1.4.2 Use traffic-calming and crossing improvements such as curb extensions, high-visibility crosswalks, pedestrian refuge areas, mid-block crossings, and raised crossings where appropriate, drawing from FHWA and NACTO best practices.



Source: Congress of New Urbanism

Case Study

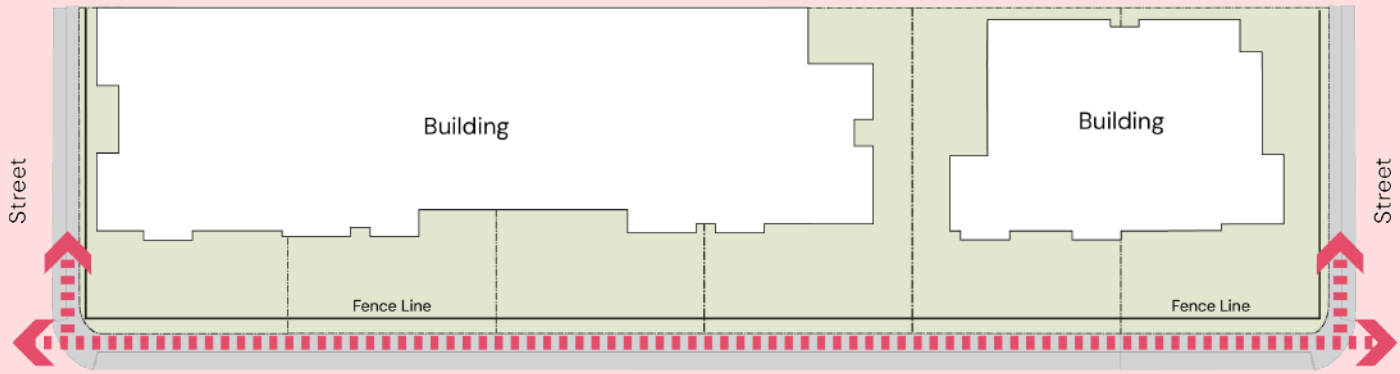
Design the Street Around People

Turning a Street Back Into a Place

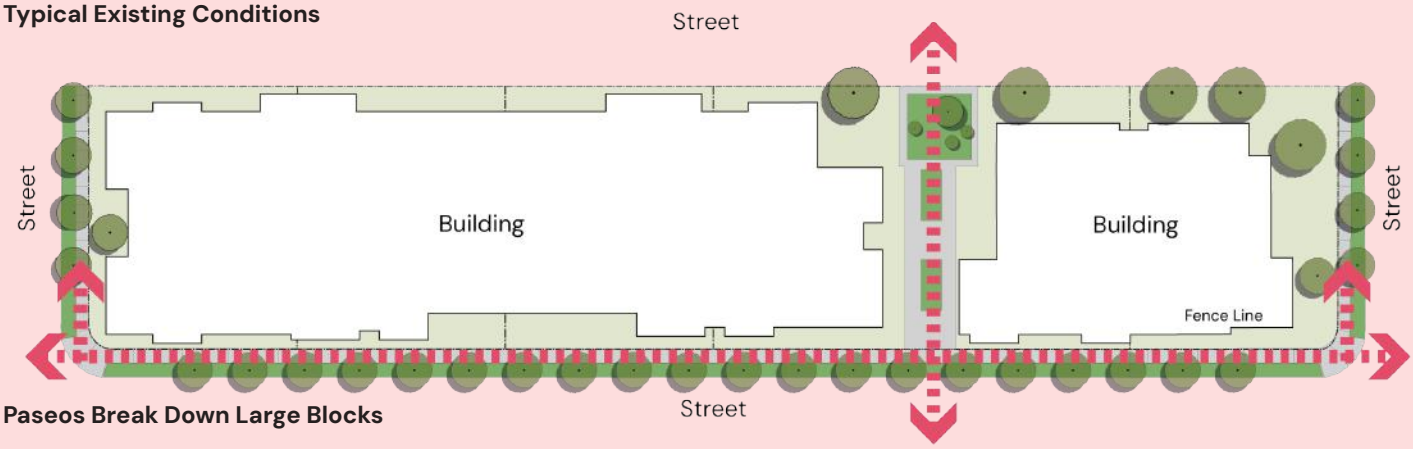
Bagby Street, in Houston TX., was transformed into a multimodal neighborhood street with shorter crossings, wider pedestrian areas, landscaped rain gardens, trees, seating, lighting, art, and improved connections to parks and businesses. The redesign reduced pedestrian crossing distances by 45% while pedestrian activity increased 200%, without reducing vehicle level of service.

Creating Connections Through Paseos (Passageways)

Turning Large Blocks into Walkable Places



Typical Existing Conditions



Paseos Break Down Large Blocks



Opportunities to improve connectivity in the district

Large blocks and disconnected streets can make walking feel longer and less inviting. Introducing pedestrian paseos creates new pathways through these blocks, making it easier to reach nearby destinations while opening opportunities for landscaping, public art, seating, and small gathering spaces. These connections can transform underused spaces into welcoming places for people to walk, pause, and connect.



Paseos in Market Square, San Antonio.

Objective 4.2: Make Walking the Easy Choice

Create a continuous, comfortable, and welcoming pedestrian environment where short trips feel easy and people can safely move between transit, housing, businesses, services, institutions, and community destinations.

Strategy 4.2.1: Protect the Space Needed for Future Connections.

Action Steps

4.2.1.1 Identify existing and future destinations and activity nodes and map the priority walking routes and connections needed between them.

4.2.1.2 Work with property owners, developers, community partners, and the City to preserve rights-of-way, easements, and other space needed to complete priority pedestrian connections.

Strategy 4.2.2: Create Streets People Want to Walk.

Action Steps

4.2.2.1 Apply the City of San Antonio Complete Streets Policy and relevant design guidance to public right-of-way improvements and coordinate with development partners to extend those principles along project frontages.

4.2.2.2 Identify priority pedestrian and activity corridors and concentrate active ground-floor uses, including retail, food and beverage, and other pedestrian-oriented uses, along those streets.

Strategy 4.2.3: Make Crossings Safer.

Action Steps

4.2.3.1 Identify locations along the pedestrian network where high levels of pedestrian activity or crossings are expected and prioritize appropriate safety improvements, including high-visibility crosswalks, pedestrian refuge islands, and mid-block crossings.

4.2.3.2 Improve priority intersections with pedestrian-protected signal timing, high-visibility crosswalks, and other appropriate safety countermeasures.

Strategy 4.2.4: Reduce Conflicts Between Driveways and Pedestrians.

Action Steps

4.2.4.1 Consolidate and minimize driveways where feasible, particularly along priority pedestrian corridors and major thoroughfares.

4.2.4.2 Reduce driveway widths where feasible and use pedestrian refuge areas, continuous or patterned walkways, and other design treatments to clearly prioritize pedestrian paths across driveways.



Source: NYC DOT Vision Zero

Case Study

Pedestrian Safety

Redesigning the Street for Safer Movement

Seagirt Boulevard in New York City, NY., was redesigned to create a safer multimodal street, adding a parking-protected bicycle lane, expanded pedestrian space at intersections, and a new traffic signal while reconfiguring vehicle lanes. Within two years, pedestrian injuries decreased 25% and injury crashes decreased 7%.

Did You Know

20–45°F

Shaded surfaces can be significantly cooler than surfaces exposed to direct sunlight. Adding street trees and shade along sidewalks can make walking more comfortable, especially during San Antonio's hot summers.

Strategy 4.2.5: Repair Gaps in the Street.

Action Steps

4.2.5.1 Explore shared and consolidated parking facilities that can serve multiple developments and reduce the amount of land dedicated to surface parking.

4.2.5.2 Where redevelopment occurs, consolidate vacant or underutilized parcels where appropriate to create more continuous development and active street frontage.

Strategy 4.2.6: Design Beyond Minimum Accessibility.

Action Steps

4.2.6.1 Install accessible pedestrian signals, detectable warnings, and other accessible crossing features at priority locations.

4.2.6.2 Coordinate with VIA to expand level boarding and other accessibility improvements at transit stops.

4.2.6.3 Incorporate tactile wayfinding at key destinations and along primary pedestrian routes.



Reconnect the district through an active public realm and green space along Frio Street and Leal Street.

Objective 4.3: Connect Every Way of Moving

Create a transportation network where walking, biking, transit, driving, and other ways of getting around work together, giving people meaningful choices in how they reach and move through the district.

Strategy 4.3.1: Make Transfers Seamless.

Action Steps

4.3.1.1 Locate transit stops near primary pedestrian entrances and connections to major developments and destinations.
4.3.1.2 Provide comfortable, shaded pedestrian connections between transit stops and major building entrances and destinations.
4.3.1.3 Locate bike-share stations and other shared-mobility options near transit stops and major destinations.

Strategy 4.3.2: Make Biking Easier and More Comfortable.

Action Steps

4.3.2.1 Advance Tier 1 projects identified in the City of San Antonio Bike Network Plan within and connecting to the district, including opportunities for near-term quick-build improvements.
4.3.2.2 Work with developers and community partners to provide secure bicycle parking at major destinations and within new development.
4.3.2.3 Partner with schools, community organizations, nonprofits, and City departments to support community bicycling events, education, and learn-to-ride programs.

Strategy 4.3.3: Create a Network of Mobility Hubs.

Action Steps

4.3.3.1 Identify a primary location for a district mobility hub and opportunities for smaller secondary hubs near major destinations.
4.3.3.2 Integrate mobility hubs with complementary uses such as retail, food and beverage, coworking, community space, and shared parking where appropriate.
4.3.3.3 Establish partnerships with rideshare, bike-share, scooter, charging, and other mobility providers to expand transportation options available through the hubs.



Did You Know?

Connecting existing and future transportation options can turn Centro Plaza into more than a transit stop.

The district already brings together VIA service at Centro Plaza, UT San Antonio's Rowdy Runner, bike connections, local circulators, and other mobility options, with the future VIA Rapid Silver Line adding another major connection. Bringing these services together through shared information, comfortable transfer spaces, bike and scooter facilities, charging, parking, and community-serving uses could position Centro Plaza as a true mobility hub and make it easier to move within the district and connect to destinations across San Antonio.

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Multimodal Transit



Source: Routes and stops developed using VIA Metropolitan Transit's GTFS Data; Link service areas from VIA, UTSA Little Runner Pilot Program .

Confidential for internal review only

Objective 4.4: Connect The District to the City

Strengthen connections between the district, the Westside, Downtown, and the larger San Antonio region, building on the district's central location and transit access to connect people to jobs, education, healthcare, culture, and opportunity.

Strategy 4.4.1: Transform the I-35 Underpasses Into Connections.

Action Steps

4.4.1.1 Advance a coordinated Great Underpasses initiative along Houston Street, Commerce Street, Buena Vista Street, Dolorosa/Salinas Street, Martin Street, and other priority crossings.

4.4.1.2 Provide continuous lighting, wider and unobstructed sidewalks, safer crossings, and other pedestrian improvements beneath I-35.

4.4.1.3 Complete the missing sidewalk connection beneath I-35 along Cesar Chavez Boulevard to connect with the Urban Loop.

4.4.1.4 Strengthen the connection from Robert B. Green Way across La Trinidad Street and beneath I-35 to North Santa Rosa Street, establishing a key greenway connection toward San Pedro Creek.

4.4.1.5 Coordinate early with TxDOT on maintenance, aesthetics, permitting, and long-term responsibilities for improvements within TxDOT right-of-way.

Strategy 4.4.2: Connect the district to the Greenway Network.

Action Steps

4.4.2.1 Identify a direct and comfortable greenway connection between San Pedro Creek and Alazán Creek through the district.

Strategy 4.4.3: Strengthen Transit Connections to Surrounding Neighborhoods.

Action Steps

4.4.3.1 Evaluate a continuous transit route along Frio Street with convenient stop spacing and service frequency that supports everyday travel within and beyond the district.

4.4.3.2 Evaluate extending Frio Street transit service south toward the area around Joel C. Harris Middle School and South Flores Street.

4.4.3.3 Evaluate extending service north toward San Antonio College and San Pedro Springs Park via North Flores Street.



Transform underpasses into connections. Commerce Street and Medina Street

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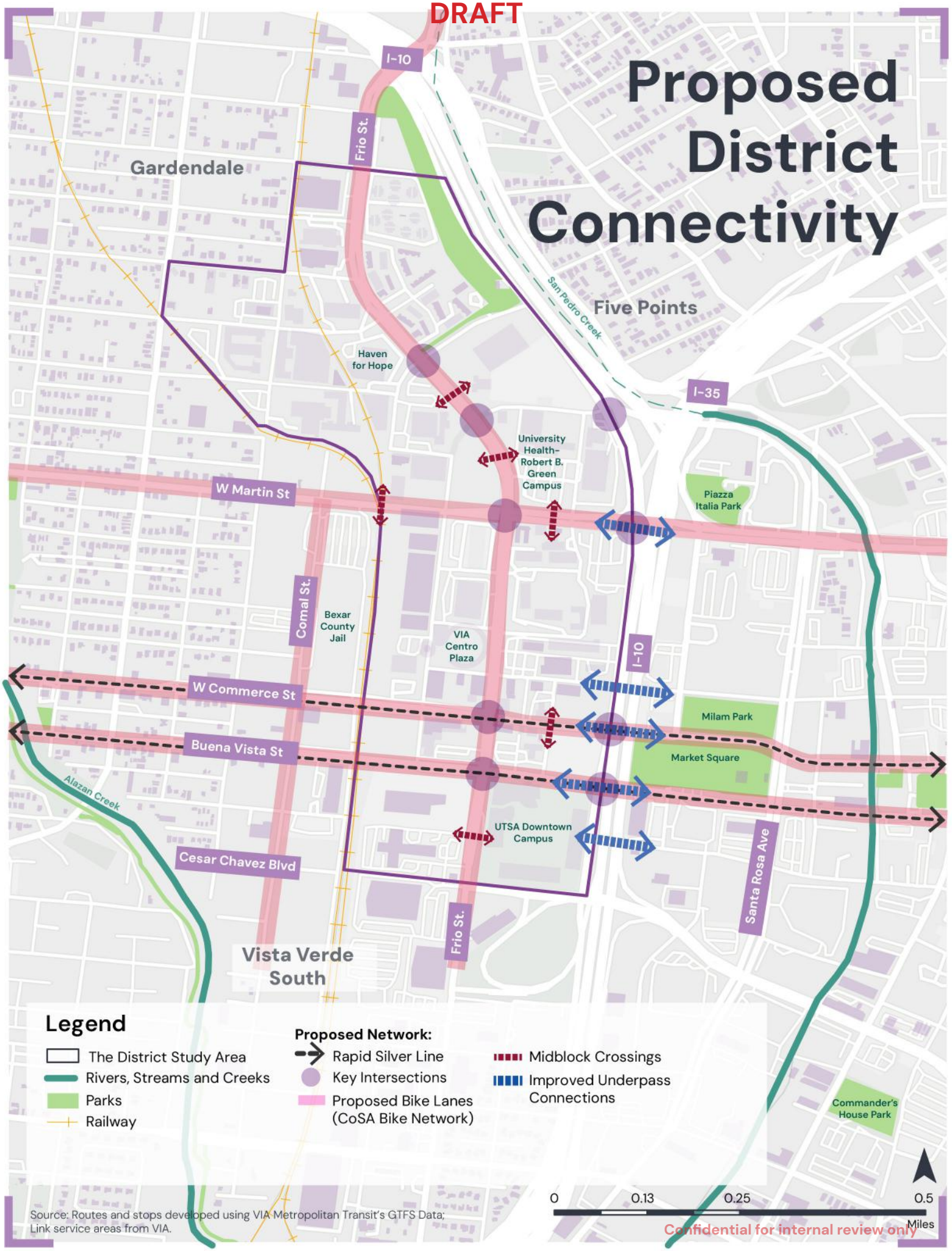
Proposed District Connectivity



Source: Routes and stops developed using VIA Metropolitan Transit's GTFS Data; Link service areas from VIA.

Confidential for internal review only

Strategy 4.4.4: Support Shared and Flexible Transportation.

Action Steps

4.4.4.1 Incorporate designated passenger pick-up and drop-off areas within major developments for taxis, rideshare, shuttles, and other shared transportation services.

4.4.4.2 Explore partnerships with major regional employers to establish carpool or shared-commute programs connecting to the district.

Strategy 4.4.5: Manage Vehicle Access and Movement.

Action Steps

4.4.5.1 Coordinate traffic-signal timing along key roadways, including Frio Street and Martin Street, to improve traffic operations while maintaining pedestrian and multimodal safety.

4.4.5.2 Minimize new driveways along arterial and collector streets and locate development access on local streets where feasible.

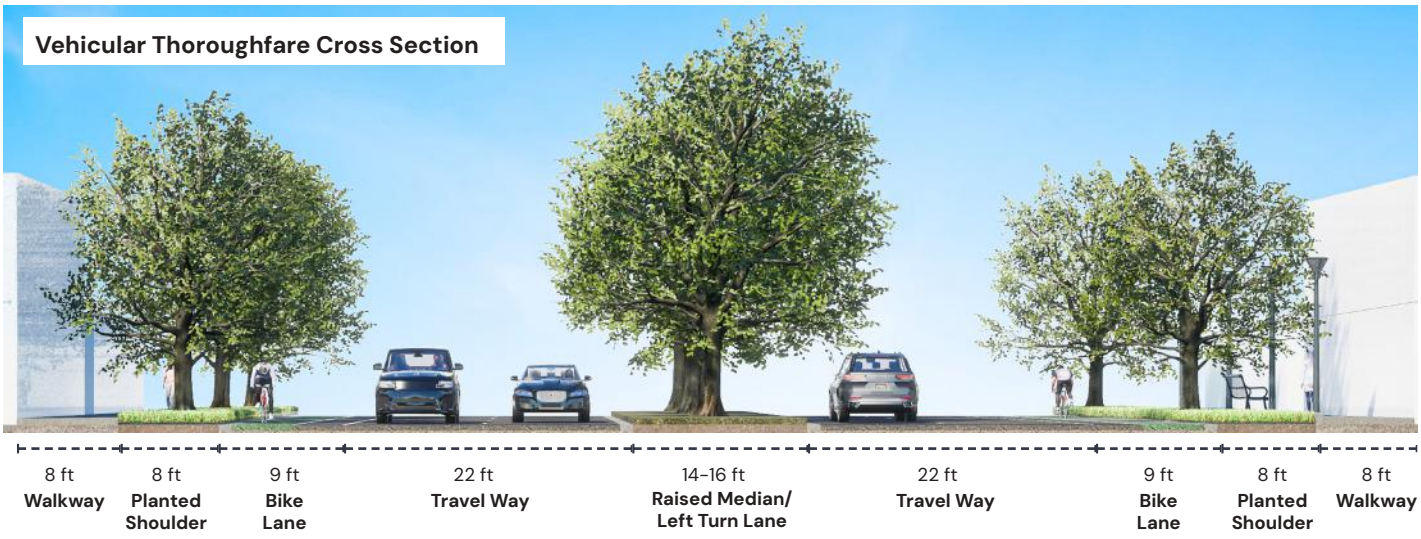
4.4.5.3 Provide dedicated loading and unloading areas within major developments to reduce conflicts created by freight and delivery vehicles along arterial and collector streets.

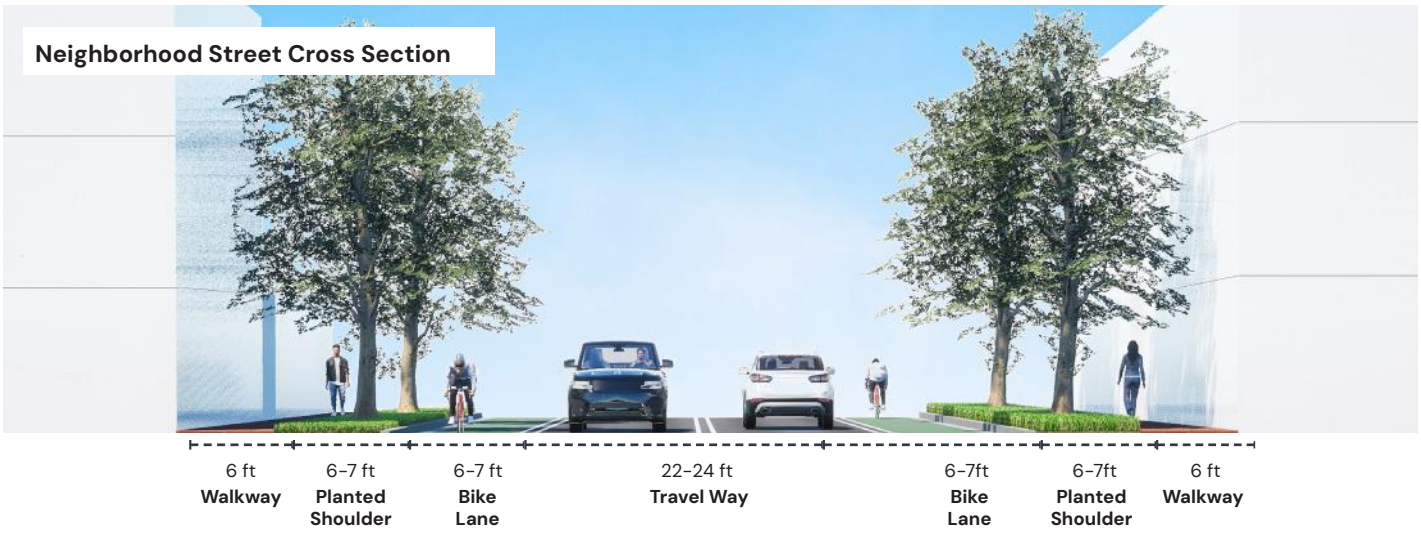
Strategy 4.4.6: Preserve the Opportunity for Future Passenger Rail.

Action Steps

4.4.6.1 Safeguard appropriate railroad right-of-way and land near the historic depot area from development that could preclude a future passenger rail station or related infrastructure.

4.4.6.2 Identify potential station and supporting infrastructure locations that can be preserved as long-term options without preventing appropriate near-term investment elsewhere in the district.





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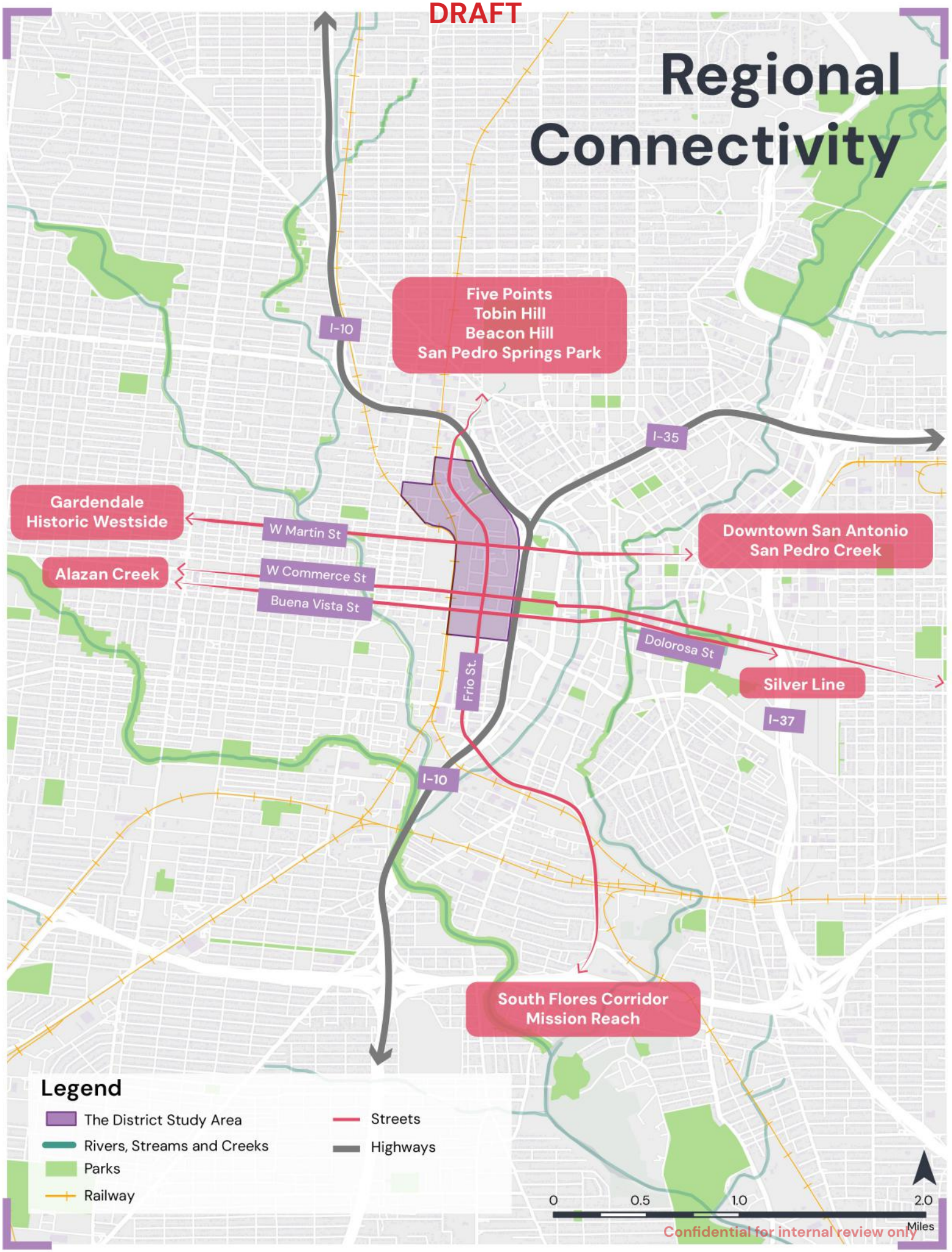
Regional Connectivity



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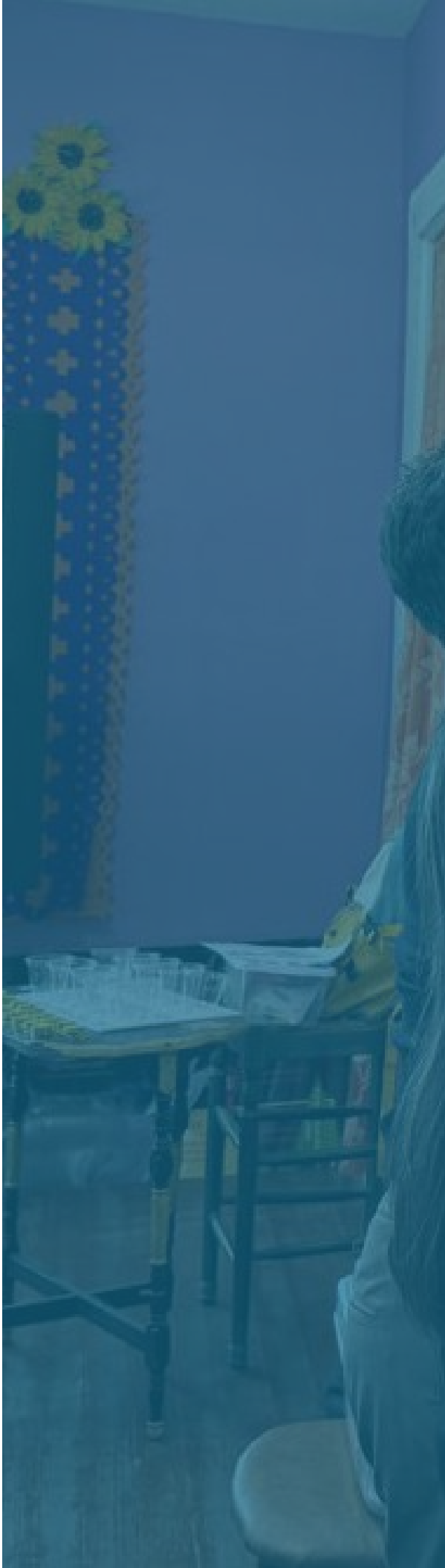
Design for Belonging

How a place looks, feels, and functions shapes whether people feel comfortable spending time there. Trees and shade, lighting, landscape, seating, active building edges, recognizable gateways, and well-cared-for public spaces all contribute to the everyday experience of the district.

Good design can create comfort and identity while supporting safety through care, activity, visibility, and connection rather than exclusion. Streets, buildings, and public spaces should respond to San Antonio's climate, welcome people of different ages and abilities, and express the district's history, culture, and evolving identity.





Objective 5.1: Design Safety Into Everyday Life

Create streets, public spaces, and everyday destinations that feel safe and cared for through visibility, lighting, activity, thoughtful design, and ongoing stewardship.

Strategy 5.1.1: Design for Visibility and Activity.

Action Steps

5.1.1.1 Improve visibility within public spaces and along building frontages through pedestrian-scale lighting, clear sightlines, active edges, and thoughtful placement of landscaping and site elements.

5.1.1.2 Address blank walls, vacant edges, poorly lit areas, large surface parking lots, and other physical conditions that create gaps in activity or contribute to a sense of isolation.

5.1.1.3 Design new development and public-realm improvements with visible entrances, windows, activity, and natural observation of streets and shared spaces.

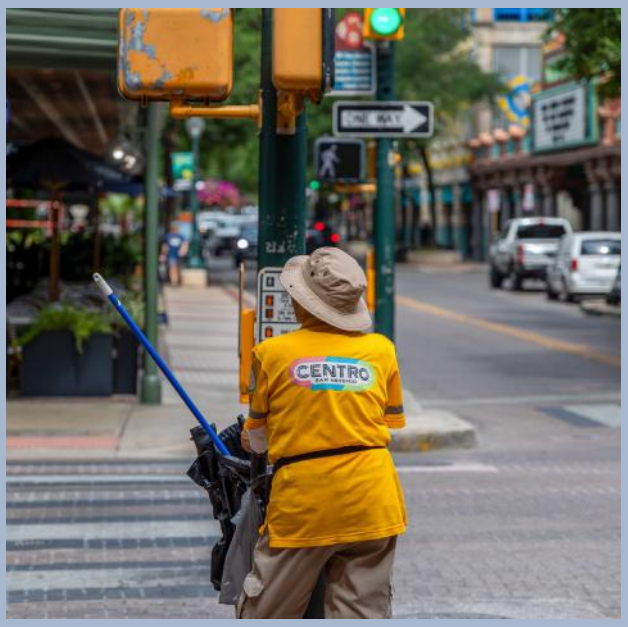
Strategy 5.1.2: Build a Culture of Care.

Action Steps

5.1.2.1 Provide consistent maintenance, landscape care, litter removal, graffiti removal, repair, and other stewardship services in public spaces, gateways, commercial areas, and other highly used places throughout the district.

5.1.2.2 Design public-realm improvements with durable materials, landscaping, furnishings, and infrastructure that can be realistically maintained over time.

5.1.2.3 Explore a district-wide stewardship model to provide enhanced maintenance, beautification, hospitality, public-space management, and other supplemental services, including evaluating expansion or partnership with Centro San Antonio and the Downtown Public Improvement District, creation of a district PID, or another sustainable management structure.



Source: San Antonio Report

Case Study

District Management / PID

Investing in the Everyday

Major projects can transform a district, but everyday management helps sustain that investment. Through San Antonio's Downtown Public Improvement District, Centro Ambassadors provide cleaning, hospitality, business support, and quality-of-life services. In 2025 alone, ambassadors assisted more than 500,000 people, collected 146,000 trash bags, and removed 5,500 graffiti tags. As the district of Cattleman grows, a coordinated management structure could help maintain public spaces, support businesses, organize programming, and connect partners between major investments.

Objective 5.2: Design for Comfort and Character

Create a cohesive public realm that responds to San Antonio's climate, reflects the character of the district, and provides comfortable places for people to spend time.

Strategy 5.2.1: Design for Comfort in Every Season.

Action Steps

5.2.1.1 Expand shade within public spaces, transit areas, commercial areas, and other places where people wait, gather, or spend time through trees, structures, building canopies, and other appropriate solutions.
5.2.1.2 Incorporate comfortable seating, drinking water where feasible, lighting, shade, and other amenities that support longer and more comfortable use of public spaces.
5.2.1.3 Expand trees, native and adapted planting, green infrastructure, and other landscape elements that reduce heat, manage stormwater, improve comfort, and strengthen the district's landscape identity.

Strategy 5.2.2: Design for All Ages and Abilities.

Action Steps

5.2.2.1 Incorporate seating with different levels of support, accessible tables and gathering areas, clear circulation around furnishings, and other features that allow people with different mobility needs to comfortably use public spaces.
5.2.2.2 Design public spaces with a range of experiences, including places for rest, social interaction, play, quiet, and activity that can be used by children, adults, older adults, and people with disabilities.
5.2.2.3 Apply universal design principles to public spaces, signage, furnishings, and other public-realm elements so accessibility is integrated into the overall design rather than treated as a separate feature.

Objective 5.3: Bring Life to the Edges

Create active and welcoming relationships between buildings and the public realm so streets and public spaces feel connected to the life happening around them.

Strategy 5.3.1: Design Buildings to Meet the Street.

Action Steps

5.3.1.1 Orient primary entrances, windows, storefronts, shared spaces, and active uses toward streets and public spaces.
5.3.1.2 Minimize blank walls, inactive frontages, deep setbacks, and parking areas along primary public spaces and important street frontages.
5.3.1.3 Use ground-floor design, landscaping, seating, shade, lighting, and transitional spaces to create welcoming connections between buildings and the public realm.

Strategy 5.3.2: Turn Gaps Into Places.

Action Steps

5.3.2.1 Improve the edges of surface parking lots, vacant properties, service areas, and other inactive spaces through landscaping, shade, lighting, screening, public art, temporary activation, or other context-sensitive improvements.
5.3.2.2 Use redevelopment and public-realm investment to repair fragmented street edges and create a more continuous and engaging urban environment.

Objective 5.4: Make The District Easy to Recognize

Create a recognizable sense of place that helps people know when they have arrived in the district and experience the history, culture, and character that make it distinct.

Strategy 5.4.1: Create a Recognizable District Identity.

Action Steps

5.4.1.1 Develop a cohesive district identity that can inform gateways, signage, streetscape elements, public spaces, landscape, and other public-facing improvements without creating a uniform or overly branded environment.

5.4.1.2 Create recognizable gateways at key arrival points that signal entry into the district and strengthen its relationship to the Westside and Downtown.

5.4.1.3 Allow distinct places within the district, including the Cattleman Square Historic District and other emerging subareas, to retain their individual character within the larger district identity.

Strategy 5.4.2: Carry Identity Into the Public Realm.

Action Steps

5.4.2.1 Integrate locally rooted materials, landscape, public art, signage, furnishings, and other design elements into public-realm improvements.

5.4.2.2 Carry the stories and cultural identity identified through the planning process into gateways, public art, landscape, streetscape elements, and other visible features of the district.

Navigating The District

Wayfinding and Signage

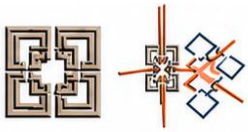


Primary Gateway | Secondary Gateway | Destination Marker | Informational Signage | Pedestrian Light | Street Light | Interactive Signage

Sidewalk Paving Detail



Signature Detail



Subdistrict Color Variations



Garden West | Portal de Esperanza | The Square | Vista Village

Material Palette



Corten Steel | Limestone | Accent Colors


Wayfinding and Signage Plan
I-10
Frio St.
Gardendale
Garcia Park
San Pedro Creek
Five Points
Haven for Hope
I-35
University Health- Robert B. Green Campus
W Martin St
Piazza Italia Park
Comal St.
Bexar County Jail
VIA Centro Plaza
I-10
W Commerce St
Milam Park
Buena Vista St
Market Square
Alazan Creek
UTSA Downtown Campus
Cesar Chavez Blvd
Santa Rosa Ave
Frio St.
Vista Verde South
Commander's House Park
Legend
The District Study Area
Rivers, Streams and Creeks
Parks
Railway
Proposed Signage Types:
Primary Gateway
Secondary Gateway
Destination Marker
Informational Signage
Interactive Signage
0
0.13
0.25
0.5
Miles

Built for Gathering

Cattleman Square was once remembered as a place full of everyday activity. People shopped, worked, worshiped, ate, watched movies, met friends, and spent time together. Rebuilding that sense of public life will require more than a single park or occasional event.

Gathering should happen at many scales, from the Cattleman Square Historic District to courtyards, plazas, commercial areas, and smaller places woven into everyday life. These spaces should support ordinary moments and celebrations, creating opportunities for food, culture, recreation, markets, art, traditions, and community-led activity.




68 Guadalupe St
VIA
ROSA
PARKS
WAY

Objective 6.1: Create Places to Gather

Create a network of welcoming places where people of different ages and backgrounds can sit, meet, eat, play, rest, and spend time together as part of everyday community life.

Strategy 6.1.1 Build a Network, Not a Single Destination.

Action Steps

6.1.1.1 Strengthen the Cattleman Square Historic District as a signature gathering place and cultural heart within the broader district, building on its historic role as a place of movement, commerce, gathering, and community life.

6.1.1.2 Create a network of parks, plazas, courtyards, green spaces, and smaller gathering areas so opportunities for public life are distributed throughout the district rather than concentrated in a single destination.

6.1.1.3 Incorporate smaller gathering spaces into commercial areas, institutional campuses, redevelopment projects, building frontages, and other places people use as part of everyday life.

Strategy 6.1.2 Create Places for Every Generation.

Action Steps

6.1.2.1 Include a mix of seating, shade, play, recreation, social spaces, quiet areas, and flexible open space that supports children, youth, adults, and older adults.

6.1.2.2 Design gathering places for both planned activities and informal everyday use so they remain useful and active even when an event or program is not taking place.



Creating Small Spaces for Community to Gather

DRAFT

Parks + Open Spaces Network









I-10
Five Points
Frio St.
Gardendale
0.25 Miles LOS
Garcia Park
San Pedro Creek
Vista Verde Apartments
Haven for Hope
I-35
W Martin St
University Health- Robert B. Green Campus
Piazza Italia Park
Patio Central
Comal St.
Bexar County Jail
Palacio Del Sol Apartments -MAUC
VIA Centro Plaza
W Commerce St
Milam Park
Buena Vista St
Market Square
Alazan Creek
Bill Miller Plaza
UTSA Downtown Campus
Cesar Chavez Blvd
Vista Verde South
Commander's House Park

Legend

- The District Study Area
- Streams
- Parcels
- Railway

Parks and Open Spaces

- Existing Public Parks and Open Spaces
- Existing Semi-Public Parks and Open Spaces
- Potential Opportunities: Parks and Open Spaces
- Proposed Green Corridor
- Proposed Green Connections
- Parks- 5 min walking radius (0.25 Miles)

0 0.13 0.25 0.5 Miles

Confidential for internal review only

Objective 6.2: Bring The District to Life

Create activity beyond individual destinations so public spaces, businesses, and community places contribute to a district that feels active throughout the day, week, and year.

Strategy 6.2.1 Build Activity Into Everyday Life.

Action Steps

6.2.1.1 Concentrate neighborhood-serving businesses, food and beverage, cultural uses, community-serving uses, and other active uses around important gathering spaces and destinations.

6.2.1.2 Support activities and uses that bring people into public spaces and contribute to activity across different parts of the district.

6.2.1.3 Support a mix of daytime, evening, weekday, and weekend uses so activity does not depend on a single institution, destination, event, or time of day.

Strategy 6.2.2 Turn In-Between Spaces Into Places.

Action Steps

6.2.2.1 Activate vacant lots, oversized setbacks, surface parking areas, and other underused spaces with temporary or interim uses such as seating, markets, food, art, recreation, or community activities where appropriate.

6.2.2.2 Use temporary activation to test ideas, build patterns of community use, and demonstrate the potential of future public spaces or redevelopment sites.



Creating a Sense of Place Through Connectivity

Objective 6.3: Put Community at the Center of Activation

Create opportunities for residents, artists, businesses, cultural organizations, and community groups to shape and lead the activities that bring shared spaces to life.

Strategy 6.3.1 Open the Door to Local Ideas.

Action Steps

6.3.1.1 Prioritize Westside and locally rooted organizations, artists, vendors, businesses, and cultural groups for opportunities to program and activate publicly supported spaces.
6.3.1.2 Simplify permitting, scheduling, access to utilities, equipment, storage, and other requirements that can create barriers to community use of public and shared spaces.
6.3.1.3 Equip new and improved gathering spaces with infrastructure that supports flexible community use, including power, lighting, shade, seating, water access, and adaptable space where appropriate.

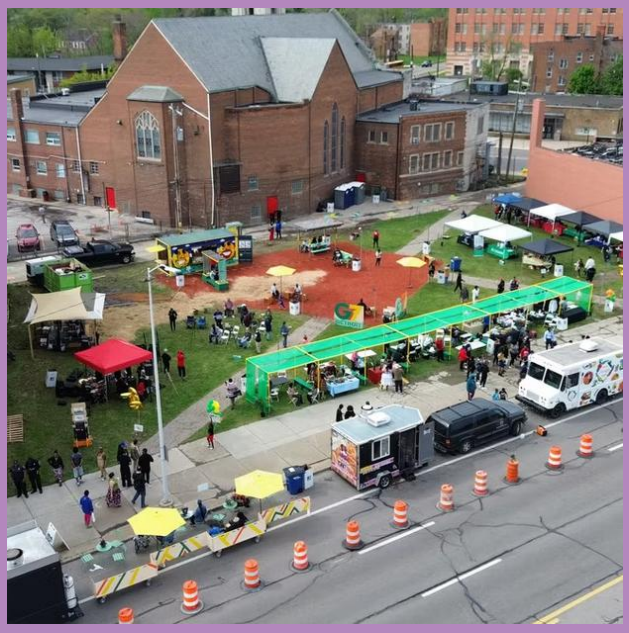
Objective 6.4: Celebrate Culture in Everyday Life

Carry food, music, art, traditions, celebrations, and cultural expression into the everyday experience of the district.

Strategy 6.4.1 Bring Culture Into Shared Spaces.

Action Steps

6.4.1.1 Support markets, food traditions, music, art, performances, celebrations, and cultural events within plazas, parks, streets, courtyards, and other shared spaces.
6.4.1.2 Prioritize Westside artists, makers, performers, food vendors, cultural organizations, and locally rooted businesses in publicly supported cultural programming and activities.
6.4.1.3 Support both longstanding traditions and new forms of cultural expression, allowing the district's cultural life to continue evolving across generations.



Source: Better Block

Case Study

Community-Led Activation

Test It. Learn From It. Build On It.

The first Better Block began in Oak Cliff, Dallas, TX., when neighbors transformed an underused street with temporary businesses, bike facilities, café seating, landscaping, and community programming for less than $1,000. One pop-up art studio attracted more than 400 visitors and later became a permanent neighborhood business. For the district, small grants, temporary installations, markets, art, and community-led programming can give residents and local organizations opportunities to test ideas and shape how spaces evolve before permanent investments are made.

Lasting Prosperity

The district is entering a period of significant investment. UT San Antonio, University Health, VIA, housing development, public infrastructure, historic properties, and redevelopment opportunities create economic potential. But success should not simply be measured by how much development occurs.

Growth should strengthen the district economy by supporting local businesses, opening doors for entrepreneurs, connecting people to jobs and careers, and building stronger relationships between major institutions and the community. Its economic future can grow from the people, businesses, culture, history, and connections that already make this place distinct.



San Jacinto St

Objective 7.1: Grow Local Opportunity

Create an environment where local businesses, entrepreneurs, makers, and community-serving enterprises can start, stay, grow, and benefit from investment in the district.

Strategy 7.1.1: Support Local Business.

Action Steps

7.1.1.1 Partner with local Community Development Financial Institutions (CDFIs) and other lending partners to expand access to revolving funds, microgrants, low-interest and character-based loans, working capital, equipment and tenant-improvement financing, credit-building products, and property-acquisition assistance.

7.1.1.2 Partner with organizations that provide financing, business coaching, and technical assistance to connect entrepreneurs and existing businesses with support for bookkeeping, business planning, financing, licensing, marketing, succession planning, and other business needs.

7.1.1.3 Create a physical or programmatic Business Resource Hub within or serving the district that provides a recognizable point of access to bilingual assistance with licensing, leasing, financing, marketing, business development, and referrals to existing programs and partners.

Strategy 7.1.2: Make Room for Small Businesses and Entrepreneurship.

Action Steps

7.1.2.1 Encourage a variety of affordable commercial spaces, including small storefronts, kiosks, shared kitchens, studios, and maker spaces. Adapt larger spaces to accommodate multiple businesses, reduce costs, and create opportunities for existing businesses and emerging entrepreneurs to grow.

7.1.2.2 Support more stable and affordable commercial tenancy and ownership through tools such as graduated rents, long-term leases, master leases, nonprofit ownership, cooperative ownership, commercial land trusts, and lease-to-own models.

7.1.2.3 Activate vacant storefronts, buildings, lots, and other underused properties through temporary markets, pop-ups, workshops, and other flexible commercial opportunities.



Source: Homeboy Industries

Case Study

Opportunity Beyond Barriers

Connecting people to experience, and pathways to employment.

Homeboy Industries, in Los Angeles, CA., provides paid employment opportunities, job training, and supportive services for formerly incarcerated individuals and people seeking to leave gang involvement. Through its social enterprises, including Homeboy Bakery and Homegirl Café, participants gain work experience while accessing education, mental health services, and other resources. Its approach demonstrates how employment and supportive services can work together to create opportunities for people facing significant barriers to work.

7.1.2.4 Preserve and incorporate affordable commercial spaces within publicly supported mixed-use and redevelopment projects, offering a range of sizes and price points that accommodate existing small businesses, locally rooted enterprises, makers, artists, food entrepreneurs, and community-serving businesses.

Strategy 7.1.3: Connect Residents to Jobs + Career Advancement.

Action Steps

7.1.3.1 Strengthen partnerships among employers, workforce-development organizations, educational institutions, labor organizations, community partners, and public agencies to connect residents with hiring pipelines, training, apprenticeships, internships, and supportive services.

7.1.3.2 Align workforce training, certifications, apprenticeships, and other career pathways with employment opportunities associated with District growth, including healthcare, education, transit, construction, housing, hospitality, and other growing sectors.

7.1.3.3 Work with employers and workforce partners to identify emerging occupations, skills, and credential needs and connect those needs with existing education and training resources.

Strategy 7.1.4: Create Pathways to Asset + Property Ownership.

Action Steps

7.1.4.1 Explore commercial community land trusts, cooperative ownership, commercial condominiums, lease-to-own arrangements, and other models that can preserve long-term commercial affordability and create pathways to ownership.

7.1.4.2 Support succession planning and ownership transitions that create opportunities for legacy businesses to remain locally or family owned when existing owners retire or transition out of the business.



Creating Pathways to Employment and Opportunity. Natural Grocer Building

Objective 7.2: Build an Economy That Works All Day, Every Day

Leverage the district's residents, workers, students, institutions, transit riders, and visitors to support local businesses and create economic activity throughout the day, evening, and week.

Strategy 7.2.1 Connect Everyday Activity to Local Businesses.

Action Steps

7.2.1.1 Identify gaps in neighborhood businesses and services based on the needs of residents and the daily activity generated by institutions, employers, transit, and visitors.

7.2.1.2 Partner with major institutions, employers, and VIA to promote nearby businesses through directories, employee and student programs, visitor information, and joint promotions.

7.2.1.3 Connect major events, institutional programming, and transit activity with opportunities for local businesses, vendors, artists, and food entrepreneurs to reach new customers.

7.2.1.4 Coordinate with property owners and business-support organizations to attract businesses that respond to identified neighborhood needs and market opportunities.

7.2.1.5 Partner with UT San Antonio to explore accepting student meal plans or dining cards at local restaurants, cafés, food vendors, and markets, expanding student dining options while supporting neighborhood businesses.

Strategy 7.2.2 Extend Activity Beyond the Workday.

Action Steps

7.2.2.1 Encourage a mix of businesses with complementary operating hours, including restaurants, cafés, neighborhood markets, entertainment, and everyday services that serve residents and visitors beyond traditional business hours.

7.2.2.2 Support evening and weekend markets, cultural events, performances, and other activities that generate customers for local businesses and create opportunities for vendors and entrepreneurs.

7.2.2.3 Explore opportunities for a locally operated convenience market, micro-grocery, or similar neighborhood-serving business that responds to early-morning, evening, and everyday needs.

7.2.2.4 Coordinate with businesses, institutions, VIA, and service providers to identify operational needs that support evening activity, including transit access, lighting, hospitality, and coordinated maintenance.



Source: UConn Dining Services, Stamford Local Eatery Meal Plan

Case Study

Taking Campus Dining Into the Neighborhood

The University of Connecticut's Stamford campus offers a Local Eatery Meal Plan that allows students to use meal swipes at participating independent restaurants off campus. Instead of keeping student dining within university facilities, the program connects everyday student spending with neighborhood businesses. A similar partnership between UT San Antonio and local restaurants in Cattleman Square could expand dining choices, bring students into surrounding streets, and support local businesses.

Objective 7.3: Turn Investment into Shared Opportunity

Leverage institutional, public, and private investment to create economic opportunities for local businesses, workers, and residents, ensuring that growth benefits the district and surrounding Westside.

Strategy 7.3.1 Connect Local Businesses to Institutional Opportunities.

7.3.1.1 Partner with UT San Antonio, University Health, VIA, public agencies, and major employers to expand local purchasing, contracting, and institutional programs that support neighborhood businesses.
7.3.1.2 Connect local businesses with procurement opportunities, vendor registration, certifications, and technical assistance to help them qualify and compete for institutional and public-sector contracts.
7.3.1.3 Work with institutions and business-support organizations to identify goods and services that could be sourced locally and help small businesses build the capacity to meet purchasing requirements.

Strategy 7.3.2: Make Major Investment Work for the Community.

Action Steps

7.3.2.1 Encourage major development and institutional projects to create opportunities for local hiring, small-business contracting, workforce training, apprenticeships, and other community economic benefits.
7.3.2.2 Partner with workforce organizations, educational institutions, service providers, and employers to connect residents and people facing barriers to employment with job training, paid work experience, and career pathways associated with new investment.
7.3.2.3 Establish community economic benefit expectations for projects receiving significant public land, funding, or incentives, including opportunities for local businesses, workforce development, and affordable commercial space.
7.3.2.4 Explore development agreements, incentive criteria, community-benefit agreements, and other appropriate tools to formalize economic commitments and track outcomes for publicly supported projects.

Strategy 7.3.3: Reinvest Growth in the district.

Action Step

7.3.3.1 Evaluate financing and reinvestment tools, including tax increment financing, economic-development programs, grants, and public-private partnerships, to support implementation of District priorities.
7.3.3.2 Coordinate public, private, and institutional funding opportunities to advance shared priorities, including small-business support, workforce development, infrastructure, and neighborhood improvements.
7.3.3.3 Prioritize reinvestment that supports locally rooted businesses, expands employment opportunities, and helps existing residents and businesses participate in the district's economic growth.

Did You know

89%

Small businesses accounted for nearly 89% of net new U.S. jobs between March 2023 and March 2024. Helping neighborhood businesses remain and grow can be an important part of creating local employment opportunities.

Source: U.S. Small Business Administration, 2025 Small Business Profiles