

Live Oak

The City of Live Oak Texas

2040
COMPREHENSIVE PLAN

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CITY OF LIVE OAK TEXAS

Strength in Community

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The importance of a Comprehensive Plan to direct the growth and physical development of a community for the next 10 to 20 years cannot be overstated. The Plan is a long-range planning tool intended to be used by decision-makers, municipal staff and local residents. The Plan was written for an array of audiences, including Live Oak residents, elected and appointed officials and technical professionals. Although the Plan may use a variety of technical terms, it strives to provide a thorough explanation of terms and planning concepts presented in the Plan. Should a reader not understand a technical term or concept in the Plan, residents are strongly encouraged to reach out to City staff to learn more about the City's vision and future initiatives regarding the concepts presented in the Plan.

Live Oak is an exemplary city that has benefited through the consistent use of a Comprehensive Plan. Since 1977, when the first Comprehensive Plan was adopted, City leaders have confidently pressed forward making critical policy, capital investment and operational decisions with their main goal on achieving the community's vision for the future even through all leadership transitions.

This Plan continues the legacy as Live Oak looks towards the next chapter of its life—one in which Live Oak' vacant land is fully developed

within the 20-year planning horizon. This Plan seeks to position Live Oak for this opportunity, using its recognized quality of life, charming neighborhoods and location to support a new era of reinvestment and redevelopment.

Through the vision of this Plan and its recommendations, the leaders of Live Oak can continue to shape the future of the City by reviewing future development proposals, attracting future businesses, allocating capital improvements funding, planning for public services and facilities, creating new policies and programs, and many other applications.

This Plan consists of:

- Executive Summary
- How to Use the Plan
- Community Snapshot
- Vision and Guiding Principles
- Land Use and Development
- Transportation and Access
- Resiliency and Livability
- Implementation

COMMUNITY SNAPSHOT

To understand where Live Oak is going, it was necessary to understand from where the City has come. This section serves as the historic review and observation stage for the planning process. Historic trends, demographics, existing conditions, physical constraints, and past planning efforts are analyzed to set the baseline from which planning decisions will be made.

Through this effort it is apparent that Live Oak has experienced steady positive growth throughout its lifetime. The City's prime location in the San Antonio region has contributed to strong business and retail growth in recent years along the City's commercial corridors.

These regional relationships extend to the overall transportation framework, as well as the historic economic engines, like Joint Base San Antonio (JBSA) Randolph Air Force Base. It should be noted, however, that the benefit

of these regional transportation assets can also serve as barriers and add complexity to connecting disparate areas of the City. Likewise, Live Oak has become a hub for quality education and the medical industry through the growth of Northeast Lakeview College and the college's partnership with Judson ISD, and new investment by Northeast Methodist Hospital.

Live Oak is a tight-knit, family-oriented community with a good balance between income, housing cost, and transportation. Regardless of whether residents own or rent their homes, the availability of diverse housing options allows Live Oak residents to live comfortably, and experience a high quality of life. Residential uses are balanced with non-residential uses, allowing the citizens of Live Oak to benefit from the City's strong fiscal position and economic prosperity.

VISION AND GUIDING PRINCIPLES

The community's vision is reflective of many tangible and intangible characteristics and values that Live Oak desires to preserve and provide for current residents and future generations. This section identifies the primary issues found through public engagement, and lists the vision and guiding principles that were derived from community consensus. The action items are established to support progress towards the vision and guiding principles, and are prioritized in the Implementation Plan.

Guiding principles differ slightly from typical planning goals. The guiding principles are designed to provide support not just for the Plan recommendations, but also to provide a

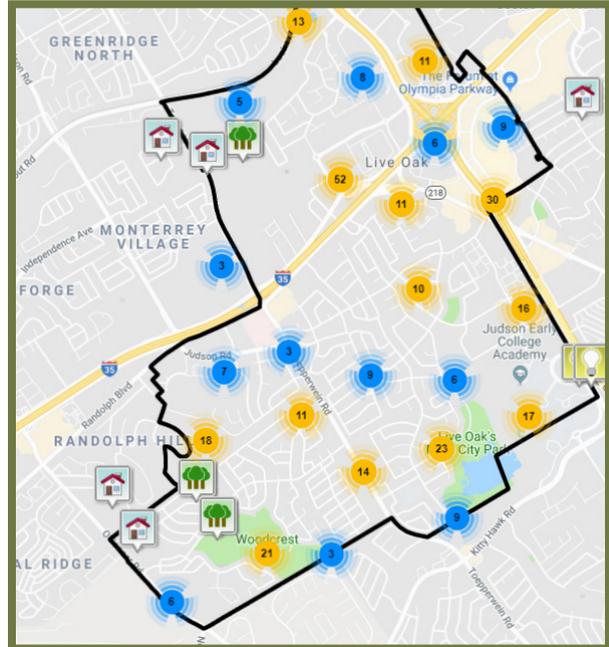
framework to evaluate changes, challenges, opportunities and issues that may arise that could not have been anticipated by this Plan. Rather than a snapshot in time, the use of guiding principles allows the Plan to live and adapt while still remaining true to the vision.

This Plan was developed through an eight-month planning process that was led by a steering committee and included public input and engagement opportunities. The steering committee was made up of members appointed by the City Council, which included some members of the Planning and Zoning Commission. The purpose of the committee

was to guide the plan development and assist in the creation of plan recommendations and implementation items.

After consideration of the City's current demographic trends, existing conditions, and public input, big ideas and issues shaped the focus of the planning process. This Plan builds upon the City's past and acknowledges its present to position the community toward its desired future. This Plan is also meant to establish a 20-year framework for the City's future that will inform current and future decision-makers about where the City has come from, where it is today, where it wants to go, and how it intends to get there.

Particularly unique to the Plan was a robust technology-based outreach effort, which was selected based on demographic knowledge of the City. Rather than forcing citizens to come to the Plan, the use of the technology-based outreach took the planning effort to them in their living rooms and offices and on their smart phones. This allowed the collection of 5,501 data



Snapshot of Interactive Web Results Received through Metroquest for the Community Online Survey

points and 509 open response comments from 222 participants. In addition, data was collected through a map marker exercise that allowed the City to connect comments and ideas to specific geographic locations.

LAND USE AND DEVELOPMENT

The cornerstone of a Comprehensive Plan is the Future Land Use Plan (FLUP). This section describes the appropriate land use types within Live Oak and graphically depicts the ideal locations for such uses on the Future Land Use Plan Map.

This Plan differs from the past planning efforts due to Live Oak approaching build-out, and the emergence of certain older commercial centers reaching obsolescence as market interests change. As a result, the Plan emphasizes broad concepts of redevelopment to transition key

areas into mixed-use centers of activity. This concept is not purely an economic and fiscal issue. It also seeks to balance and strengthen quality of life by encouraging the development of public spaces that are inviting and unique destinations in the City.

The Plan also focuses on growing the medical industry through establishment of a medical center surrounding the Northeast Methodist Hospital. Northeast Lakeview College also has potential of reshaping the northeast area of Live Oak as student enrollment rates increase and



NEIGHBORHOOD MIXED-USE



MIXED-USE CENTER



CAMPUS MIXED-USE

require the campus and housing opportunities to expand to accommodate students. As a redevelopment-focused Plan, the land use topic

blends with transportation, economic resiliency and neighborhood livability as it seeks to strengthen and support existing neighborhoods.

TRANSPORTATION AND ACCESS

The City of Live Oak will be experiencing significant changes as major roadways like Interstate 35 and Loop 1604 expand and add managed lane systems to address increased traffic volumes and regional needs. This chapter examines the existing transportation network and travel trends, as well as potential considerations for future network connections, corridor development, and transit- and pedestrian-oriented facilities.

its recognition that roadways are more than just a vascular system for the personal automobile. The Plan recognizes roadways as dynamic public spaces that define the character of a place, support all modes and transportation, and consider all capabilities of system users. Through thoughtful improvements, streets can foster social and economic activity in addition to their more traditional roles as corridors for travel. More importantly, equitable access for ALL ages and abilities can be prioritized.

Few changes are necessary to the roadway network aside from some select connectivity gaps. Where this Plan differs, however, is through

As a result, the Plan presents new, unique street sections designed to meet requisite needs for vehicular volume while balancing those with the needs of people riding bicycles or walking. Likewise, these street sections are designed based on current right-of-way in recognition of the largely built-out circumstances so that controversial right-of-way acquisition does not become a barrier to change.

These configurations are built around the notion of "complete streets," meaning streets should be designed for everyone; including

pedestrians, bicyclists, and motorists. Pat Booker Road sees the most aggressive of these changes and will require careful partnerships with TXDOT as well as further design assistance.

Other roadways are prioritized for improvements, and a number of low cost options are identified to fast-track improved pedestrian and bicycle safety and connectivity. A variety of transit options are explored to respond to citizen and business needs, ranging from traditional bus service to micro-transportation systems.

RESILIENCY AND LIVABILITY

Quality of neighborhoods, community identity, and access to economic opportunity, education, and the local economy cannot be neatly separated into compartments in a city with the characteristics and location of Live Oak. Each influences the other and requires thoughtful coordination in order to build upon the strong quality of life currently experienced by Live Oak residents. Its position as a concluding topical chapter is intentional, because it serves to inform the land use and transportation topics with economic resiliency and neighborhood livability.

Urban design will be a critical component in the future of Live Oak, as redevelopment will create unique, high-quality opportunities to build a physical identity as strong as the family-oriented cultural identity already present. Urban design efforts are not merely aesthetics—they are about providing an environment that fosters socially inclusive communities while also realizing tangible fiscal benefits supportive of improved quality of life.

Land use reemerges as a topic of conversation in this chapter, though with a perspective focused on how land use can inform and enhance the quality of existing neighborhoods and enhance convenience and access. Redevelopment often presents unique challenges of compatibility with surrounding neighborhoods; this Plan provides a framework to respond to those challenges through thoughtful design, such as the incorporation of landscaping, screening, and building height transition, to mitigate the impacts of more intense land uses onto adjoining land uses.

Live Oak currently lacks a "sense of arrival" that clearly sends a message that Live Oak is a different, unique place with a clear understanding of its past and a vision for its future. Live Oak serves as the western terminus of Pat Booker Road, the gateway to Joint Base San Antonio Randolph Air Force Base. This Plan finds an opportunity to reestablish the relationship of this roadway to its military roots and recognize the unique population of military retirees in Live Oak. Military installations like this speak to the culture

of a place and have the potential to serve as marketing tool or tourist attraction to the City, if properly executed.

Not forgotten in this are the existing neighborhoods—the aspect of the City universally held out as a point of pride throughout the public engagement efforts. Live Oak is blessed with strong, diverse, and stable neighborhoods, which should be celebrated. The needs of such neighborhoods shift as they mature, and the role the City takes in those neighborhoods should change with them. This Plan seeks to position the City as a resource for organization, communication, and advice. Residents want

their neighborhoods to be great. The City can provide sources of inspiration through idea books tailored to the mid-century architectural style pervasive in older neighborhoods and currently enjoying a resurgence in popularity. Likewise, the Plan recommends focusing on a trail network to improve connectivity, as well as a number of standards designed to protect and enhance the character of the neighborhoods as the world around them changes.

With growth and economic prosperity comes expectations for new programs and services. The need for a community recreational facility emerged through this planning process as an



unmet need in the eyes of Live Oak's citizens. The Plan recommends a detailed study of this possibility and further research into how best to fund and support such a facility.

Finally, Live Oak has been an economic juggernaut in recent years. Much of that growth has been in the form of mixed retail "power centers." One of the themes heard throughout the planning process was how great Live Oak was as a place to do business, often referred to as being particularly fast, friendly, and responsive. With that strong, established base that is likely to create its own gravity, Live Oak has an opportunity to pivot and refocus on local entrepreneurship and small business development. Likewise, it can create economic development tools and form partnerships to jump-start redevelopment. Redevelopment may also provide the locational opportunity for these new local businesses.

This Plan proposes to boost Live Oak's economy further with a variety of programs designed to encourage locally-owned businesses—in effect also boosting the people already living in Live Oak's neighborhoods. Through a demographic analysis, this Plan found that Live Oak citizens by and large have a sustainable financial position with few being classified as cost-burdened for housing. This may mean that Live Oak residents, perhaps more than many other Texas cities, may have the financial wherewithal to pursue their entrepreneurial dreams if provided a supportive environment that can help mitigate risk. The City is well-positioned to broker creation of this environment through a variety of programs and ability to partner with its major financial institutions and community college.



Memorial Garden in Live Oak

IMPLEMENTATION

A Plan is nothing more than an aspirational image without a thoughtful, realistic series of actions to implement the community vision. Strong implementation, however, goes beyond simply listing a series of actions and their prioritization. Key to the success of any plan is a focus on outcome metrics. These metrics tell a city whether the actions they take in furtherance of the community vision are working. They help ensure a City is doing the right things rather than checking off accomplishments without regard for effectiveness.

Unique to this implementation chapter is the recognition that rarely does an action only impact a single goal or guiding principle. Each action is tied to every guiding principle it impacts, and every guiding principle is tied to outcome metrics that allow the City to track progress and effectiveness.

Each action in the Implementation Plan was identified in a manner mindful of the City's resources and with an eye toward building the momentum and excitement necessary to take

on the more challenging implementation tasks. These take the form of "lean urbanism" strategies, a movement and concept that advocates for alternative implementation methods that are efficient and practical in terms of cost and effort. The mere investment of paint and time, in combination with straightforward policy initiatives, can have a far reaching impact to grow the City's pedestrian and bicycle network identified in transportation chapter of the Plan.

Of most significance is the need to completely rewrite the City's development ordinances. The current development ordinances were written with a new suburban development pattern in mind. As Live Oak approaches full build-out, a new approach is needed that supports redevelopment and the creation of mixed-use places of opportunity and belonging. Rewriting these ordinances provides a critical down payment in positioning Live Oak for success in the future.





A landscape photograph of a lake at sunset or sunrise. The sky is filled with soft, golden light and scattered clouds. The water of the lake is calm, reflecting the light from the sky. In the foreground, tall, thin grasses are in focus, their blades reaching upwards. The background shows a line of trees and a distant shoreline.

Chapter 1

HOW TO USE THE PLAN



HOW TO USE THE PLAN

The Live Oak 2040 Comprehensive Plan is the result of an eight-month planning process that included extensive research and analysis, public engagement, and strategizing with a variety of individuals and entities, including residents, business owners, and City staff. The Plan presents a twenty-year planning strategy for protecting quality of life, while anticipating new demands on the City's infrastructure and resources. This document is written for Live Oak residents who make decisions regarding their private property, as well as community leaders and civic institutions who make community-wide decisions reflecting the interests and preference of the people.

In a rapidly-growing region, it is difficult to plan a year into the future, much less 20 years. The Plan is intended to be a strategic guide with overarching policies and recommendations that inform policy and decision-makers. After adoption of the Plan, it should be a living document, which should be updated and amended to reflect the changes of the community and surrounding

areas (such demographic makeup or economic trends).

The planning process resulted in:

- Gathering input from Live Oak residents, City staff and stakeholder group to identify the City's strengths, weaknesses, threats and opportunities;
- Building consensus for a community-supported vision and establishing goals and objectives that guide future growth and redevelopment of the community;
- Outlining short (3-year), mid (5-year), and long-term (10-year) actions to achieve desirable development pattern identified in the Future Land Use Plan;
- Defining realistic, measurable actions that are achievable and easy to understand.

WHAT IS A COMPREHENSIVE PLAN?

A Comprehensive Plan is a tool intended to be used by City staff, elected officials, and residents to guide future growth and redevelopment of the City for the next 10 to 20 years. The primary way the Plan accomplishes this is by establishing a vision for the City and then providing guidance on how to grow in accordance with the vision. The vision is formulated from resident's and stakeholder's input regarding the City's unique assets, characteristics, and their 20-year outlook of the City.

The vision is a critical component of the Plan because it connects all the puzzle pieces together. These pieces consist of the community's desire, the City's existing physical and economic state, and community's aspirations for the future. Together, they help compose the overall big picture. The big picture is representative of where the City wants to be in the future. The City's vision. The vision is then supported by the guiding principles of the Plan that the City should follow once the Plan is adopted.

PLAN OBJECTIVE

Planning is a continuous process that begins before an actual plan document is adopted. When done well, it guides growth and development until and even through future planning initiatives meant to mark progress and build on previous efforts. A plan should be responsive to long-range goals established by the community. The process of creating a Comprehensive Plan, while always tailored to each unique community, includes a few basic steps. Planning is focused on the future, and it begins with a set of goals

or a vision statement that summarizes the guiding principles the community agrees upon. Once this long-range vision is established, existing data provides a snapshot of the City's demographics, physical characteristics, and current socioeconomic conditions. This information, along with an evaluation of existing plans and policies, becomes the foundation of the new Plan.

The Comprehensive Plan Should:

- » Understand present conditions;
- » Plan for changes that will occur in the coming years;
- » Identify and build upon existing assets;
- » Plan for type of growth that is desirable by residents and beneficial to the City collectively, socially, and economically; and
- » Ensure the Plan is representative of the City's values and priorities.

LEGAL FOUNDATION FOR PLANNING

The State of Texas has established laws with regard to the way incorporated communities can ensure the health, safety, and welfare of their residents. State law gives municipalities the power to regulate the use of land, but only if such regulations are based on a strategy. The authority to create a comprehensive strategy is rooted in Chapters 211, 212, and 213 of the Texas Local Government Code, as follows:

CHAPTER 211

Chapter 211 of the Texas Local Government Code allows the governing body of a community to regulate zoning.

CHAPTER 212

Chapter 212 of the Texas Local Government Code allows the governing body of a community to regulate subdivision development within the City limits and also within the extraterritorial jurisdiction (ETJ), which varies depending upon the population of the community.

CHAPTER 213

Chapter 213 of the Texas Local Government Code allows the governing body of a community to create a comprehensive strategy for the “long-range development of the municipality.” Basic recommendations for comprehensive planning are to address land use, transportation, and public facilities, but may include a wide variety of other issues determined by the community

HOW SHOULD THE COMPREHENSIVE PLAN BE USED?

The Comprehensive Plan is not a zoning ordinance, but rather a high-level tool for the City to guide future policy and development decisions. The Plan should ultimately be used as a guide for daily and long-term decision making. The City should refer to the recommendations outlined in the Plan for daily decisions such as considering

zoning and development requests, purchasing land, and constructing new infrastructure or public facilities. For developers or investors, the Plan should provide broad concepts and policies that encourage and promote growth in accordance with the community's vision.

HOW WILL THE PLAN STAY UPDATED?

The Plan is meant to be a living document that allows flexibility for political, economic, physical, technological, and social conditions, as well as any other unforeseen circumstances that may ultimately influence and change the priorities and perspective of the community. To ensure

that the Plan continues to reflect the goals of the community and remain relevant, it must be reviewed on a regular basis to ensure the goals, objectives, and recommendations are still applicable.

ANNUAL PROGRESS REPORTING

Once the Plan is adopted, City staff should prepare a yearly progress report for presentation to the Planning and Zoning Board and City Council. This practice will ensure the Plan is consistently reviewed and any necessary

changes or clarifications are identified. It is also important to provide ongoing monitoring between the Plan and the City's implemented regulations to maintain consistency among all documents.

FIVE-YEAR UPDATE

Every five years, City staff should prepare an evaluation report to assess how successful it has been in achieving the recommendations outlined in the City's Comprehensive Plan. The purpose of the report will be to identify the

Plan's successes and shortcomings, look at what has changed over the last five years, and make suggestions on how the Plan should be modified to best accommodate those changes.



TYPES OF PLAN AMENDMENTS

There are typically two types of updates that can be made to the Comprehensive Plan: minor amendments and major amendments.

MINOR AMENDMENTS

Minor amendments are changes to the Future Land Use Plan, the Master Thoroughfare Plan or any other component of the Plan related to specific development applications or public improvement projects that may alter what is proposed on the Plan. It is recommended that

minor amendments be initiated by the City for review and approval by the City Council when requested by petition from a property owner. Minor amendments may also be necessary to incorporate changes resulting from other City plans, studies, or policies.

MAJOR AMENDMENTS

More significant plan revisions and updates should occur no more than every 5 to 10 years. Major updates involve reviewing current conditions and projected growth trends; re-evaluating policies and recommendations of the Plan (and formulating new ones as necessary);

and adding to, modifying, or removing recommendations in the Plan based on their implementation progress. Major amendments should be initiated by the City Manager and approved by the Planning and Zoning Commission and City Council.

ROLES AND RESPONSIBILITIES

CITY STAFF

The City staff manages the everyday implementation of the Plan. In particular, the City staff should be responsible for preparing an Annual Progress Report to ensure decisions related to the Plan have been made and the Plan is still relevant to the community's vision and guiding principles. The City staff is also responsible for supporting the Planning and Zoning Commission and City Council in implementing the goals and strategies outlined in the Plan.

PLANNING AND ZONING COMMISSION

The Planning and Zoning Commission makes recommendations to the City Council based on the principles outlined in this Plan. The Planning and Zoning Commission is responsible for supporting the goals and objectives of the Plan.

CITY COUNCIL

The City Council plays a key role in the implementation of the Plan. They are responsible for supporting City staff in implementing the goals and strategies outlined in the Plan. The key responsibilities of the City Council are to decide and establish priorities, set time frames by which each action will be initiated and completed, and determine the financial resources to be made available for implementation efforts. In conjunction with the City staff, the City Council members must ensure effective coordination among the various groups and departments responsible for carrying out the Plan's recommendations.





Chapter 2

COMMUNITY SNAPSHOT



COMMUNITY SNAPSHOT

The purpose of this Community Snapshot is to present the City's physical, social, and economic context. Understanding the City's background and context helps identify the community's needs and desires, all of which are impacted by the City's future growth and development pattern.

Information within this chapter will lay a foundation for all subsequent recommendations within this plan:

- Community History
- Growth Trends and Patterns
- Planning and Development Context
- Demographic Profile
- Land Use Analysis

COMMUNITY HISTORY

The City of Live Oak is a home-rule city that was incorporated in 1960. Live Oak originated as German community with 316 inhabitants who were responsible for establishing the City's name as "Live Oak." When the first U.S. Census was taken following incorporation in 1970, Live Oak had a population of 2,779.

In the next 10 years, the City's population grew by nearly 200 percent, adding 5,404 residents between 1970 to 1979. During this decade, 1,941 units were constructed, accounting for approximately 30 percent of the City's current housing stock (6,450 units in 2017). The drastic population increase was attributed to the construction of the city's oldest subdivisions, Live Oak Estates and Live Oak Villages, which were developed in the late 1970s.

The Woodcrest subdivision was originally platted in September 16, 1954, to be developed as a resort community. The tract remained undeveloped until late 1970s due to a lack adequate infrastructure. Once the 529 acres in which the existing residential subdivisions resided (Woodcrest and Auburn Hills of Woodcrest) were incorporated into the City of Live Oak, residential development surged in the southwest region of the City. Most significantly, the 529-acre tract was the last piece of this property to be annexed into the City on March 10, 1981. Today, the City of Live Oak is landlocked and does not have any extraterritorial jurisdiction to incorporate in the future to expand its city limits.

Although growth was not as significant as what the City had experienced in the 1970s, the City continued to grow during the 1980s by adding 1,840 people, which resulted in a 2.5 percent increase in population. By 1990, the City of Live Oak reached an estimated population of 10,023 according to the 1990 U.S. Census Bureau.

However, from 1990 to 2000, the City also experienced a decrease in population of 10.1 percent (approximately 917 residents), which soon picked up again in 2000. The U.S. Census Bureau opted not to adjust data to reflect undercounts, which is believed to have been the leading factor to population decrease during the late 90s. Although records indicate a population decrease, the City most likely experienced a slight population increase during this time frame. From 2005 to 2009, 927 new homes were constructed, constituting 14 percent of the City's current housing stock (6,450 units in 2017).

In 2017, the City of Live Oak was estimated to have 15,395 residents and a total of 6,450 housing units. The City is a full-service community providing all core municipal services, including public safety (police and fire protection), solid waste, and public utilities (including water and wastewater).



GROWTH TREND AND PATTERN

This Plan utilizes historical data from the U.S. Census Bureau. Every 10 years, the Bureau conducts a systematic count of the number of people living in the country. The U.S. Census Bureau also conducts an American Community Survey (ACS), which is an estimate based on a

small sample of randomly selected participants over a period of several years. While the ACS data is not as statistically reliable as the decennial (10-year) census, it provides a more recent estimate of the existing conditions.

POPULATION TRENDS

The City's population trends are shown **Figure 2.1**. In 2017, the City of Live Oak had an estimated population of 15,335 people. Between 1990 and 2000, the City experienced a 10.1 percent population decrease (917 people), but then experienced a significant increase of 26.7 percent the following decade by adding 3,317 people in 2010. The increase in population following the decrease could be indicative of undercounts in the 2000 census. In 2000, the U.S. Census Bureau opted not to adjust data to reflect undercounts,

which particularly affected children, minority populations, and renters.

Between 2010 and 2017, the City's population increased by 19 percent, adding approximately 2,912 residents from the previous decade. This is a significant population increase given the limited amount of undeveloped land in Live Oak. Based on the population estimates since 2010, the City has generally experienced a positive growth trend.

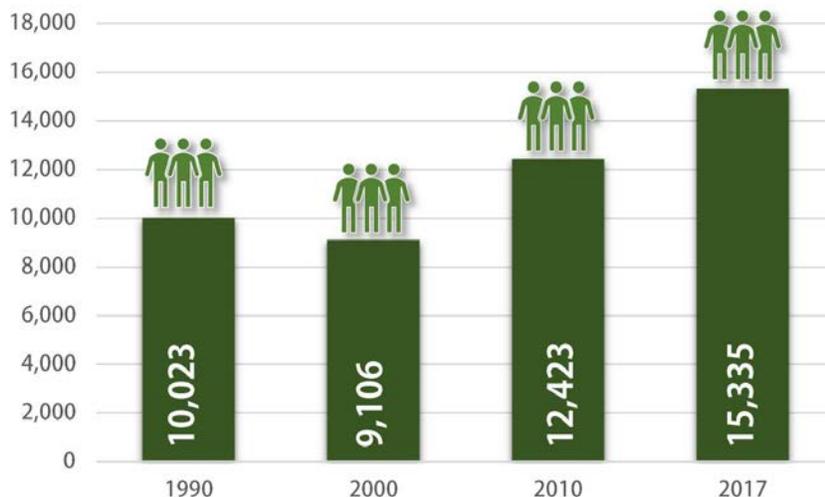


Figure 2.1: Live Oak Population Growth Comparison

POPULATION GROWTH IN SURROUNDING CITIES

As shown in **Figure 2.2**, the City of Live Oak has generally experienced a constant growth rate from 2010 to 2017. However, to have better context of the City's growth, the City's population growth rate was compared to the County, the State, and surrounding cities.

Table 2.1 shows the average annual growth rate between 2010 to 2017 for Live Oak, Bexar County, the State of Texas, and surrounding cities. Between 2010 to 2017, the City of Live Oak experienced a greater population increase (3.1%) in comparison to the State of Texas (1.7%) and Bexar County (2.0%).

From 2010 to 2017, Live Oak was the fourth fastest growing city in comparison to surrounding cities with an average annual growth rate of 3.1 percent. The growth rate experienced by Live Oak is significant compared to surrounding cities because Live Oak is substantially built-out with limited vacant land.

The fastest growing city was Schertz (4.3%), followed by New Braunfels (3.8%), and Converse (3.7%). On the lower end of the growth spectrum were San Antonio and Universal City, which experienced only a 1.8 percent annual growth rate. However, it should be noted that San Antonio also has a much larger base population, which skews rate-based growth analysis which adds approximately 20,000 people annually.

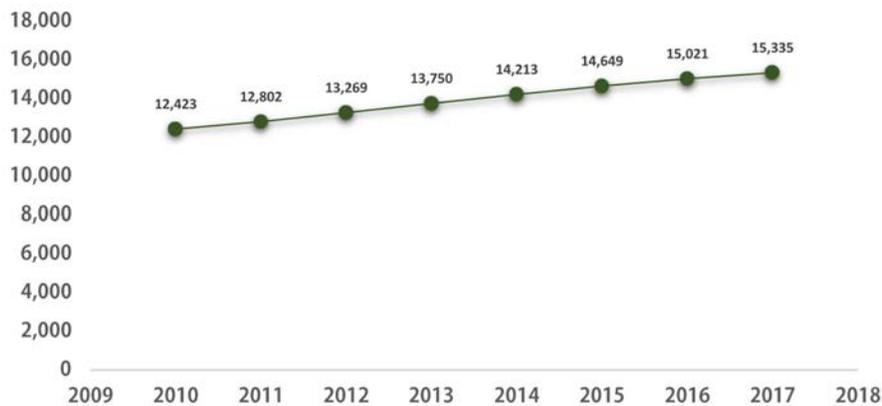


Figure 2.2: Live Oak Population Growth

	Live Oak	Texas	Bexar County	Converse City	Kirby City	New Braunfels	San Antonio	Schertz	Universal City	Windcrest
2010	12,423	24,311,891	1,650,052	16,953	8,116	54,072	1,290,196	28,423	17,705	5,282
2011	12,802	24,774,187	1,686,452	17,546	8,115	56,080	1,313,155	29,889	18,164	5,352
2012	13,269	25,208,897	1,719,902	18,349	8,096	57,776	1,335,287	31,934	18,502	5,413
2013	13,750	25,639,373	1,753,238	19,023	8,132	59,620	1,359,033	33,758	18,844	5,483
2014	14,213	26,092,033	1,789,088	19,738	8,221	61,712	1,385,438	35,093	19,164	5,562
2015	14,649	26,538,614	1,825,502	20,450	8,332	64,076	1,413,881	36,535	19,466	5,648
2016	15,021	26,956,435	1,858,699	21,169	8,441	67,097	1,439,358	37,597	19,733	5,709
2017	15,335	27,419,612	1,892,004	21,919	8,542	70,317	1,461,623	38,199	19,999	5,765
Average Annual Growth Rate	3.1%	1.7%	2.0%	3.7%	0.7%	3.8%	1.8%	4.3%	1.8%	1.3%

Table 2.1: Live Oak and Surrounding Cities Population Growth

POPULATION PROJECTIONS

Table 2.2 analyzes the annual growth rate from 2010 to 2017 to project the City's population from 2020 to 2040. The previous year's population estimates are also included to reflect the last decennial census conducted in 2010. **Table 2.2** utilizes a compounding annual growth rate to project population estimates in 2040. **Table 2.2** assumes the population will increase by a specified compounding percentage.

Table 2.2 shows the City's population projections in the next 20 years with three different growth scenarios, including the current growth trend of 3.0 percent. A low population growth rate would be a 2.5 percent compounding annual growth rate, which would result in a 17,350 population estimate in 2040. If the City continues in a similar growth trend with a 3.0 percent

compounding annual growth rate, the City can anticipate a population estimate of 17,777 in 2040. A significant population increase would consist of a 3.5 percent compounding annual growth rate, which would result in population estimate of 18,213 in 2040.

Given the limited amount of vacant and underdeveloped land in Live Oak, decisions regarding development standards, density, and redevelopment will significantly impact the City's growth rate and projected population estimates.

Table 2.2: Live Oak Population Projections

2.5%		3.0%		3.5%	
2010	12,423	2010	12,423	2010	12,423
2011	12,802	2011	12,802	2011	12,802
2012	13,269	2012	13,269	2012	13,269
2013	13,750	2013	13,750	2013	13,750
2014	14,213	2014	14,213	2014	14,213
2015	14,649	2015	14,649	2015	14,649
2016	15,021	2016	15,021	2016	15,021
2017	15,335	2017	15,335	2017	15,335
2020	15,718	2020	15,795	2020	15,872
2025	16,111	2025	16,269	2025	16,427
2030	16,514	2030	16,757	2030	17,002
2035	16,927	2035	17,260	2035	17,597
2040	17,350	2040	17,777	2040	18,213

Notes: Table 2.2 analyzes the annual growth rate from 2010 to 2017 to project the City's population from 2020 to 2040.



PLANNING & DEVELOPMENT CONTEXT

LOCATION

The City of Live Oak is situated near the junction of IH 35 and Loop 1604 in Bexar County, within the San Antonio metropolitan area as shown in **Map 2.1**. Located in the northeast region of the San

Antonio metropolitan area and one of the state and nation's most active growth areas, Live Oak can anticipate experiencing significant growth in the near future.

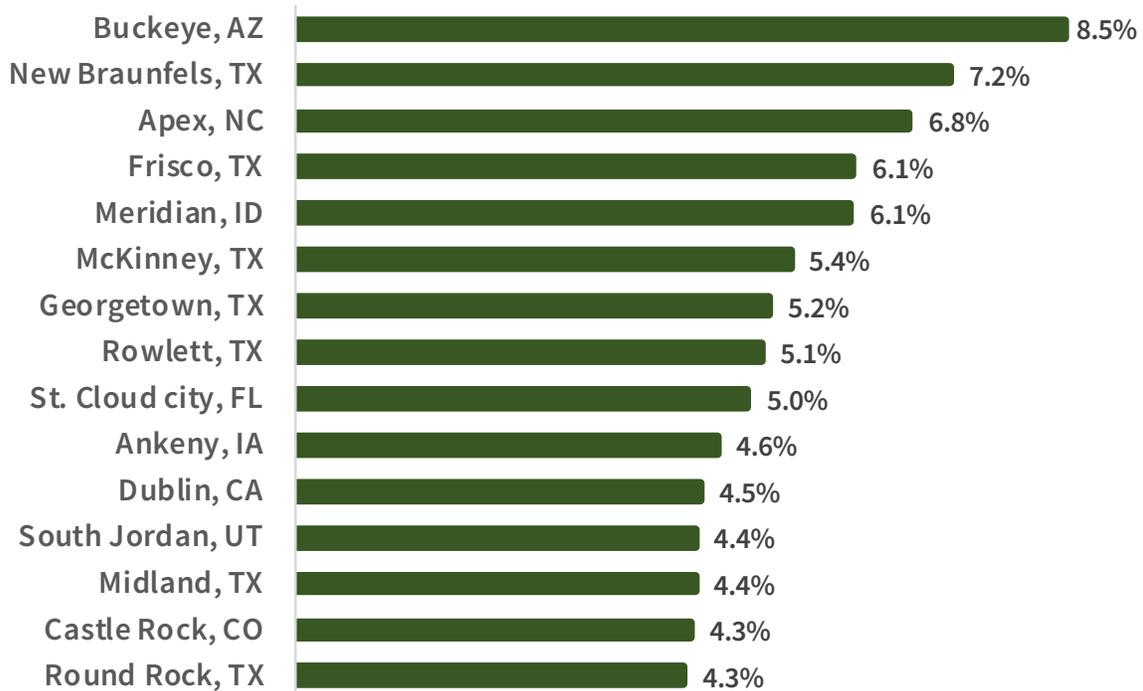


Figure 2.3: The 15 Fastest Growing Cities by Percent Change with a Population of 50,000 or More

Most recently, New Braunfels, Texas, was second from the top 15 fastest growing cities by percent change in the south region of the United States between 2017 and 2018. This is based on the population estimates released by the U.S. Census Bureau in May 2019 for cities and towns with a population of 50,000 or more (**Figure 2.3**). According to the U.S. Census Bureau, the South Region consists of 14 states including Texas, Oklahoma, Arkansas, Louisiana, Mississippi, Alabama, Tennessee, Kentucky, Georgia, Florida, South Carolina, North Carolina, Virginia, and West Virginia.

By its prime location, Live Oak is poised to capture regional growth with convenient highway and air access to IH 35, Loop 1604, the San Antonio International Airport, and the Stinson Municipal Airport. In the San Antonio region, the military has borne a unique role in the growth and development of the surrounding communities, including Live Oak. Major military bases situated near the City include the Joint Base San Antonio Randolph Air Force Base.

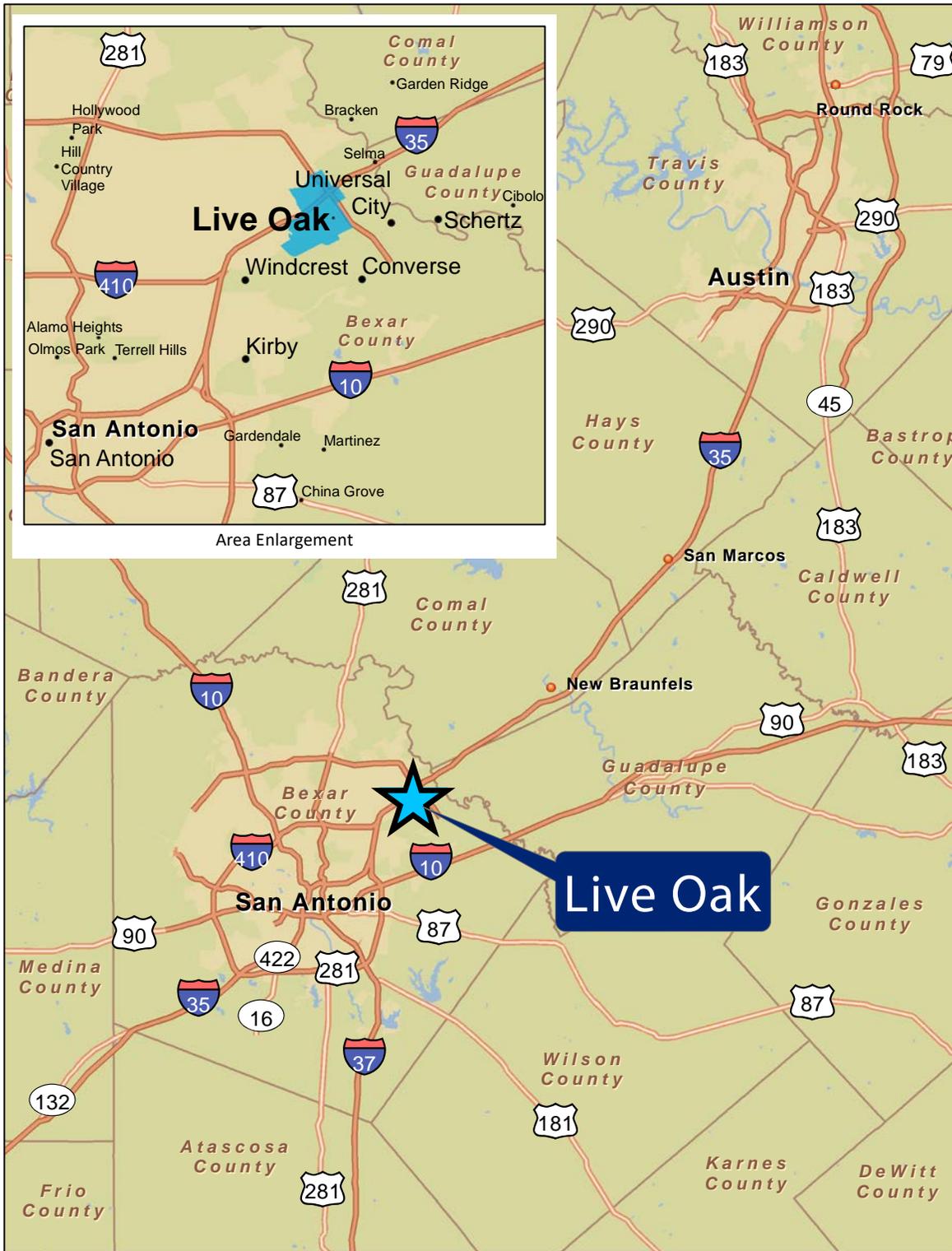
In 2005, the Department of Defense received congressional authorization for a base realignment that combined the support functions of the JBSA Fort Sam Houston, and the JBSA Lackland, and JBSA Randolph, plus 8 other operating locations under a single organization to form what is the largest joint base in the Department of Defense. Other military facilities

in close proximity include Brooks City Base, Camp Bullis, and Brooke Army Medical Center. Joint Base San Antonio (JBSA) services more Department of Defense students than any other installation, houses the largest hospital for the Department of Defense, and supports more than 250,000 personnel (consisting of JBSA Lackland, Randolph, and Fort Sam Houston).

The three major JBSA locations award \$135 million in contracts to small businesses annually, contributing to the financial stability of the local economy. The City of Live Oak has an opportunity to capitalize on this regional growth with the City's prime location and strong employment base offered by the military.

Recently, the City of Live Oak has initiated a partnership with Randolph Air Force Base to serve on the technical committee and to participate in a Joint Land Use Study to address compatibility between the City, other neighboring communities, and the Air Force Base. The study will aim to preserve the liability and compatibility of land uses adjacent to JBSA Randolph Air Force Base and to minimize conflicts with the safety and operations of the airfield. The Joint Land Use Study is an important initiative to preserve the quality of surrounding development and to protect and maximize the success of the Air Force Base since it is recognized as being an essential economic element to the City and surrounding communities.

Map 2.1: Regional Context Map



PLANNING CONTEXT

Previous local and regional planning efforts should be considered when developing a comprehensive plan to ensure coordinated recommendations for the study area. This section provides an overview of previous planning efforts by the City.

1977 COMPREHENSIVE PLAN

The City of Live Oak adopted its first comprehensive plan in 1977. The plan outlined goals and objectives to manage the City's future growth and development with the purpose of "creating an attractive environment that ensures the best quality of life within the limits of fiscal responsibility." This theme carried through to the present day.

The 1977 plan also provided an existing land use analysis by breaking up the City into seven districts. The land use analysis provided a summary of land uses that could develop in the future within each district. Additionally, the plan established land use categories with a brief description of where such uses should be located in the City.

2022 COMPREHENSIVE PLAN

The 2022 comprehensive plan was adopted in 2002 and amended in 2011. The Plan gave an overview of the City's demographic profile, analysis of physical characteristics, and

development patterns. The Plan incorporated 14 goals with associated objectives to preserve the City's identity, natural assets, and neighborhood livability and to enhance the local economy.

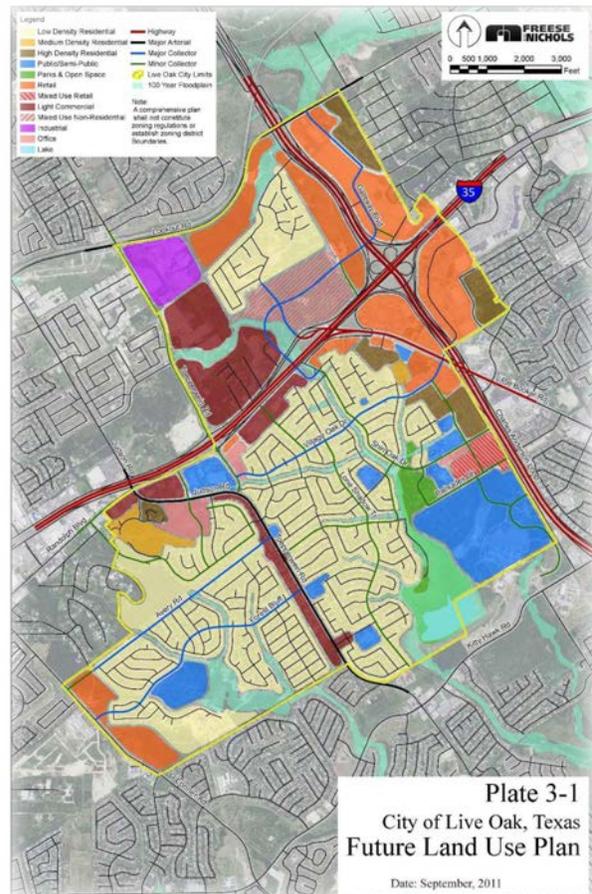
The 2022 comprehensive plan goals consisted of the following:

- Encourage the most desirable and efficient use of land while enhancing the physical and economic environment of Live Oak.
- Maintain and enhance the City's local character and aesthetic value through land use planning.
- Ensure the public services and facilities will adequately serve the needs of residents and businesses within the City of Live Oak and that such services and facilities are adaptable to future growth.
- Provide efficient, safe, and connective transportation system that is coordinated with existing needs and with plans for future growth. This system should be economical and responsive to adjacent land uses.
- Conserve, protect, and enhance the cultural, historical, archaeological, and natural resources of the City of Live Oak.
- Plan, develop, and maintain diversified balanced park recreation facilities and programs based upon the City's community needs.
- Develop, maintain, and enhance existing park and recreation facilities, providing quality resources for the citizens of Live Oak, Texas.

- Provide an indoor recreation facility that will include an eight-lane competitive indoor swimming pool, hydrotherapy pool, fitness room, basketball, volleyball, racquetball, gymnasium, television/teen room, arts and crafts room, aerobic room, meeting rooms, parking, and landscaping.
- Support effort to expand recreational and multi-cultural activities, events and facilities.
- Provide for housing diversity in neighborhoods throughout the City.
- Protect the integrity of existing and future neighborhoods by ensuring that existing neighborhoods are maintained to a high

standard and that new neighborhoods are developed to a high standard.

- Enhance and expand the local economy by attracting and maintaining businesses in Live Oak.
- Ensure Live Oak projects a positive visual image that makes the City attractive to quality businesses.



The Future Land Use Plan from the 2022 Comprehensive Plan

2017 ECONOMIC DEVELOPMENT STRATEGIC PLAN

Although the Economic Development Strategic Plan is not a part of the City's comprehensive plan, they should be considered as part of the City's previous planning efforts since they have significant implications to the growth and development of Live Oak. The policies recommended in the City's comprehensive plan should align with those of the Economic Development Corporation.

In June 2016, the Live Oak Economic Development Corporation (EDC) updated the City's five-year strategic plan to evaluate the City's previous accomplishment and establish new goals for the next five years. The first strategic plan was adopted in 2012. The strategic plan was a collaborative effort with the City Manager, Assistant City Manager, EDC, and City staff. The Live Oak EDC is governed by a seven-member board consisting of four council members and three members appointed by City Council. The EDC is funded by Section 4B sales tax.

The 2017 Economic Development Strategic Plan Goals include the following:

- Provide programs to assist existing businesses with expansion opportunities and appearance standards for aging commercial developments.
- Focus efforts to ensure the proposed Town Center Development is a diverse, first-class development that will result in a regional and international shopping destination.
- Pursue the concept of regional mass transit opportunities for residents, workers and shoppers and continue efforts to involve the City in discussions concerning transportation issues.
- Market the City of Live Oak as a development and shopping destination regionally, nationally, and internationally.
- Continue a proactive approach to growth with adequate planning.
- Continue strong economic development support of the City's park systems and quality of life amenities.





DEMOGRAPHIC PROFILE

The purpose of evaluating a community's demographics is to understand its physical and social context, both historically and at the present time. Understanding the background and context of a community can help identify its values, needs, and desires, which will affect its future growth and development.

Demographics impact every element of a comprehensive plan, from land use to tax revenue to demands of infrastructure and public services. Analyzing the City's demographics allow city officials to better understand how best to serve the needs of residents, and ensure responsive infrastructure and public services.

AGE AND GENDER

Age and gender trends within the population can indicate the need for services such as hospitals, parks, schools, and community centers. Age and gender distribution can also determine the land uses desirable to a certain age group.

A large percentage of the population in the City of Live Oak is 5 to 9 years old and 30 to 34 years old. This means that there are many young families and professionals residing in the City, which may be an indicator of a strong employment market as well as housing affordability.

The largest age group for females in the City of Live Oak is 5 to 9 years old (approximately 9 percent) and 30 to 34-year-old (approximately 9 percent), and the median age is 35.6. The largest age group for males in the City of Live Oak is 40 to 44 years old (approximately 12 percent), and the median age is 38.3.

Based on the data shown in **Figure 2.4**, there is also a large percentage of female (8 percent) and male (6 percent) within the 55 to 59 age group. The higher senior populations can be attributed to military retirees who served in the nearby military installations and settled in Live Oak either during or after their service term.

Live Oak is a family-oriented community, so the high percentage of seniors can also be attributed to people wanting to be near grandchildren and other immediate family members.

Live Oak is also an ideal location for people in this age group because the close proximity to medical services provided by the Northeast Methodist Hospital JBSA Randolph Air Force Base, and the wide range of retail services offered by the IH 35 and Loop 1604 commercial corridors. It is important to consider this age group to determine how existing services can be improved and planned for in the future.

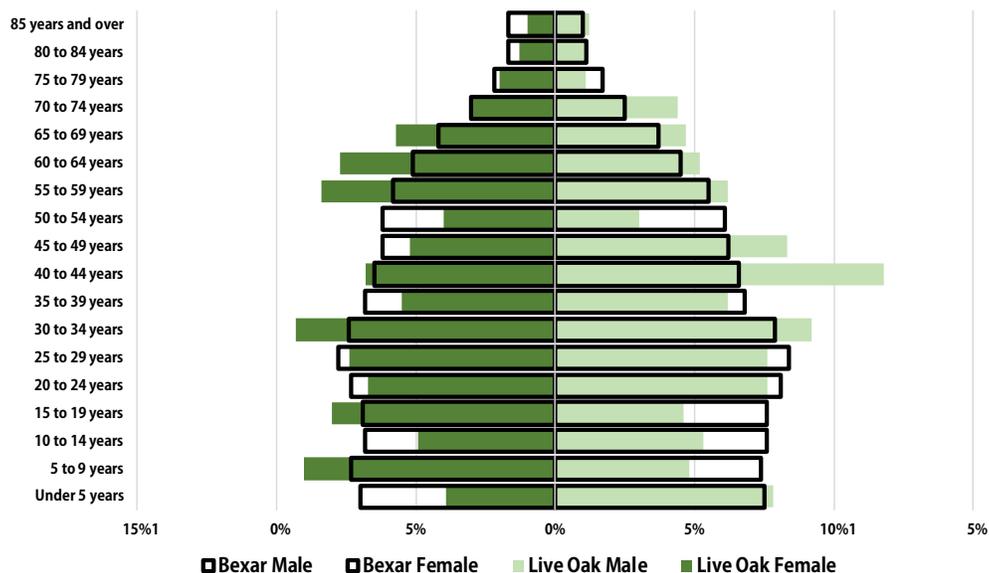


Figure 2.4: Age and Gender Distribution

RACE AND ETHNICITY

Race and ethnicity are factors that help explain a community's identity, although the two terms are often used interchangeably. Race is associated with biological factors, such as facial features or hair color, and ethnicity is associated with cultural factors, such as language and traditions.

The data used to gather the information shown in **Figure 2.5** and **Figure 2.6** were obtained from the U.S. Census Bureau.

RACE

The largest racial group in the City of Live Oak consists of people who consider themselves "White," making up 74 percent of the total population. The second largest racial group is "Black or African American," consisting of 13 percent of the population. The third largest group are people who consider themselves "Two or More Races," consisting of approximately 6 percent of the population.

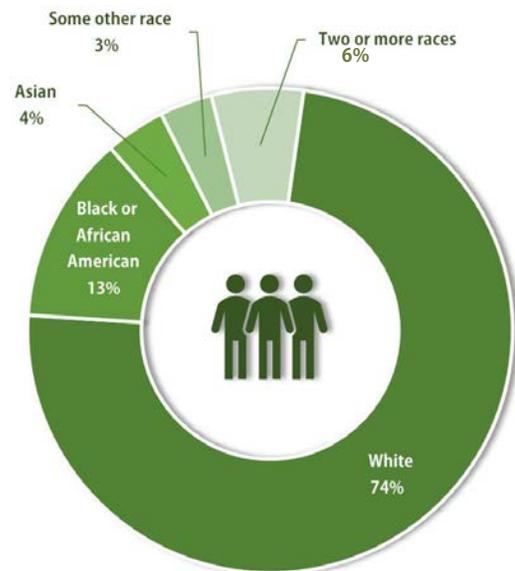


Figure 2.5: Racial Distribution

ETHNICITY

In regard to the ethnic composition shown in **Figure 2.6**, approximately 31.7 percent of people consider themselves "Hispanic or Latino," while 68.4 percent of the population is not Hispanic or Latino.

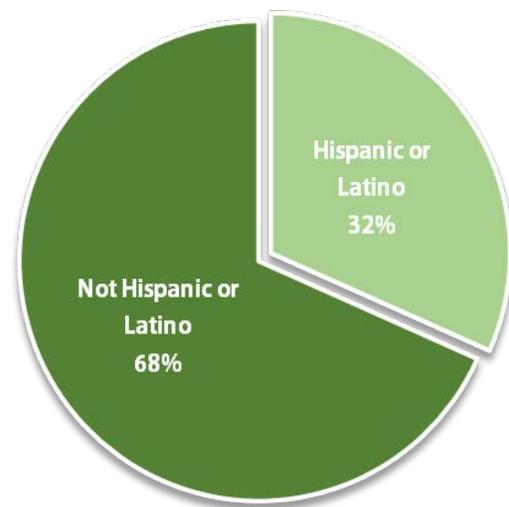


Figure 2.6: Ethnicity

EDUCATIONAL ATTAINMENT

A community's educational attainment can help describe the local workforce in terms of its skills and abilities. Cities that perform well in educational attainment also perform well in other socioeconomic categories such as unemployment and median household income.

The information presented in this section can be useful in attracting businesses to the area, which, could increase economic development opportunities within the City. The information presented in **Table 2.3** was obtained from the American Community Survey (2013-2017 data set), which shows the educational attainment for residents who are 25 years old and older.

The City of Live Oak has a highly educated population consisting of a larger percentage of people with a high school diploma (approximately 53 percent) and an Associate Degree (approximately 12 percent) than in Bexar County and the State of Texas. The percentage of people with a bachelor's degree or higher is equivalent to Bexar County's (approximately 27 percent), and slightly less than the State of Texas's (approximately 29 percent).

Given the City's educational attainment, it is important to identify strategies to retain local talent and maximize its economic position. Communities can either attract and grow their educated workforce by providing quality opportunities to gain education and use it, or they can allow that talent to move away to benefit other communities. The City's local talent is certainly a community asset that should be preserved and used to its advantage to attract high quality employment opportunities.

Northeast Methodist Hospital and Northeast Lakeview College have influenced a higher percentage of individuals with a bachelor's degree or higher. It can be anticipated that the number of highly educated individuals will continue to increase with the future expansions of the hospital and the college. It is important to consider how development changes, such as the expansion of the hospital, will create a demand for certain housing types, jobs, and amenities. Understanding the City's demographic profile helps identify which types of development, housing, and transit options will best serve the residents of Live Oak in the future.

	Live Oak	Bexar County	Texas
No High School Diploma	8%	16%	17%
High School Graduate	53%	49%	47%
Associate degree	12%	8%	7%
Bachelor's Degree or Higher	27%	27%	29%

Table 2.3: Educational Attainment

HOUSEHOLD INCOME

According to the U.S. Census Bureau, the median household income in the City of Live Oak has increased from \$54,394 in 2010 to \$65,074 in 2017. However, there is a larger number of households in the higher household income ranges than in previous years (refer to **Figure 2.7**). More specifically, approximately 20 percent of households in 2017 had an income of \$100,000 to \$149,999, but only 14 percent of households were in this income range in 2010. This inverse trend is evident in 2017 for income levels \$75,000 and greater.

Furthermore, there were less households in 2017 within the lower income levels. For example, approximately 7 percent of households had a household income less than \$10,000 in 2010, and the number of households within this income category has decreased by 4 percent in 2017.

Based on the data presented in **Figure 2.7**, the City is experiencing a positive growth trend in household income; that is residents have more disposable income than in previous years. This also means there are fewer households burdened by the costs of housing and transportation.

Live Oak Median Household Income
2010 Median Income: \$54,394
2017 Median Income: \$65,074

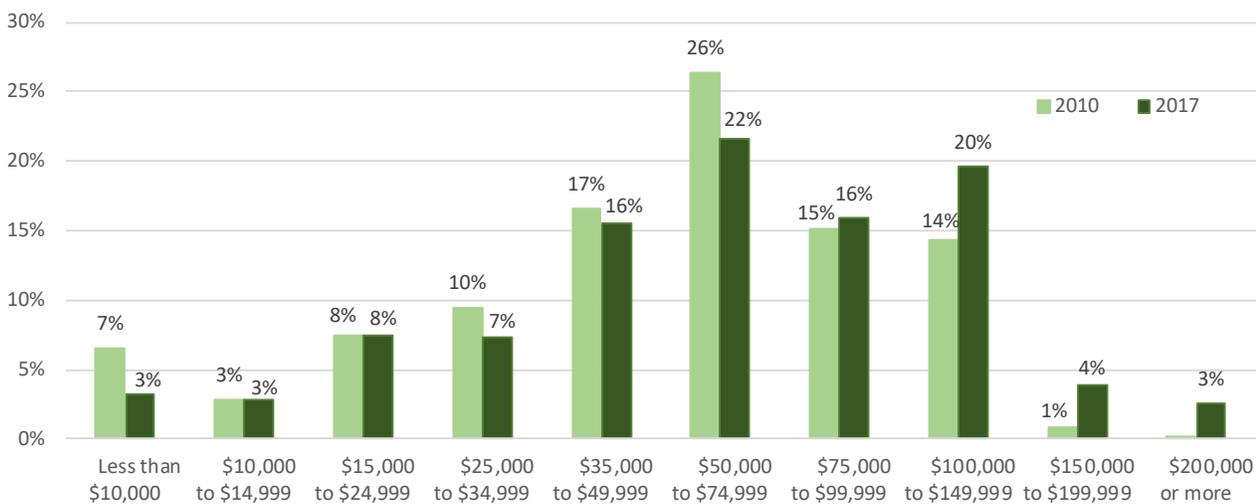


Figure 2.7: Live Oak Median Household Income

MEDIAN HOUSEHOLD INCOME IN SURROUNDING CITIES

In comparison to the State of Texas (\$57,051) and Bexar County (\$53,999), the City of Live Oak (\$65,074) has a greater median household income by at least 17 percent (\$11,075).

Oak (\$65,074) had the third highest median household income, following Schertz (\$80,112) and Windcrest (\$81,436). In comparison to the surrounding cities, the median household income for the City of Live Oak was comparable to Converse (\$64,481), New Braunfels (\$64,208), and Universal City (\$60,706) all within a \$5,000 difference.

Figure 2.8 shows the income levels of surrounding cities according to the 2013 to 2017 American Community Survey. The City of Live

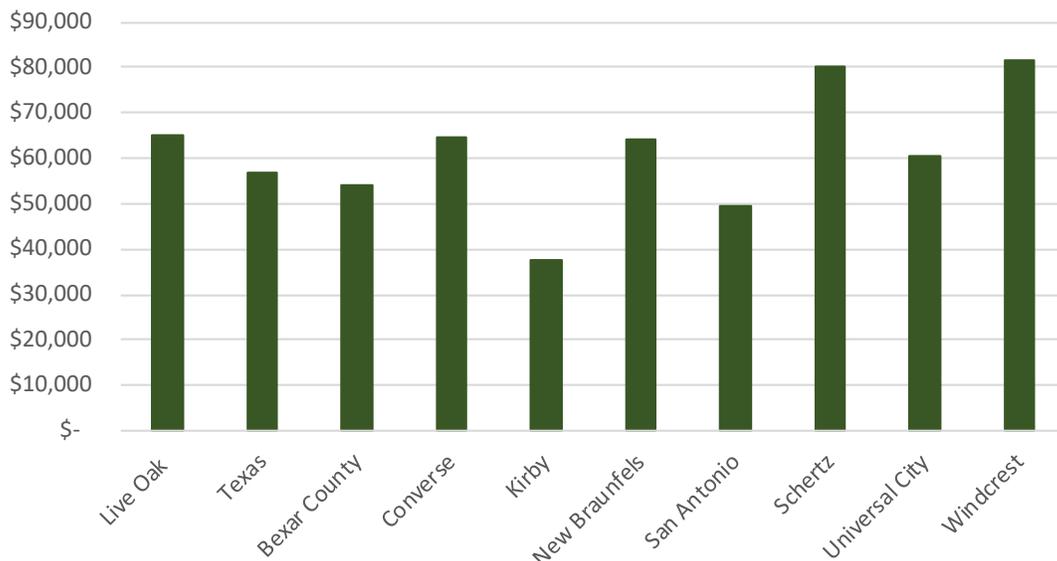


Figure 2.8: Median Household Income in Live Oak and Surrounding Cities



MEDIAN HOME VALUE

Home values in Live Oak are predominantly within three price ranges. Approximately 84 percent of homes in the City range between \$100,000 to \$299,999, 15 percent range between \$50,000 to \$99,999, and 1 percent are less than \$50,000. The data shown in **Table 2.4** and **Figure 2.9** was obtained from the U.S. Census Bureau and only takes into account the housing units that are owner occupied with a mortgage.

In comparison to Bexar County and the State of Texas, the City of Live Oak has a larger number of homes valued at \$100,000 to \$299,999 and a smaller number of homes valued less than \$99,999. The median home value in Live Oak (\$138,700) is less than Bexar County (\$156,700) and the State of Texas (\$169,500), despite having higher household incomes than both the County and State as shown in **Figure 2.8 on page 27**. This again indicates Live Oak residents are less cost-burdened by housing needs.

In comparison to 2010, the housing stock in the City of Live Oak has become more affordable. This is evident by the increase in housing units valued from \$100,000 to \$299,999 and the decrease in housing units valued at \$300,000 and greater (refer to **Figure 2.9**). This is further noted by the rising incomes in the City shown in **Figure 2.7 on page 26**.

	Texas	Bexar	Live Oak
Less than \$50,000	5%	4%	1%
\$50,000 to \$99,999	16%	20%	15%
\$100,000 to \$299,999	58%	61%	84%
\$300,000 to \$499,999	14%	11%	0%
\$500,000 to \$749,999	4%	3%	0%
\$750,000 to \$999,999	1%	1%	0%
\$1,000,000 or more	1%	1%	0%
Median (dollars)	\$169,500	\$156,700	\$138,700

Table 2.4: 2017 Home Value Comparison with Bexar County and Texas

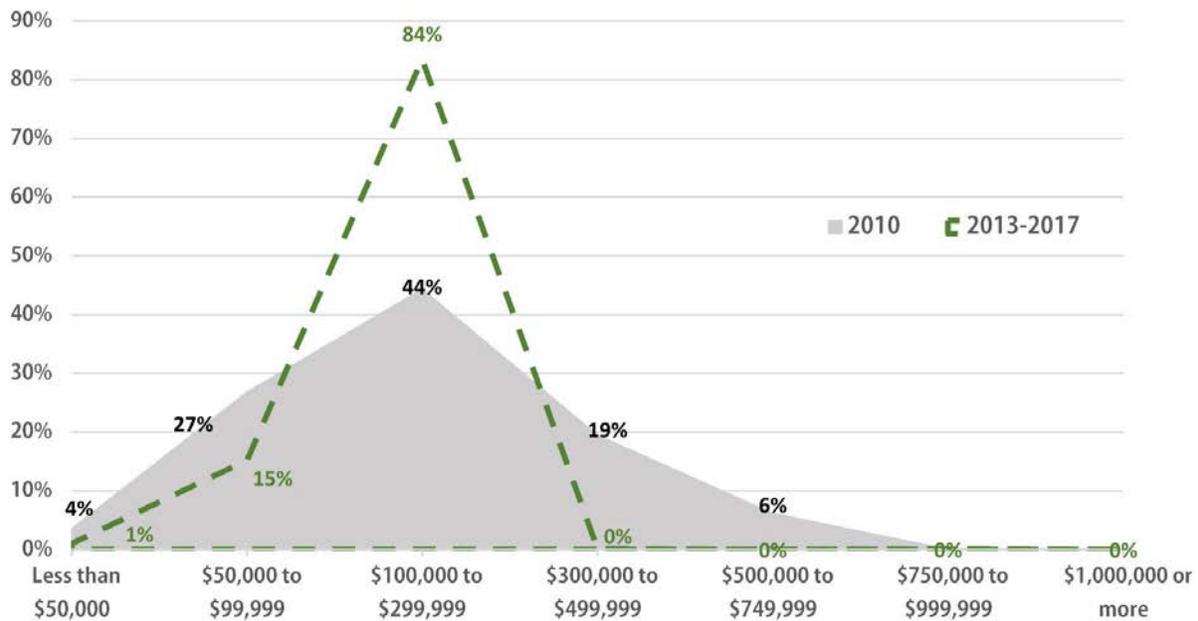


Figure 2.9: 2010 and 2017 Home Value Comparison in Live Oak

HOUSING OCCUPANCY

Based on the 2017 American Community Survey, approximately 57 percent of the total number of occupied housing units (6,228) are owner-occupied and 43 percent are renter-occupied (refer to **Table 2.5**). The City's owner and renter occupancy rate is very similar to Bexar County with only a 2 percent difference

in both owner-occupied and renter-occupied percentages. Similarly, the housing occupancy statistics for both owner and renter occupied are only within a 5 percent difference in comparison to the State of Texas.

	Texas	Bexar County	Live Oak
Owner-Occupied	62%	59%	57%
Renter-Occupied	38%	41%	43%
Total Housing Units	9,430,419	627,889	6,228

Table 2.5: Live Oak Housing Occupancy Comparison with Bexar County and Texas

HOUSEHOLD TYPES

Household types are grouped into two categories: “Family Households” and “Non-family Households” (Table 2.6). According to the U.S. Census Bureau, “Family Households” are households that consist of two or more individuals who are related by birth, marriage, or adoption, although they may include other unrelated people. “Non-family Households” are defined as household that consist of people who live alone or who share their residence with unrelated individuals.

The percentage of family households in the City decreased from 66 percent in 2010 to 57 percent in 2017 due to an increase in non-family households from 2010 to 2017. Additionally, the City experienced an 8 percent increase in 2017 of households with residents who live alone. This followed the national trends of smaller household sizes and increasing non-family households.

Household Type	2010		2017		Percentage Difference
	Number	Percentage	Number	Percentage	
Family Households	3,226	66%	3,572	57%	-8%
Married-couple family	2,452	50%	2,571	41%	-9%
Single-Parent household	774	16%	1,001	16%	0%
Male householder	147	3%	359	6%	2%
Female householder	627	12%	642	10%	-2%
Non-family Households	1,676	34%	2,656	43%	8%
Householder living alone	1,374	28%	2,231	36%	8%
Householder not living alone	302	6%	426	7%	1%
Total Housing Units	4,902		6,228		1,326

Table 2.6: Household Types



LAND USE ANALYSIS

The purpose of this section is to evaluate the land use composition of the City of Live Oak. The land use analysis identifies how the City's parcels are currently being used. The map shown in **Map**

2.2 on page 33 is a parcel-based analysis, showing the land use that currently occupies the subject property.

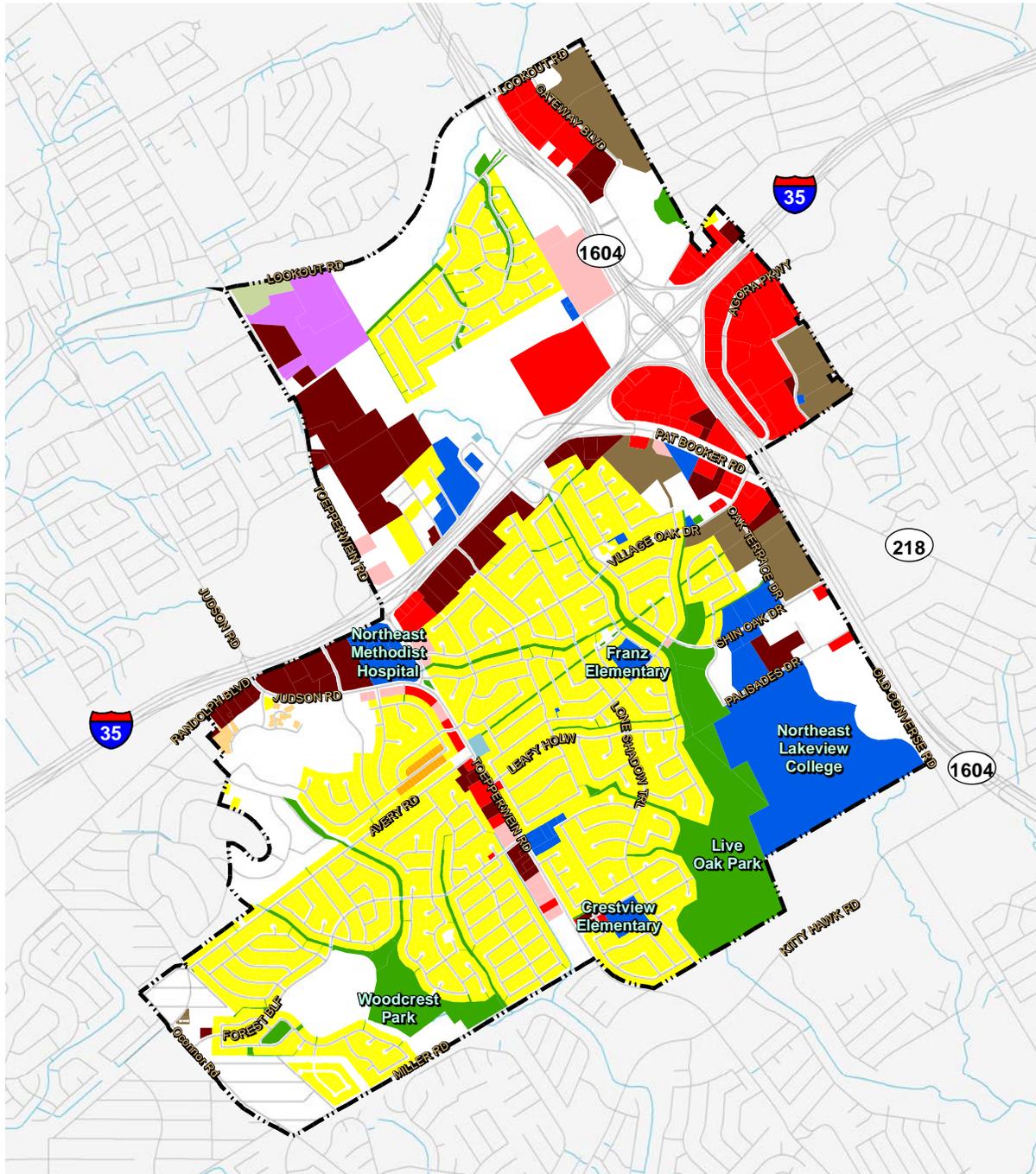
RESIDENTIAL LAND USES

The City of Live Oak is composed of five residential land use categories consisting of single-family (29.1 percent), multi-family (3.5 percent), manufactured housing (0.3 percent), duplex (0.2 percent), and townhomes (0.2 percent). As shown in **Map 2.2 on page 33**, single family land uses make up the largest residential land use category in the City followed

by multi-family uses. Multi-family units are separated from all other residential uses and generally located behind or adjacent to retail and commercial land uses. Residential uses, such as townhomes and duplex units (two-family), were very few in comparison to other residential types.



Map 2.2: Existing Land Use Map



- | | | | |
|--|---|---|---|
| Single Family | Multi-Family | Public/Semi-Public | Commercial |
| Two-Family | Manufactured Home | Office | Industrial |
| Townhome | Parks/Open Space and Drainage | Retail | Utilities |

NON-RESIDENTIAL LAND USES

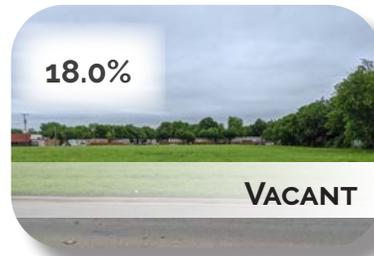
Existing non-residential land uses generally consist of eight non-residential land use categories. The City is composed of approximately 18.8 percent vacant land area, 7.0 percent retail, 6.9 percent public/semi-public land uses, 6.8 percent parks and open space, 6.1 commercial, 1.5 percent industrial, 1.5 percent office, and 0.1 percent utilities. Vacant land makes up the largest percentage of the non-residential land use categories followed by retail and public/semi-public land uses.

Vacant areas consist of undeveloped parcels that do not have any site improvements, such as buildings or paving. Retail uses consist of traditional shopping centers generally concentrated along Interstate Highway 35 and Loop 1604 (William Anderson Loop). Public and semi-public land uses consist of the City's public and institutional facilities, including public schools, Northeast Lakeview College, and

Northeast Methodist Hospital. Parks and open space areas consist of the City's public park system and green space surrounding creeks and rivers. Though not depicted, portions of Northeast Lakeview College also function as parks/open space.

Although a combination of retail and commercial uses are also situated along Loop 1604 and Pat Booker Road (State Highway 218), most commercial uses are concentrated along IH 35 near Toepperwein Road and the Northeast Methodist Hospital.

In comparison to other land uses, the industrial category consists of the least number of parcels. The industrial category consists of a manufacturing facility (C & J Containers Manufacturing) located in the northwest area of the City. The utilities category consists of an electric substation and a water pump station.



DEVELOPMENT PATTERN

The City of Live Oak is approximately 81.2 percent (2486.55 acres) developed and 18.8 percent (575 acres) undeveloped (refer to **Map 2.3**). Given the limited development opportunity in the City, it is important to strategically plan for land uses in undeveloped areas that will compliment existing land uses and encourage the type of development the City would like to see in the future. Likewise, Live Oak should begin considering redevelopment of key corridors that are currently underdeveloped or reaching market obsolescence.

Since 2011, the City's development pattern has generally remained the same. The most notable difference is the commercial development on the northwest corner of the City at Interstate Highway 35 and Loop 1604 (Live Oak Town Center, Gateway Center, and the RBFCU Corporate

Campus), and the additional construction at Northeast Methodist Hospital.

Based on the current development pattern, existing residential land uses are generally buffered from the City's major arterial network by non-residential land uses. The remaining undeveloped parcels are advantageously located near the City's major roadway network, which is conducive to commercial and retail uses.

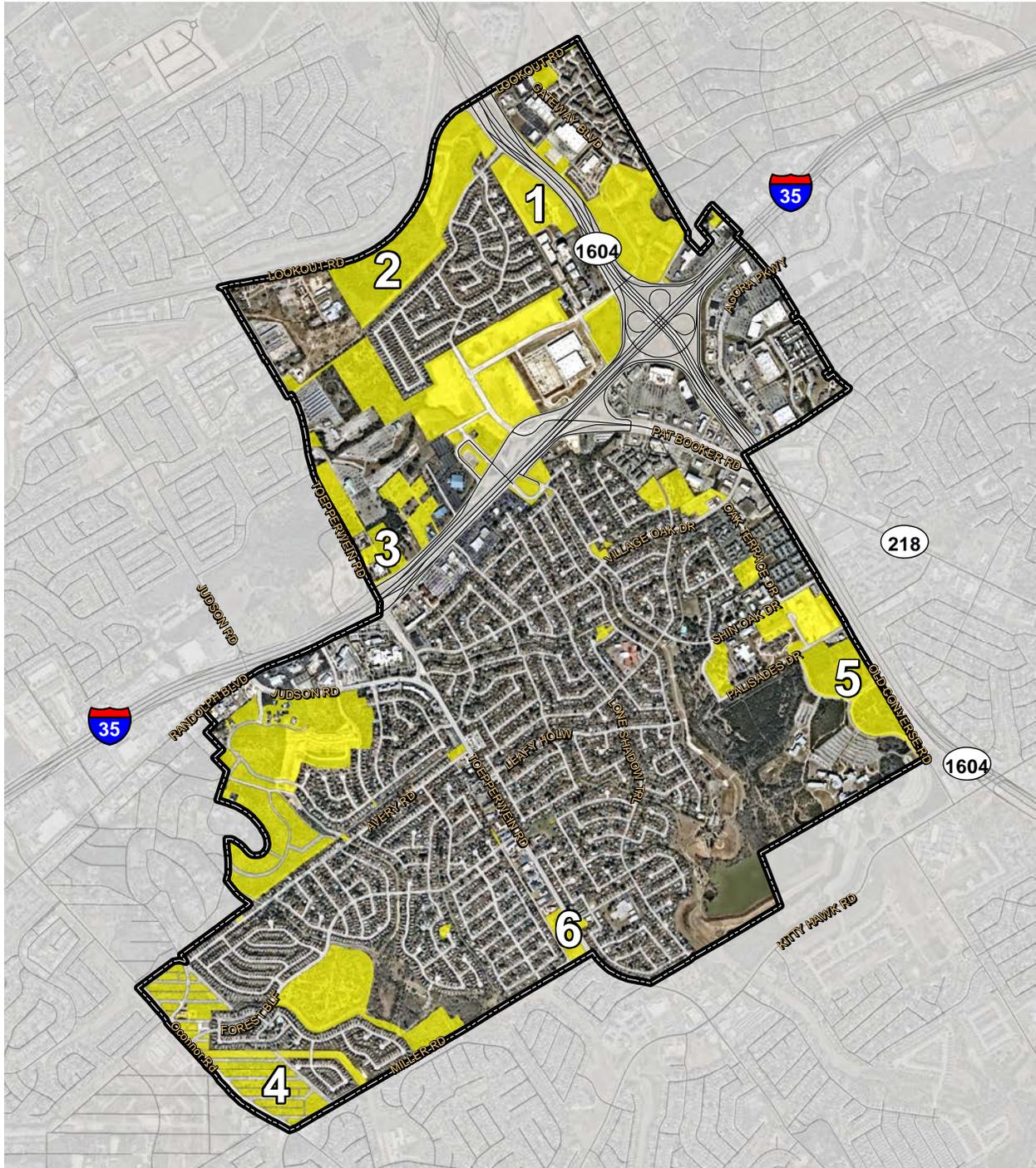
The City of Live Oak has a strong fiscal position, given its distribution of non-residential (48.6 percent) versus residential (33.2 percent) land uses as shown in **Table 2.7**. Strategic development opportunity areas in the City are identified as numbers 1 through 6 in **Map 2.3**.

The City has an opportunity to maximize tax revenues from undeveloped and underutilized commercial tracts to provide its residents with more amenities and public services to enhance the City's quality of life. Since limited development opportunities exist in the City, remaining vacant areas identified in **Map 2.3** should be planned for the type of development that will continue to increase the city's competitiveness and economic prosperity.

	Percentage	Acreage
Residential	33.2%	1,016.0
Single Family	29.1%	892.2
Two-Family	0.2%	5.2
Townhome	0.2%	4.7
Multi-Family	3.5%	105.8
Manufactured Housing	0.3%	8.1
Non-Residential	48.6%	1,487.2
Commercial	6.1%	187.8
Industrial	1.5%	44.6
Office	1.5%	44.5
Parks and Open Space	6.8%	207.1
Retail	7.0%	213.4
Utilities	0.1%	2.4
Vacant	18.8%	574.9
Public /Semi-Public	6.9%	212.5
Public Right-of-Way	18.2%	558.3
Total Acreage	100.0%	3,061.4
Developed	81.2%	2486.55
Undeveloped	18.8%	575

Table 2.7: Existing Land Use Distribution

Map 2.3: Strategic Development Opportunities



 Undeveloped Areas  City Limits

PHYSICAL FEATURES

The City's physical features determine the type of development that can occur within the City. Live Oak has many natural features including creeks (Salitrillo Creek), lakes (Live Oak lakes), and four public parks. City-owned and maintained parks include the Main City Park, Lakeside at Main Park, Live Oak Disc Golf Course at Main Park, and Woodcrest Nature Park. Areas surrounding these natural features are predominantly developed with residential land uses that have incorporated such features as public open space amenities (**Map 2.4**).

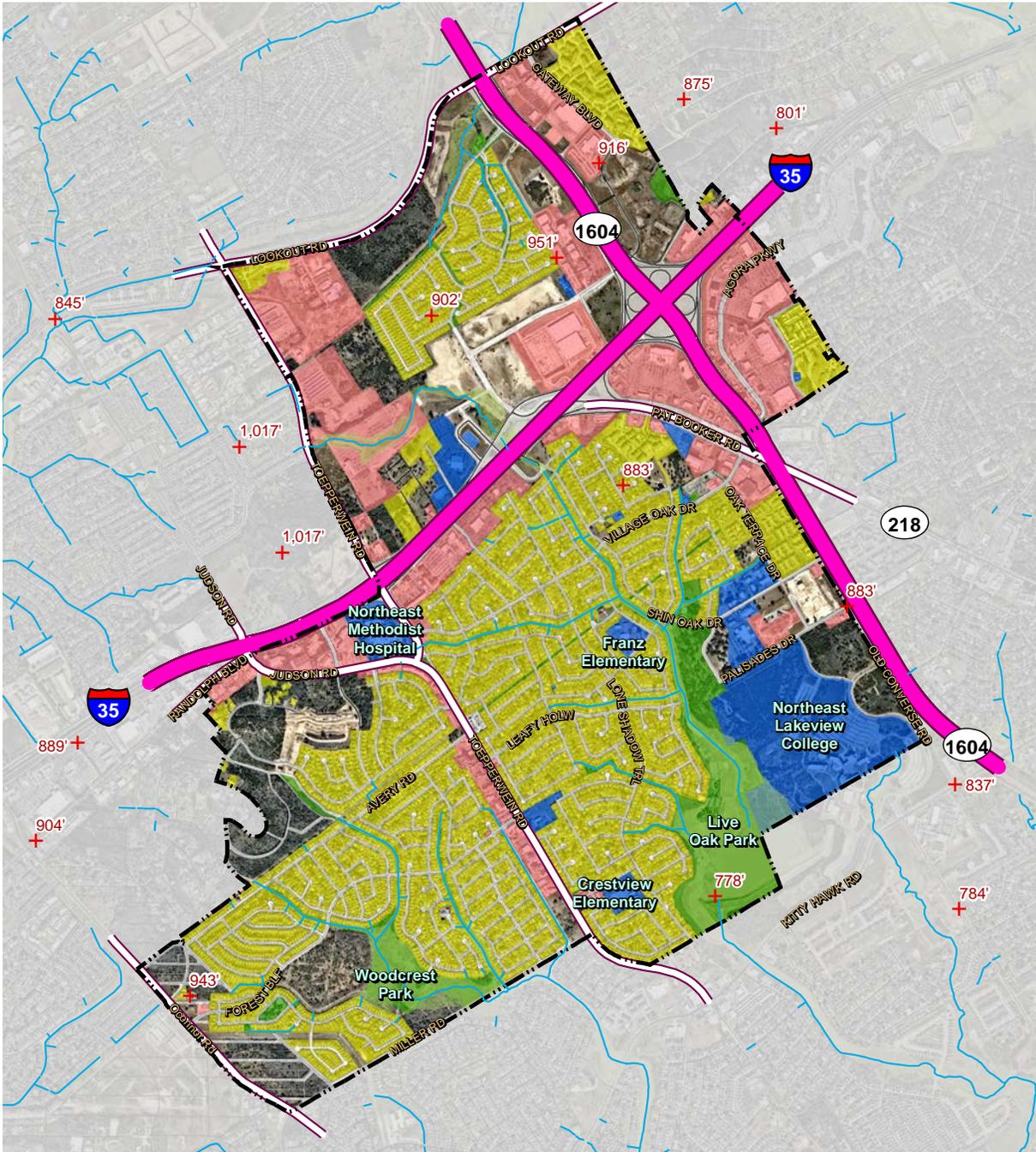
Although many flood-prone areas exist in the City, they are not in close proximity or detrimental to remaining undeveloped areas. The City has largely avoided flood-related damage even when nearby cities suffered significantly.

Given the extent of open space areas, there is an opportunity to enhance the City's natural features with an interconnected trail system to other recreational amenities.

Although the City has recently made notable improvements to increase connectivity, such as the recent development in Live Oak Town Center, connectivity remains a challenge due to City's adjacency to IH 35 and Loop 1604. The freeway system near Live Oak has presented the unique challenges of connectivity and local mobility. The City's already built roadway network will need to be considered for any future transportation initiatives, specifically as it pertains to the feasibility of constructing interconnected systems.



Map 2.4: Physical Features



- + Spot Elevations
- Developed Residential
- Parks and Open Space
- ~ Channels
- Developed Nonresidential
- Public/Semi-Public
- Major Highway Divides
- Major Highways
- City Limits





Chapter 3

VISION & GUIDING PRINCIPLES



USING OUR VALUES TO SET PRIORITIES

This chapter explains how this Plan gathered input from people to understand the community's issues and conditions. The community's shared values were used to establish the City of Live

Oak's priorities, which are outlined in the Plan's guiding principles and serve as the foundation for the vision statement.

HOW WE GATHERED INPUT

Guiding principles need to be representative of the community's values in order to be meaningful. Gathering public input was a critical step in developing the Comprehensive Plan. The consultant team incorporated several strategies to inform and engage the community in the comprehensive planning process.

During the initial stages of the Plan, the Mayor and City Council appointed a Comprehensive Plan Advisory Committee (CPAC). The City staff also identified key stakeholders to enhance the Plan's understanding of key topical areas. The

consultant team, in collaboration with City staff, scheduled CPAC, stakeholder and public input meetings to gather in-person feedback. An online survey and Big Idea boards were methods to reach people who might not otherwise participate in public meetings. Each input source is discussed in further detail in this chapter.

The comprehensive plan process was an 8-month planning process, with frequent benchmark check-ins with City staff, elected officials, and the public.



Big Ideas Workshop

July 18, 2019



TIMELINE OF OUTREACH ACTIVITIES

May 2019	June 2019	July 2019	August 2019
<ul style="list-style-type: none"> • CPAC Meeting #1 	<ul style="list-style-type: none"> • Stakeholder Meeting 	<ul style="list-style-type: none"> • CPAC Meeting #2 • Big Ideas Workshop • Comprehensive Plan Survey Opened 	<ul style="list-style-type: none"> • CPAC Meeting #3 • Comprehensive Plan Survey Closed



September 2019

- CPAC Meeting #4

November 2019

- CPAC Meeting #5

December 2019

- Planning and Zoning Commission Review of the Comprehensive Plan

January 2020

- City Council Review and Adoption of the Comprehensive Plan

PLAN FOUNDATION

The foundation for the Live Oak 2040 Comprehensive Plan is built upon two important components:

VISION STATEMENT & GUIDING PRINCIPLES

The vision statement describes the future the people of Live Oak desire in terms of its physical, social and economic conditions. It was developed from the input received by residents, CPAC and stakeholder groups during the initial engagement stages of the Comprehensive Plan. The guiding principles are the building blocks to achieve the vision, representative of Live Oak's goals and aspirations.

The guiding principles provide overall direction across all plan components and should be referenced often when making policy and land use decisions. Each guiding principle has detailed strategies that apply to each element of the plan such as, land use and transportation. Guiding principles provide a framework to evaluate changes, challenges, opportunities and issues that were not anticipated by this Plan, allowing it to function as a living document.

VISION STATEMENT

The vision statement should succinctly and vividly describe the community as it ideally will exist in the future. This statement is intended to guide both the comprehensive planning process and the City's future.

Live Oak is a regional player that leads through forward-thinking approaches to make the community a place of endless opportunity for all. Strategic partnerships alongside public and private investments will make Live Oak resilient, inclusive, prosperous and a great place to live and do business.

GUIDING PRINCIPLES

1. Provide a balanced mix of complimentary uses that support a strong and diverse tax base, and improve access to services from neighborhoods.
2. Position the City as a destination for STEM (science, technology, engineering and math) education, training, and employment.
3. Create quality neighborhoods with diverse housing options at competitive price points responsive to market needs.
4. Embrace public and private partnerships that enhance the City's infrastructure and quality of life.
5. Support initiatives that grow local businesses and provide stability for existing businesses.
6. Enhance the City's natural landscape (e.g. trees, open spaces, creeks, parks) by increasing pedestrian and open space connectivity to create vibrant public gathering spaces.
7. Support policy decisions that result in long term social and economic benefits to the City collectively.

COMPREHENSIVE PLAN ADVISORY COMMITTEE (CPAC)

The Mayor and City Council appointed citizens and stakeholders of the community to meet with the consultant team and City staff over the course of the planning process. The CPAC provided knowledge of the community from various perspectives, including long-term residents, community leaders, public agency representatives, business owners and developers. The CPAC helped the team in identify issues and opportunities, and helped refine the Plan's recommendations.

Comprehensive Plan Advisory Committee (CPAC) Members

- Rachel Clark
- Sonja Cook
- Miguel Esparza
- Scott Feldmeier
- Joseph Garcia
- Harvey Johnson
- Rebecca Kochan
- Paul Lukich
- Sandy Vogel

The committee's role is intended to:

- Provide judgment and wisdom
- Communicate ideas
- Provide active and productive input
- Attend the meetings and workshops
- Be an ambassador of the process
- Ensure that the Plan is representative of the City's values and priorities

STAKEHOLDER MEETINGS

STAKEHOLDER MEETING - JUNE 26, 2019

There were four stakeholder groups formed and selected by City staff. Stakeholders were selected to serve on one of four focus groups, including business and economic development, institutional, transportation, and community and cultural interests. The consultant team, in collaboration with City staff, planned one day to

meet with all the stakeholder groups individually. Each focus group was introduced to the comprehensive planning process and asked to provide their collective perspective of the City's positive and negative attributes as a community and a service delivery organization.



BUSINESS AND ECONOMIC DEVELOPMENT

Business and economic development stakeholders were selected by the City to provide a broader understanding of Live Oak's business climate. While these stakeholders represent the

interests of their particular industries, they were also selected because of their relationships to other businesses in Live Oak.

- Mike Trumpeter, Jordan Ford
- Scott Feldmeier, Jordan Ford & CPAC
- Diedre Goodchild, IKEA
- Taylor Samuelson, Alavie Interventional Pain Management
- Michael Beaver, Northeast Methodist Hospital
- Mary O'Rourke, Randolph-Brooks Federal Credit Union
- Rachel Clark, Hilton Garden Inn & CPAC
- Rebecca Kochan, Resident & CPAC
- Paul Lukich, Resident & CPAC
- Harvey Johnson, Resident & CPAC
- Joseph Garcia, Resident & CPAC

INSTITUTIONAL INTERESTS

The institutional stakeholders were selected by the City because they provide services to

the community directly, through employment, or through influence on economic development and quality of life.

- Curt Robertson, 12th Flying Training Wing, Randolph Air Force Base
- Dwayne Robinson, Bexar County
- Dr. Newton R. Fields III, Judson Independent School District
- Veronica Garcia, Northeast Lakeview College (Alamo Colleges District)
- Rachel Clark, Hilton Garden Inn & CPAC
- Rebecca Kochan, Resident & CPAC
- Paul Lukich, Resident & CPAC
- Harvey Johnson, Resident & CPAC
- Joseph Garcia, Resident & CPAC

TRANSPORTATION

Transportation stakeholders were selected by the City because of the role transportation

plays currently and in the future for Live Oak, with particular attention to the role of the Texas Department of Transportation.

- Clayton Ripps, Texas Department of Transportation
- Jonathan Bean, Texas Department of Transportation
- Rebecca Kochan, Resident & CPAC
- Paul Lukich, Resident & CPAC
- Harvey Johnson, Resident & CPAC
- Joseph Garcia, Resident & CPAC

COMMUNITY AND CULTURAL INTERESTS

Community and cultural organization stakeholders were selected by the City due to their role in understanding the needs of Live Oak at a grassroots level in the community, and overall active role in the community. While a number of groups were invited, one of the findings is that membership between the groups crosses over from one another. For example, many members of Seniors of Live Oak (SOLO)

are also involved with the Live Oak League of the Arts, Woodcrest Park Walking Group, and Live Oak Humane Society. This resulted in a smaller number of people being able to speak in detail regarding multiple organizations. Additionally, many are long-term residents of Live Oak who were able to offer perspective on changes in Live Oak over the span of multiple decades.

- Marie Atkinson, Live Oak Citizens Assisting Police (LOCAP)
- Milly Smith, Live Oak League of the Arts (LOLA) & Seniors of Live Oak (SOLO)
- Lois Guckian, Live Oak League of the Arts (LOLA)
- Sandy Towery, Live Oak League of the Arts (LOLA) & Seniors of Live Oak (SOLO)
- Rebecca Kochan, Resident & CPAC
- Paul Lukich, Resident & CPAC
- Harvey Johnson, Resident & CPAC
- Joseph Garcia, Resident & CPAC

S.W.O.T. ANALYSIS

The information gathered from the CPAC and stakeholder groups was used to conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis on the next page to better understand existing conditions.

Strengths are those assets and capabilities currently available within the community, and the organization that can be leveraged to achieve desired results.

Weaknesses are those problem areas or aspects of the government organization and, in some cases, the community at large, that are currently standing in the way of strategic success and must be overcome to achieve optimal results.

Opportunities are future-focused and are conditions that can, if properly understood, be captured to obtain strategic advantage through capitalizing on strengths, overcoming weaknesses and mitigating threats.

Threats are current or potential future external events that, if unmitigated, have the potential to seriously impair the City's ability to realize its potential. These may be political, economic, societal, natural or man-made in nature.

WHAT WE HEARD...

STRENGTHS

- » The city provides a positive and friendly business environment
- » Successful and growing medical industry
- » Advantageous geographical location
- » Increasing retail potential resulting from regional growth
- » Growing educational opportunities for residents and northeast San Antonio region
 - * *80,000 Square foot expansion for stem program at northeast lakeview college*
 - * *8-Week online programs*
 - * *Local job placement*
 - * *Affordable housing for students near campus*
 - * *"Last dollar" scholarships*
 - * *Interest in expanding technical trade program for advanced manufacturing industry*
- » New businesses linking brand and marketing to Live Oak rather than San Antonio metro
- » Great public school system (Judson I.S.D.) and early college program
- » Collaborative relationship with JBSA Randolph Air Force Base
 - * *Recognized as economic generators since they are one of the busiest military facilities in the nation*
 - * *Recently conducted the 2017 Joint Base San Antonio (JBSA) Randolph air installations compatible use zones (AICUZ) study to improve compatibility, health and safety of the surrounding communities by analyzing noise contours and accident potential zones produced by planned flight operations*

WEAKNESSES

- » Lack of a public transit service for students, individuals with limited mobility, and hospitality and service industry workers
- » Limited assistance and incentive programs targeting the development and growth of local businesses
- » Insufficient diversity of housing options, such as townhomes, condos, high-end single family and senior living
- » Aging school facilities and enrollment decline
- » No pedestrian/bicycle trail system connectivity within Live Oak and with neighboring cities

OPPORTUNITIES

- » The northwest corner of IH-35 and Loop 1604 has potential to support major employers and a corporate campus
- » Attracting more medical and professional office establishments
- » Incorporating alternative development types (e.g. mixed use, startup spaces, etc.), particularly through redevelopment of obsolete or under-performing properties
- » Strengthening incentives for job creation and local entrepreneurship
- » Establishing economic development programs to help the growth and stability of local businesses
- » Partnering with Bexar County to maximize economic development resources to attract major employers and businesses
 - * *Bexar County has expressed interest investing in technical trade programs, which are in high demand in the region's advanced manufacturing industry, and to strengthen the labor pool*
- » Building relationships with VIA Metropolitan Transit Authority to advocate policy and service alternatives to support Live Oak's needs
- » Creating public gathering spaces for all ages
- » Improving safety and connectivity of infrastructure that supports walking, bicycling and micro-mobility

THREATS

- » Regional traffic congestion is impacting quality of life
- » Proposed solutions to regional traffic congestion have potential to negatively affect safety, connectivity, economic, health and Live Oak's quality of life
 - * *Loop 1604 widening from 4 lanes to 10 lanes*
 - * *IH-35 elevated express lanes proposed from FM 1103 to downtown San Antonio*
 - * *IH-35 improvements will include an HOV component to also accommodate bus rapid transit and autonomous vehicles (if coordinated appropriately, this could be an opportunity for live oak to incorporate alternative modes of transit)*
 - * *Potential impacts to Pat Booker Road due to contemplated elevated lanes*

PUBLIC MEETINGS

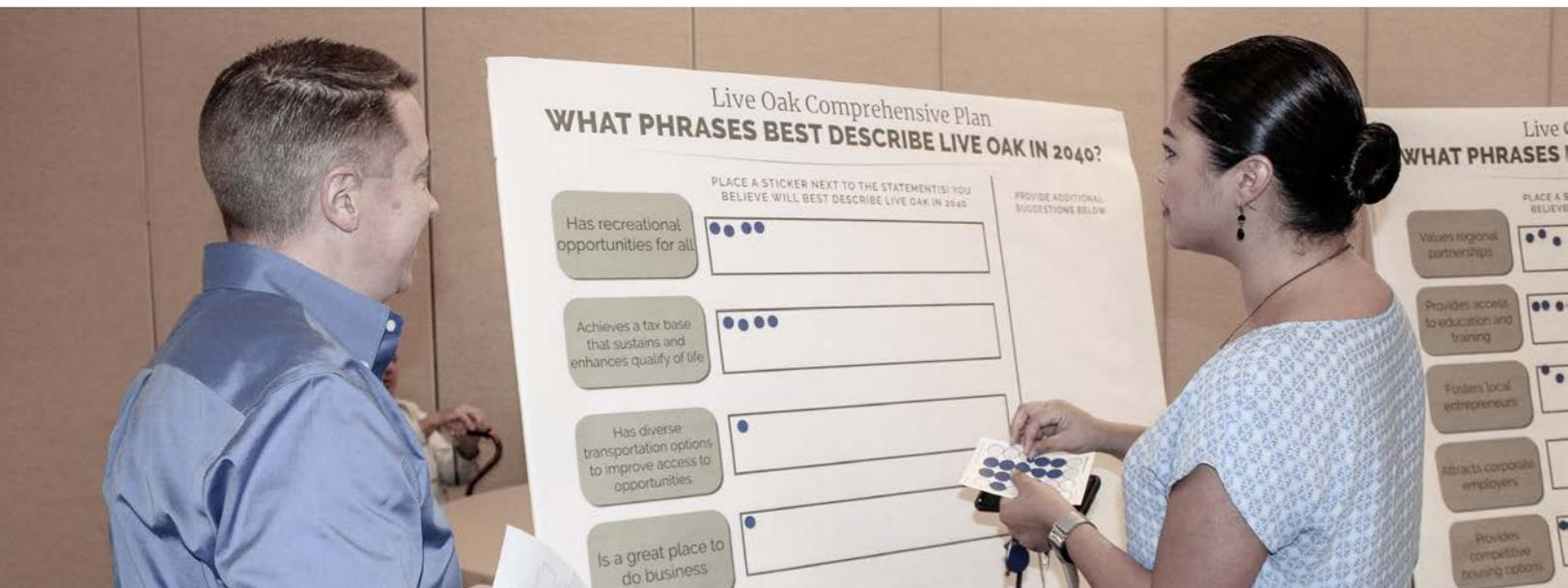
The consultant team, in collaboration with City staff, planned a total of two public meetings. The first meeting, the “Big Ideas Workshop,” was to gather community input during the initial stages of the Plan. The second meeting was to unveil

the policy recommendations of the Plan prior to being considered for adoption by the Planning and Zoning Commission and City Council.

BIG IDEAS WORKSHOP - JULY 18, 2019

Big Ideas Workshop was held at the Hilton Garden Inn Conference Center in Live Oak. Along with a rolling presentation of data and stakeholder feedback a total of five stations with different input activities were set up in the conference center for participants to visit at their

own pace. The consultant team and City staff were available to help answer any questions. The information collected from the input activities at the Big Ideas Workshop is shown beginning on **page 56**.



Big Ideas Workshop July 18, 2019

**Hilton Garden Inn
Conference Center**

5 Public Input Stations

39 Attendees

14 Comments Cards

1 What would you like to see more of in Live Oak?

The input activity shown below was intended to build consensus on the most frequently noted suggestions by CPAC of what they believed the City of Live Oak residents wanted to see more of in Live Oak.

Based on input results, Live Oak residents would like to see more:

- 1st - Recreational Facilities (16 votes),
- 2nd - Parks (8 dots),
- 3rd - Mix of Housing Options (4 dots),
- 3rd - Shopping/Retail (4 dots)

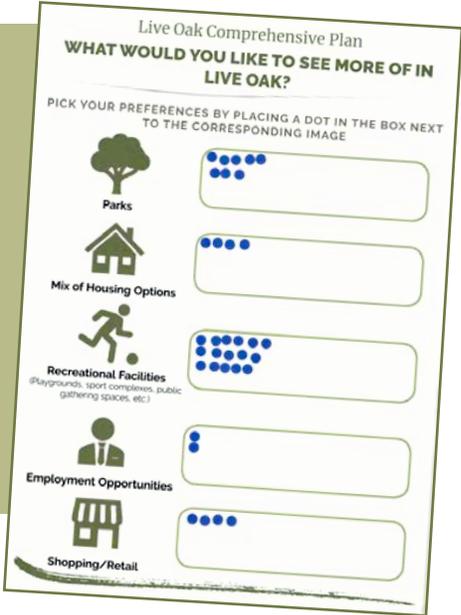
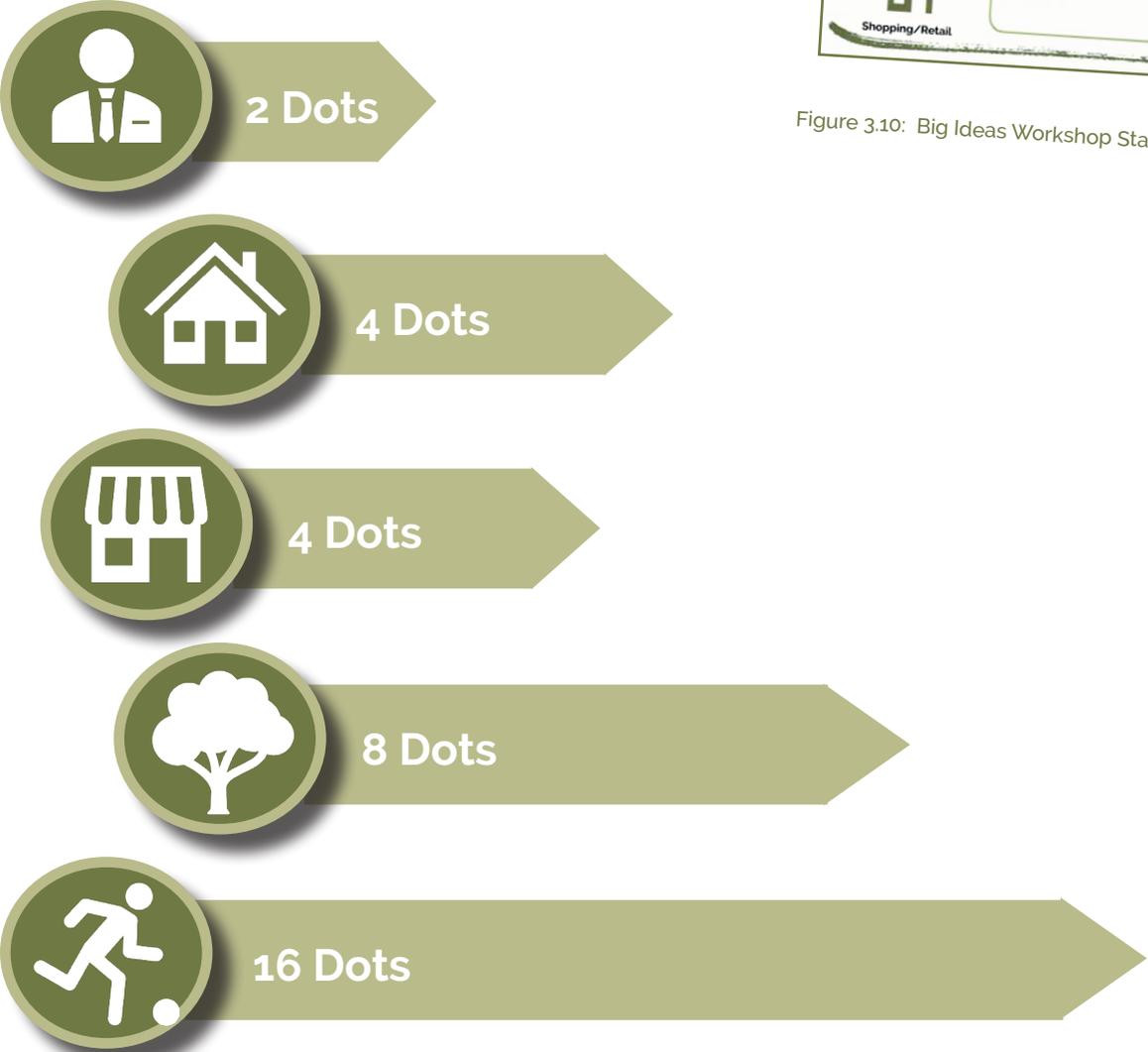


Figure 3.10: Big Ideas Workshop Station No. 1



2

What are the focus areas in Live Oak?

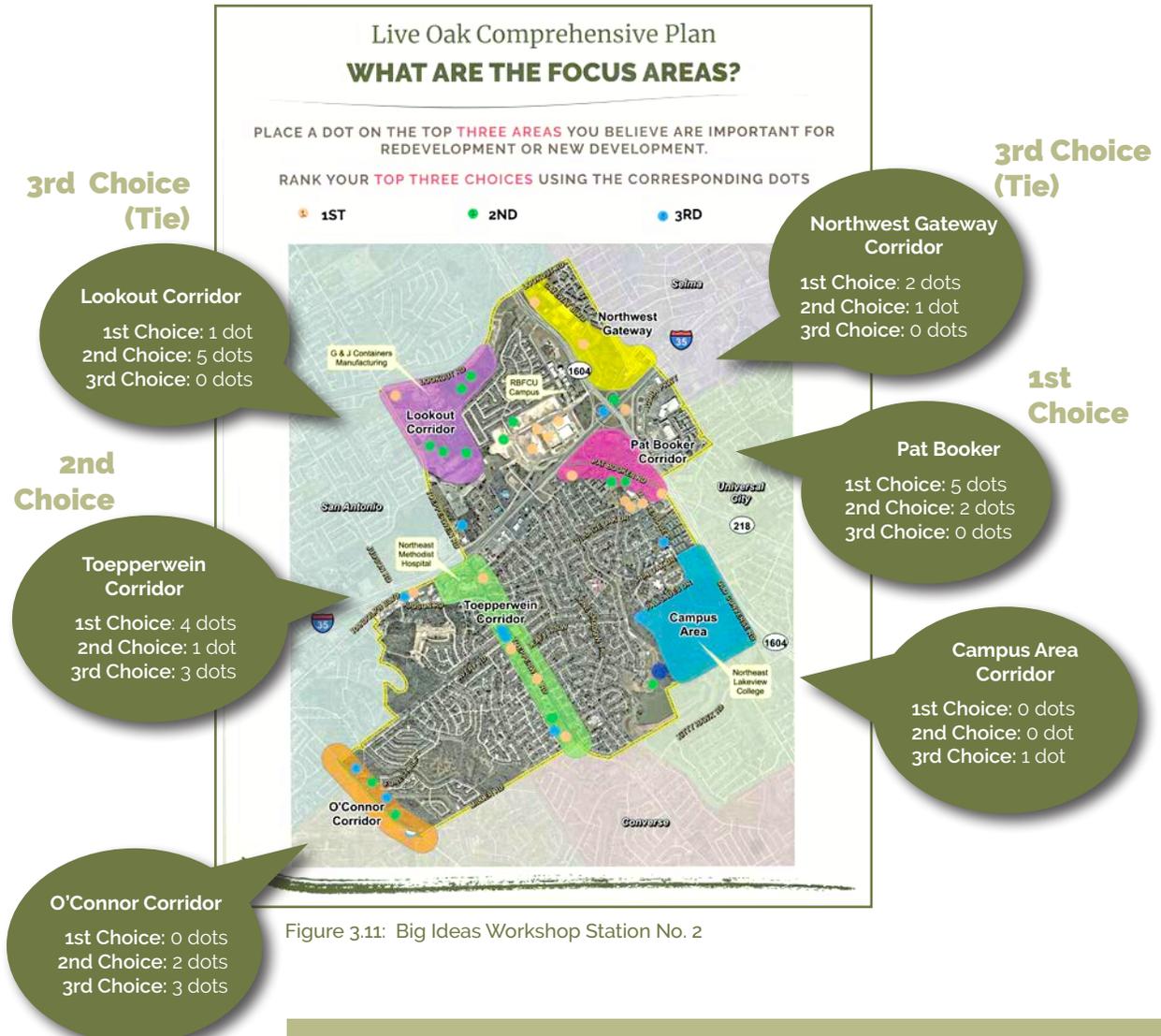
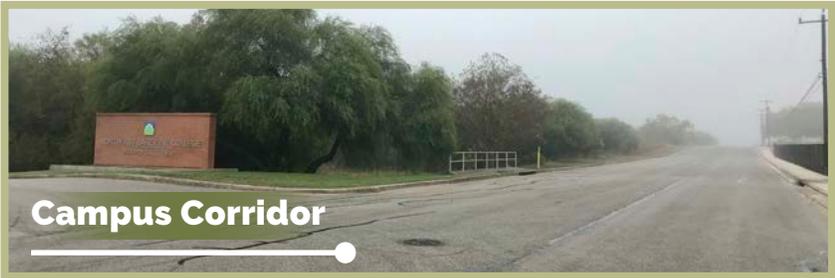


Figure 3.11: Big Ideas Workshop Station No. 2

The input activity shown above was intended to identify the areas of Live Oak that residents believed were important or had the greatest potential for new development or redevelopment. It is important to identify catalyst sites that can influence and propel the type of development that is desirable in an area.

Based on the input results, the top 4 priority areas for new development or redevelopment are Pat Booker Corridor (1st choice), Toepperwein Corridor (2nd choice), Northwest Gateway Corridor (3rd choice tie), and Lookout Corridor (3rd choice tie).



3

What is your vision for the City's corridors?

The input activity shown below was intended to supplement the information collected from the previous station in which participants identified the City's focus areas for new development and redevelopment. This station allowed participants to select the land uses they envisioned in each corridor. Results are shown in the graphic below in Figure 3.12.

The Toepperwein Corridor is envisioned with a combination of mixed-use and medical uses, which may be heavily driven by the success and planned expansion of the Northeast Methodist Hospital. Although commercial and retail uses were desirable in the Lookout, Northwest Gateway, and Pat Booker Corridors, some residential uses were also incorporated in the Lookout and Northwest Gateway corridors.

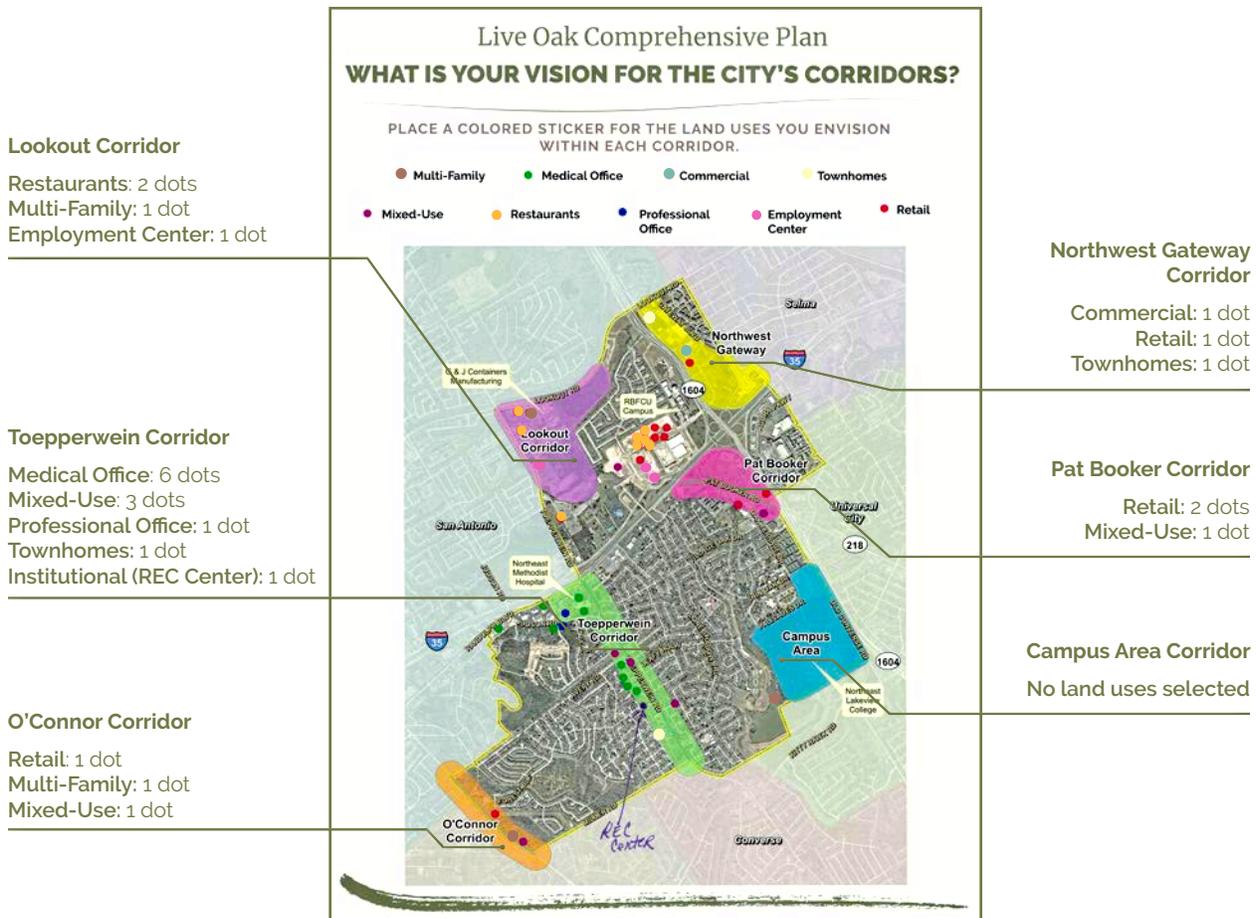


Figure 3.12: Big Ideas Workshop Station No. 3

4

Help us improve pedestrian connectivity in Live Oak!

This input activity asked participants to identify pedestrian-friendly and enjoyable places to walk. The purpose of this activity was to determine whether the trail system was proposed in appropriate areas of the City and to find other areas in which the trail system could be extended to in the future. Below is a summary of information collected from this input activity.

Pedestrian-Friendly Roadways:

- » Judson Road
- » Village Oaks

Increase pedestrian connectivity to Parks:

- » Woodcrest Park
- » Live Oak Park
- » Bridlewood Subdivision HOA Park



At this station, participants also expressed the need for a public transit system that serviced the City's hotel and service industry. The ideal route would be planned in areas identified with a red dashed line and along major employment centers of the City as listed below.

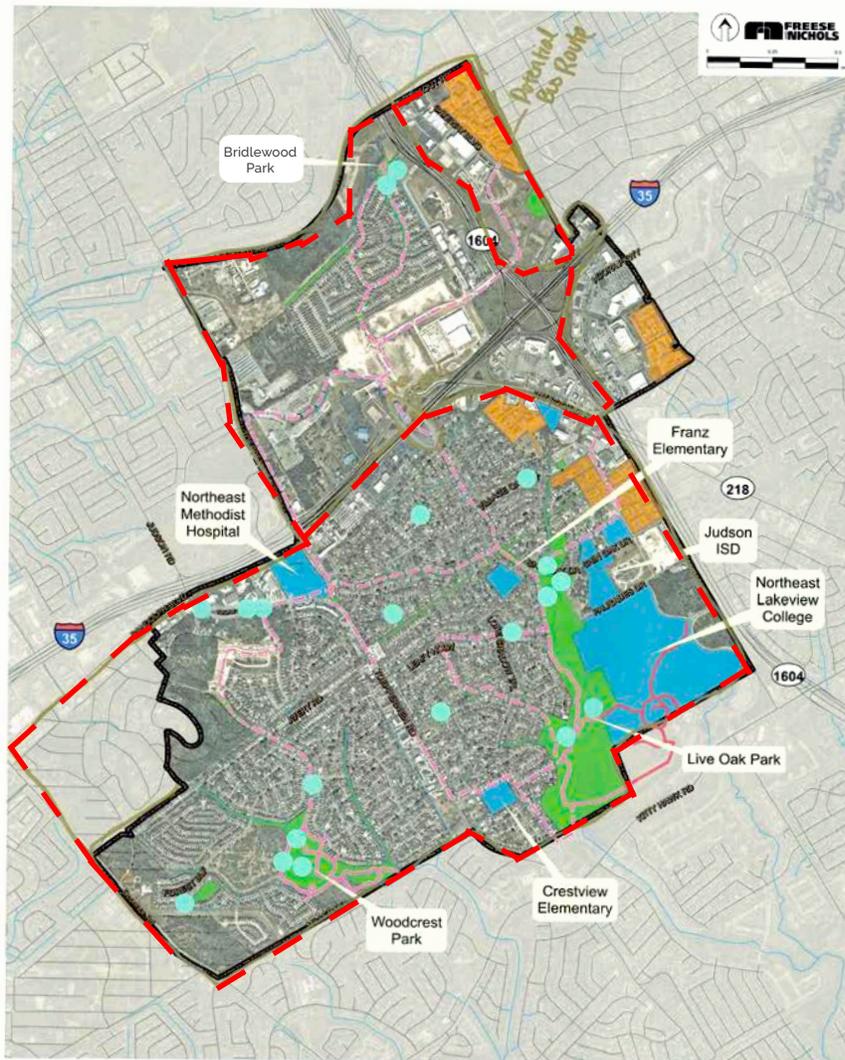
Employment centers:

- » The Forum
- » Along Gateway Boulevard
- » Along Pat Booker Road
- » Northeast Lakeview College
- » Northeast Methodist Hospital

Live Oak Comprehensive Plan

HELP US IMPROVE PEDESTRIAN CONNECTIVITY IN LIVE OAK!

- STEP 1:** PLACE A [●] DOT AT LOCATIONS YOU BELIEVE ARE PEDESTRIAN-FRIENDLY AND ENJOYABLE PLACES TO WALK
- STEP 2:** USE A MARKER TO TELL US WHERE NEW PEDESTRIAN/BIKE TRAILS SHOULD BE LOCATED



Handwritten notes:

- the forum gateway
- Par Bonser (Hillman, Movie)
- College
- hospital
- Woods like to see trees
- paths & trails

Figure 3.13: Big Ideas Workshop Station No. 4

5

What land uses would you like to see in undeveloped areas of the City?

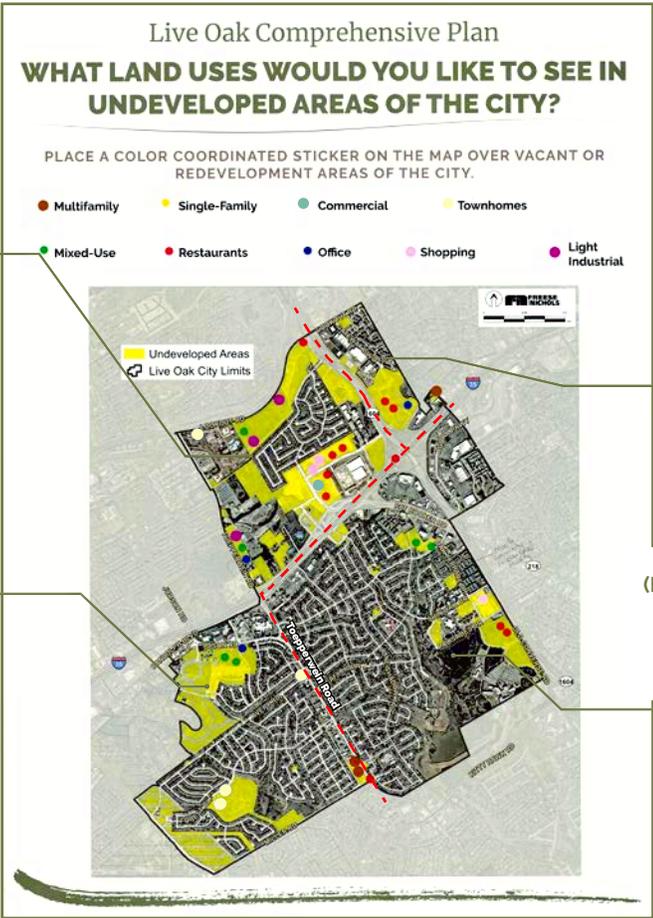
Since limited areas of the City remain undeveloped, it is important to identify the land uses that are desirable in remaining vacant areas. Additionally, future land uses should complement the existing land uses and provide an appropriate transition from non-complementary uses. The information gathered from this input activity will contribute to the City's Future Land Use Plan and determine additional guidelines that should be incorporated in the City's policies to preserve the quality of adjacent residential areas and enhance the quality of non-residential development.

Northwest Quadrant

- Mixed Use: 2 dots
- Office: 1 dot
- Restaurants: 6 dots
- Commercial: 1 dot
- Shopping: 2 dots
- Townhomes: 1 dot
- Light Industrial: 3 dots

Southwest Quadrant (West of Toepperwein Road)

- Office: 1 dot
- Mixed-Use: 2 dots
- Townhomes: 3 dots
- Multifamily: 2 dots
- Restaurants: 1 dot



Northeast Quadrant

- Office: 1 dot
- Restaurants: 2 dots
- Multifamily: 1 dot

Southeast Quadrant (East of Toepperwein Road)

- Restaurants: 2 dots
- Shopping: 1 dot
- Mixed-Use: 2 dots

Figure 3.14: Big Ideas Workshop Station No. 5

BIG IDEA BOARDS

The Big idea Boards were intended to refine ideas and guiding principles for the Plan. These Big Idea boards were displayed at the Big Ideas Workshop and were posted in City Hall from July 18, 2019, to August 15, 2019. The statements

reflected in the boards were themes and ideas commonly expressed by members of the CPAC and stakeholder groups. The results were used to form the City's vision statement and guiding principles.

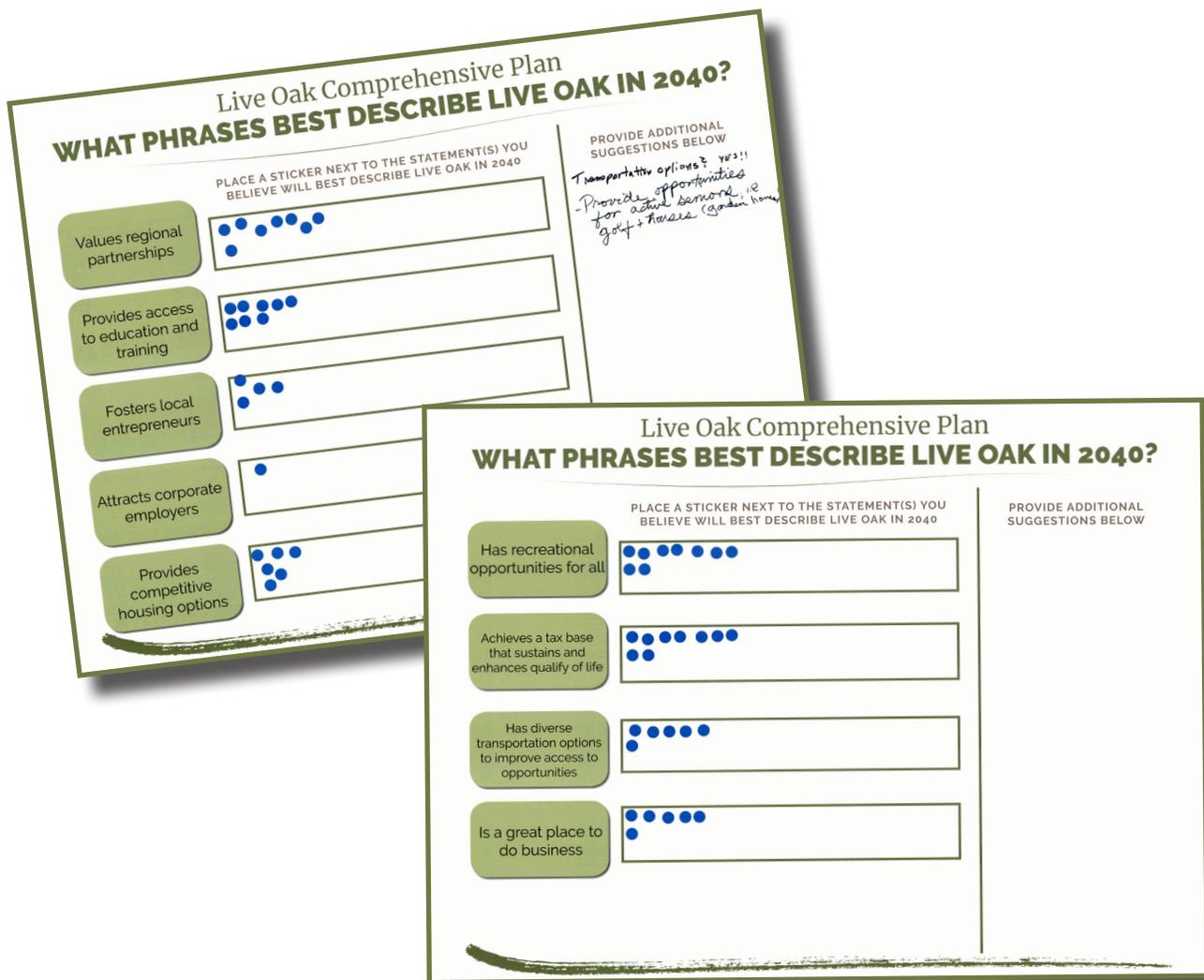


Figure 3.15: Big Ideas Boards Placed at City Hall



17 Dots

“Achieves a tax base that sustains and enhances quality of life”



16 Dots

“Has recreational opportunities for all”



16 Dots

“Is a great place to do business”



14 Dots

“Values Regional Partnerships”



12 Dots

“Provides Competitive Housing Options”



12 Dots

“Provides Access to Education and Training”



9 Dots

“Fosters Local Entrepreneurs”



7 Dots

“Attracts Corporate Employers”



7 Dots

“Has diverse transportation options to improve access to opportunities”

ONLINE SURVEY

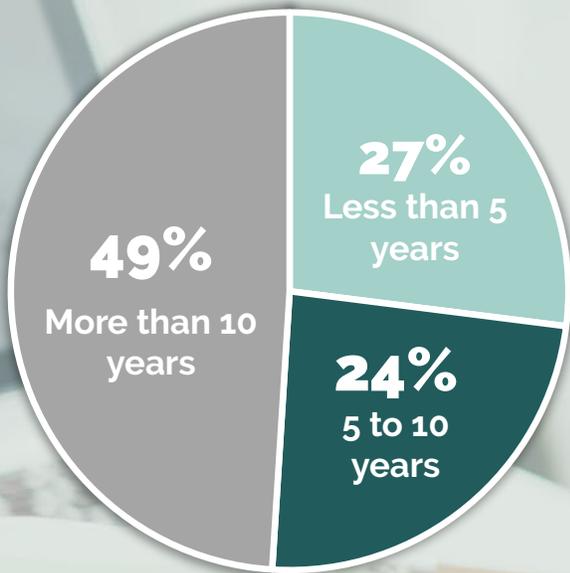
The consultant team in collaboration with the CPAC and City staff, prepared a comprehensive plan survey. The survey was open from July 3, 2019 to August 15, 2019. A total of 222 people

participated in the Live Oak Comprehensive Plan Survey. The survey results are discussed in further detail on the following pages.



Who did we hear from?

HOW LONG HAVE YOU LIVED IN LIVE OAK?



DO YOU LIVE AND/OR WORK IN LIVE OAK?

30%
Live and Work in Live Oak

8%
Work in Live Oak and Live Elsewhere

62%
Live in Live Oak and Work Elsewhere



WHAT IS YOUR AGE?

1%
19 years old or younger

11%
20 to 29 years old

26%
30 to 39 years old

22%
40 to 49 years old

18%
50 to 59 years old

13%
60 to 69 years old

9%
70 to 79 years old

1%
80 years and older

1

What are your priorities regarding your quality of life in Live Oak?



Parks and Recreation

183



Community Appearance

163



Transportation and Roads

159



Entertainment / Activities

146



Businesses and Services

142



Transit and Workability

128



Employment Opportunities

66



Diverse Housing Options

40

Participants were asked to choose their top 5 priorities regarding quality of life out of the 8 options provided in the survey question. The participant was asked to rank their top 5 preferences from 1 to 5, with their top priority being ranked as number 1 and their last priority ranked as number 5. Below is a summary of the results.

Participants most frequently ranked:

No. 1 - Parks and Recreations

No. 2 - Community Appearance

No. 3 - Transportation and Roads

No. 4 - Entertainment / Activities

No. 5 - Businesses and Services

2

What issues regarding each priority are most important to you?

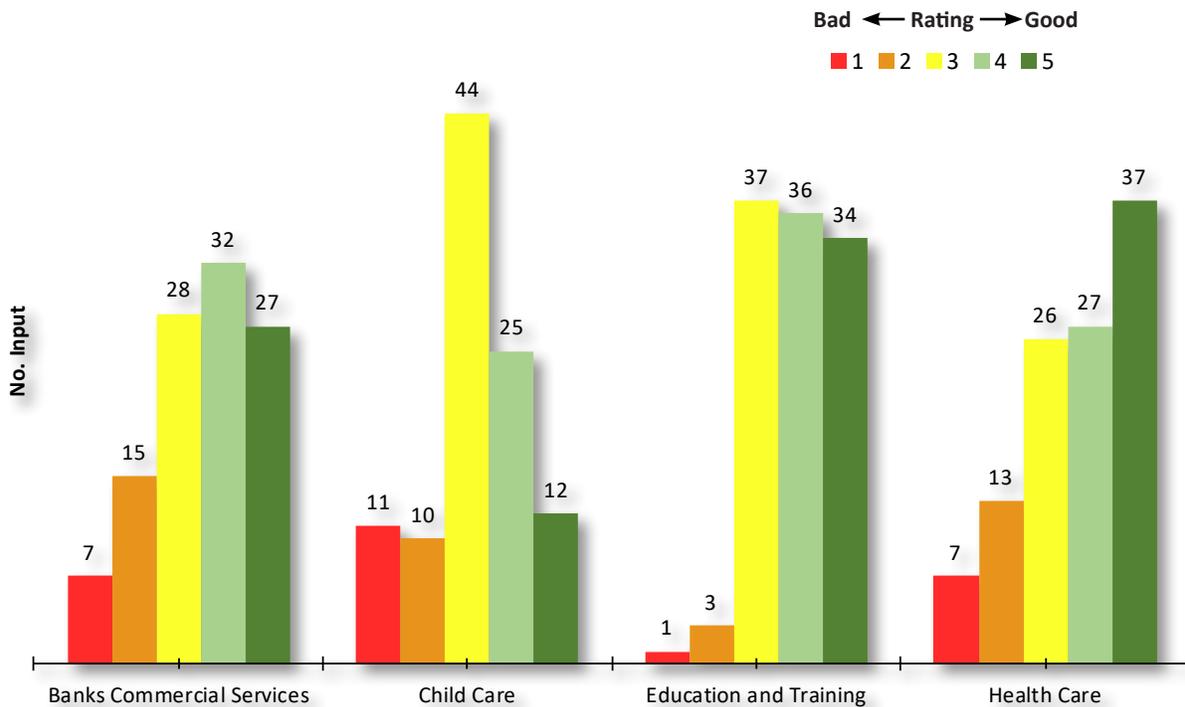
This question supplemented the information collected from the participant in the first survey question. This question was intended to determine what elements regarding each of the top 5 priorities needed to be improved.

Based on the top 5 priorities that were selected, the participant was given a set of 4 to 5 issues for each priority. The participant was then asked to rate each issue with 1 to 5 stars. A 5-star rating signifying an important issue or 1-star signifying a less important issue.

Each table below shows the rating for each of the 4 to 5 issues provided for each priority. The question listed in the survey for each priority is listed above the data table.

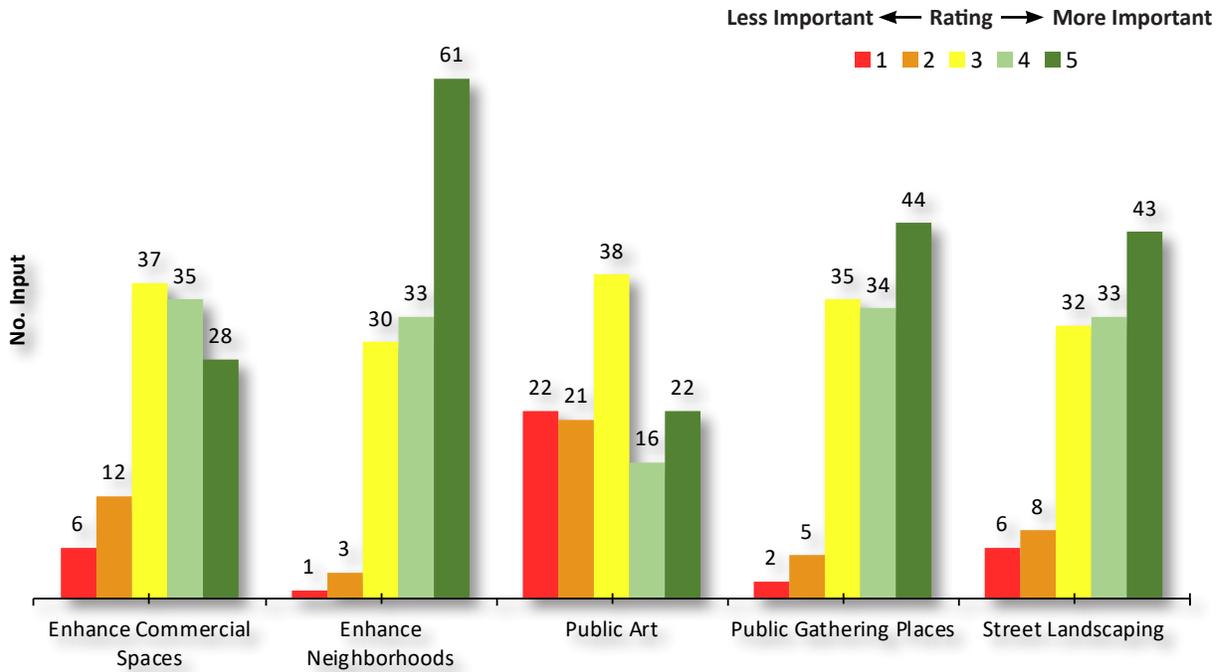
HOW WOULD YOU RATE CURRENT BUSINESSES AND SERVICES?

Business and Services



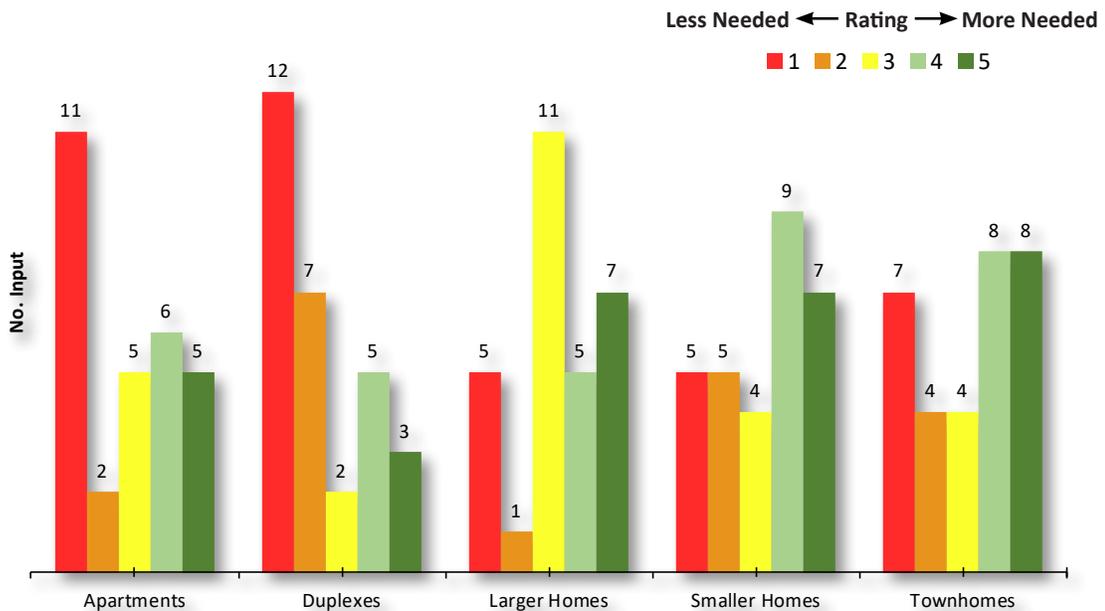
WHICH ASPECTS ARE MOST IMPORTANT TO YOU?

Community Appearance



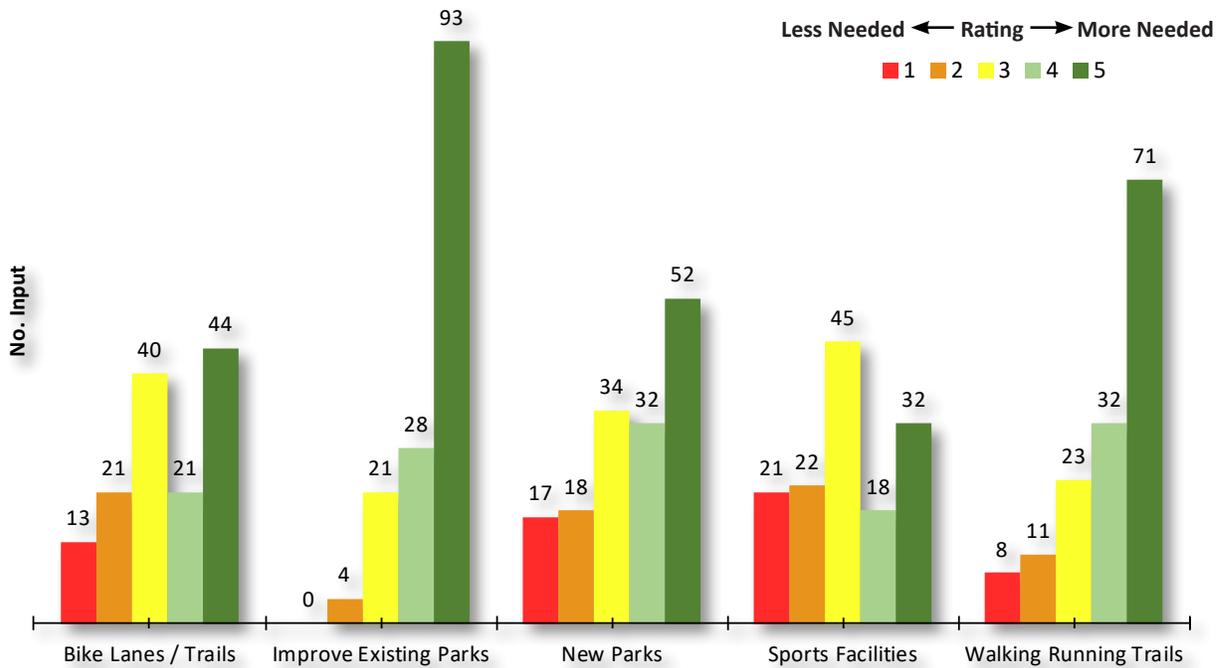
WHICH HOUSING OPTIONS ARE NEEDED IN LIVE OAK?

Diverse Housing Options



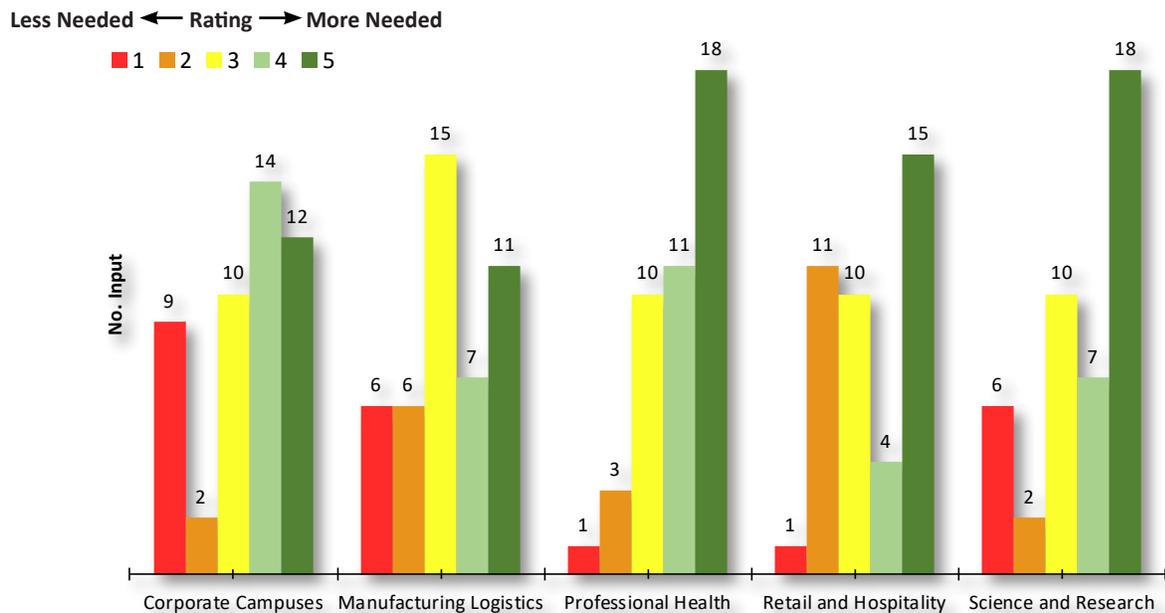
WHICH RECREATIONAL IMPROVEMENTS ARE MOST NEEDED?

Parks and Recreation



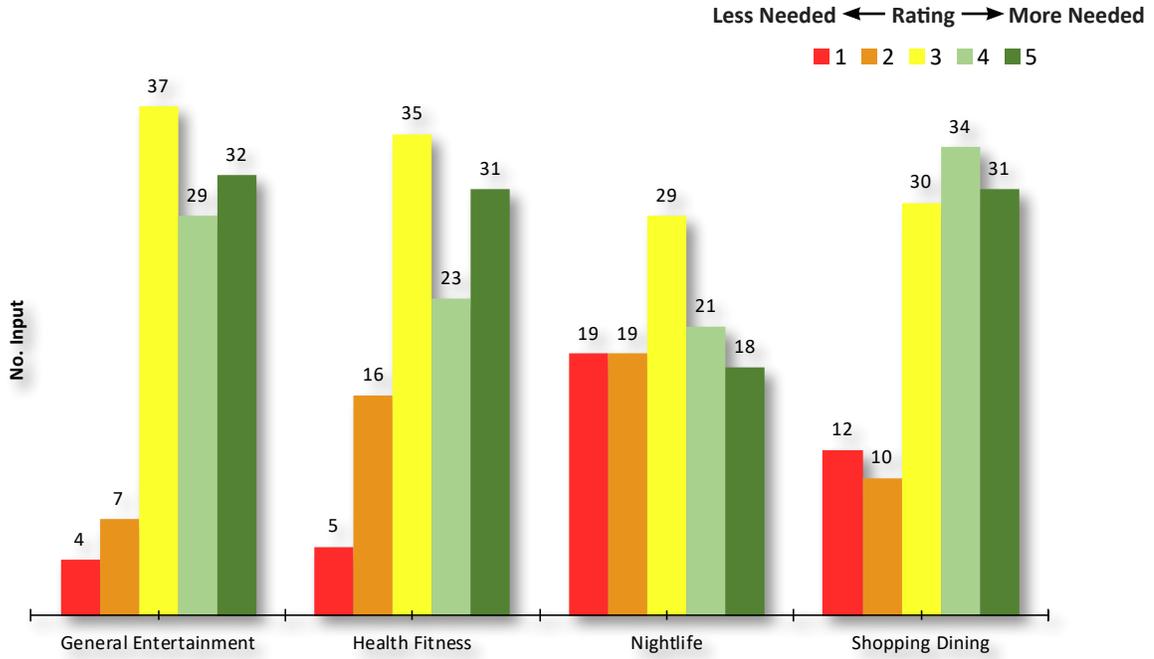
WHAT EMPLOYMENT OPPORTUNITIES ARE NEEDED?

Employment Opportunities



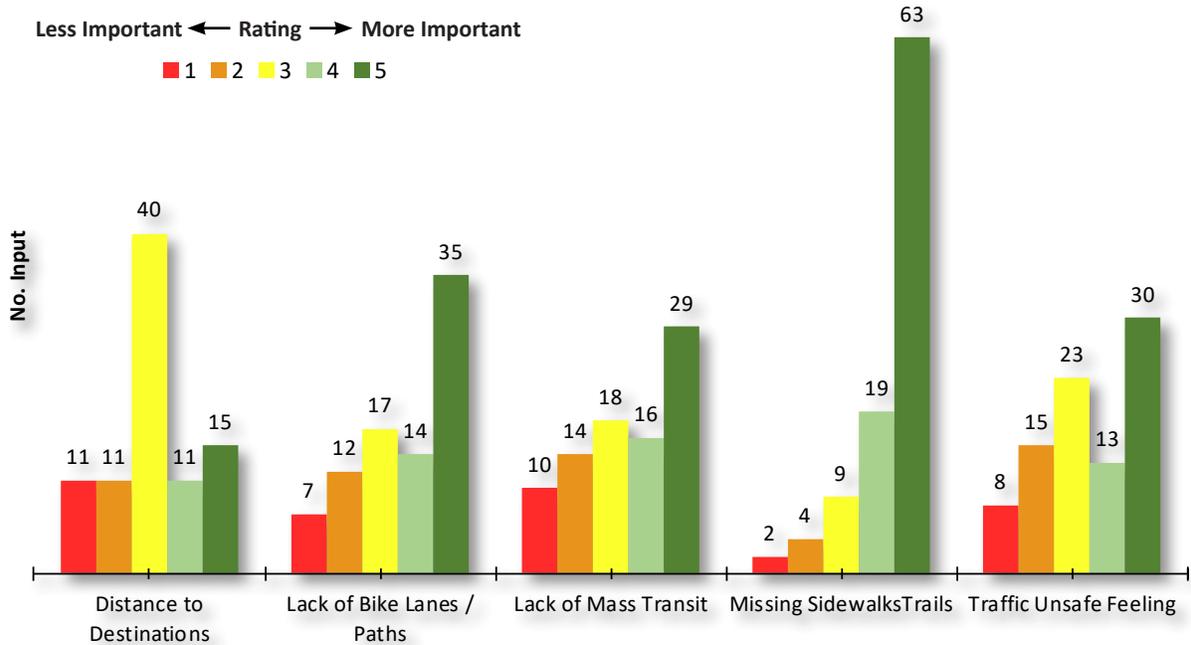
WHAT ENTERTAINMENT AND ACTIVITIES ARE NEEDED?

Entertainment Activities



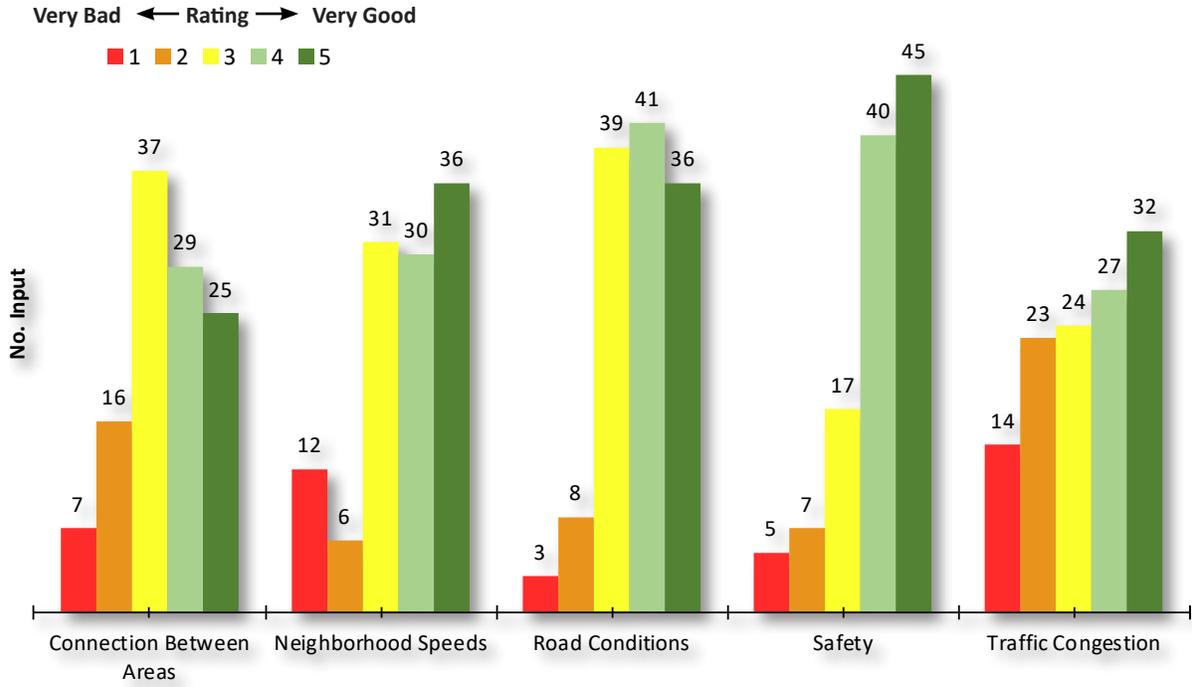
WHAT TRANSIT AND WALKABILITY ISSUES ARE IMPORTANT?

Transit and Walkability



HOW WOULD YOU RATE CURRENT TRANSPORTATION?

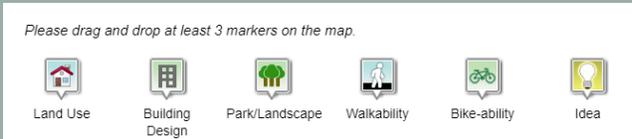
Transportation and Roads



3

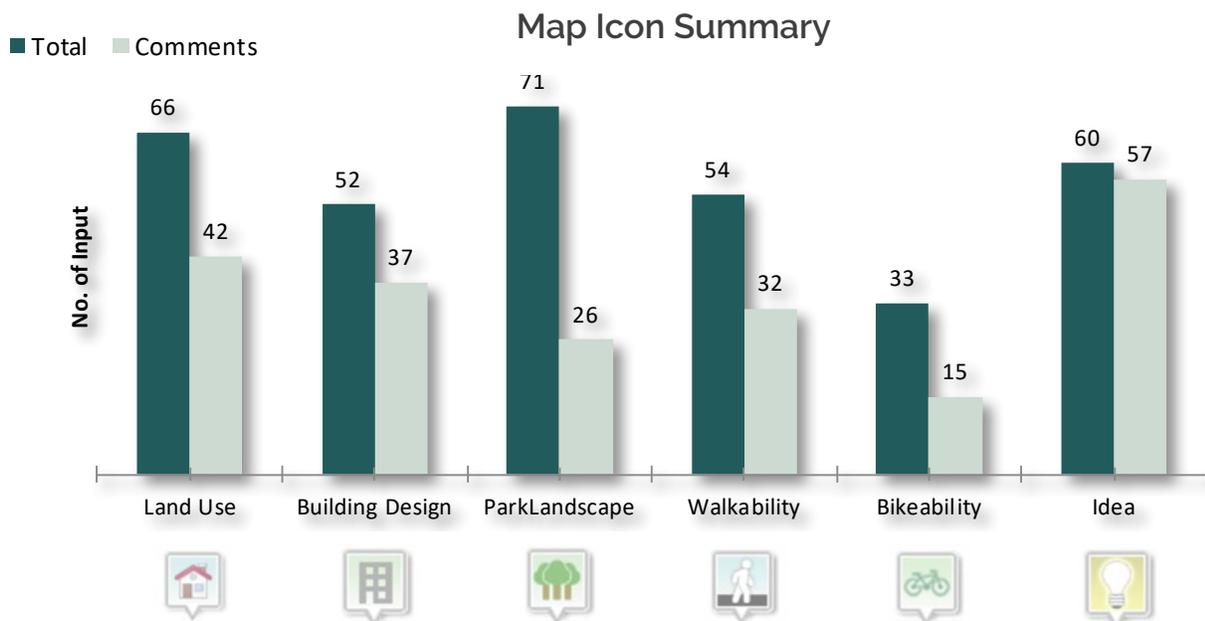
Where in the City are good and bad examples of land use, building design, park/landscape, walkability, or bikeability?

This survey question allowed participants to identify a good and bad example of land use, building design, park, landscape, walkability, or bikeability by dropping the corresponding icon on the Live Oak interactive map. A snapshot of the interactive web map results are shown on page 76. Additionally, the participant also had the opportunity to provide an idea or suggestion for any area of the City by using the light bulb icon.



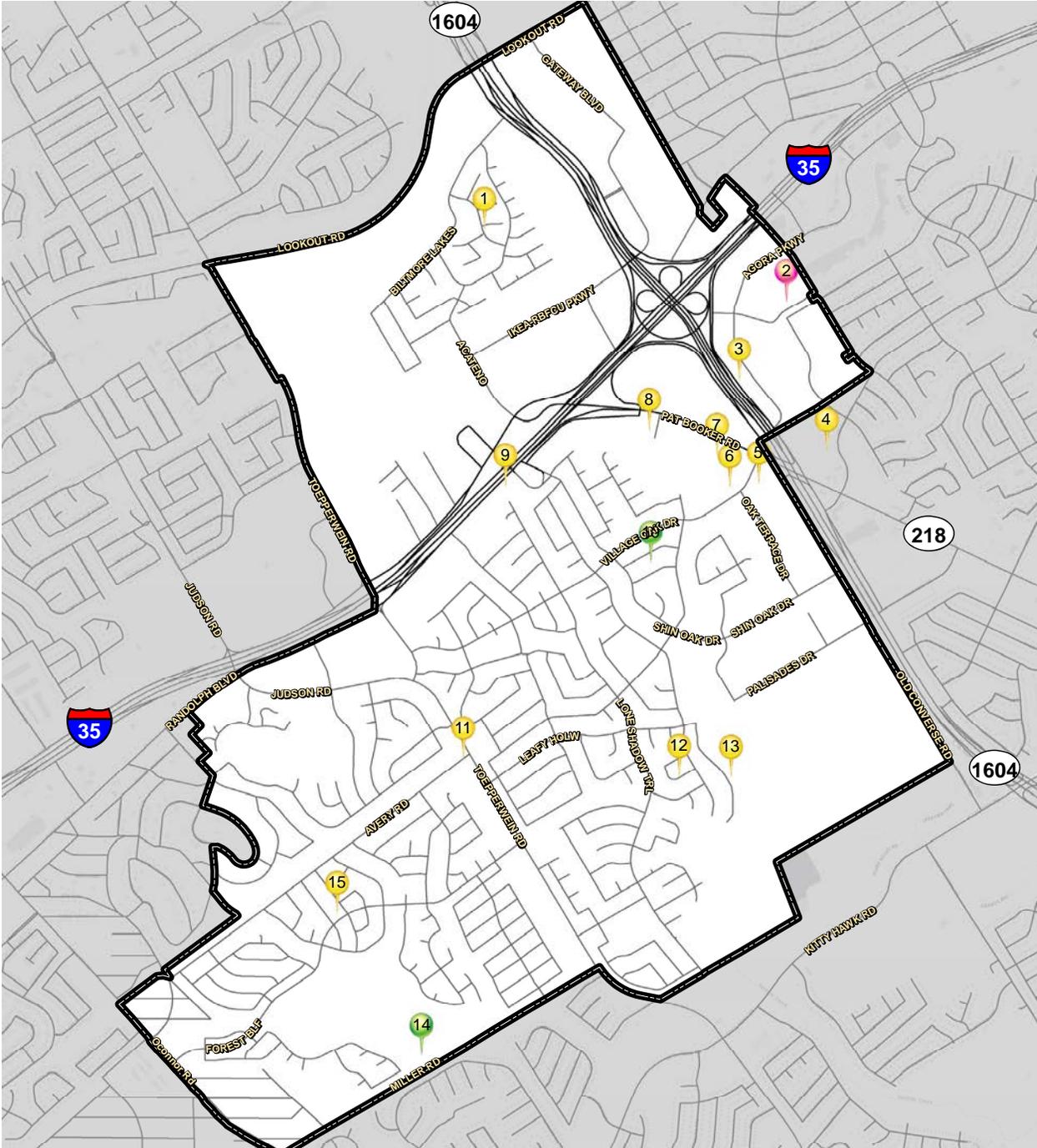
For each pin drop, the participant was also asked to provide an explanation for each pin drop to state why the chosen area was a good or bad example. The table below shows the total number of times each icon was placed on the interactive map and the associated number of comments received for each category.

The maps beginning on page 77 illustrate the good and bad examples for land use, building design, park, landscape, walkability, and bikeability. The map shown on page 82 shows new ideas suggested by participants. Each map, excluding the Idea Map (shown on page 82), show “good” examples with a green marker and “bad” examples with a red marker. Although, most participants indicated whether each pin drop was a “good” or “bad” example some participants did not. The examples that were unclassified are represented with a yellow marker. Approximately, 344 markers and 212 unique comments were provided for all 6 categories, which are shown in the maps beginning on page 77. Refer to page 234 in the Appendix to view unique comments provided for each pin drop.



GOOD AND BAD EXAMPLES OF BIKEABILITY

Map 3.6: Good and Bad Examples of Bikeability



Bikeability



Good Example



Bad Example

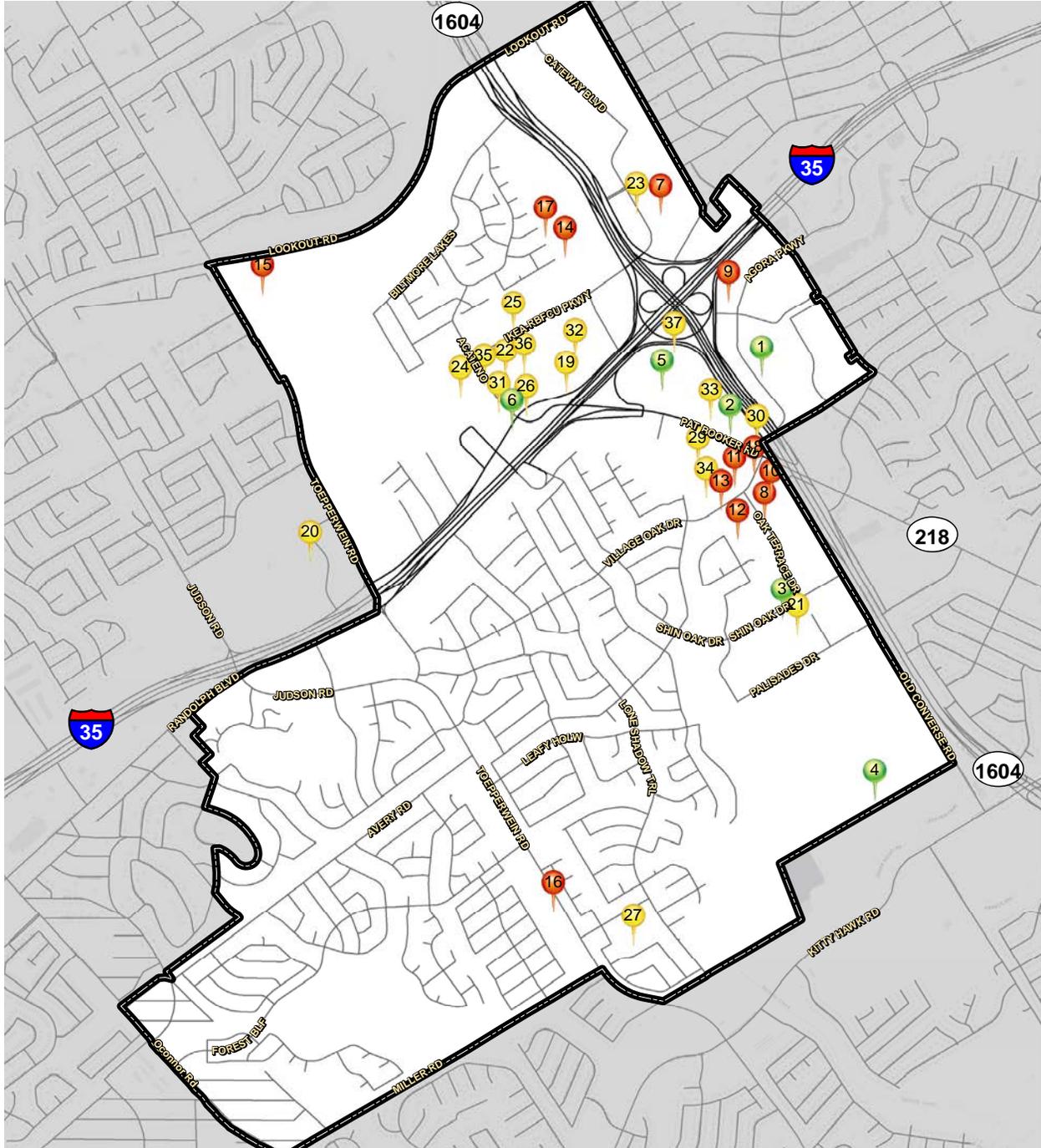


Did not specify "good" or "bad" example



GOOD AND BAD EXAMPLES OF BUILDING DESIGN

Map 3.7: Good and Bad Examples of Building Design



Building Design



Good Example



Bad Example

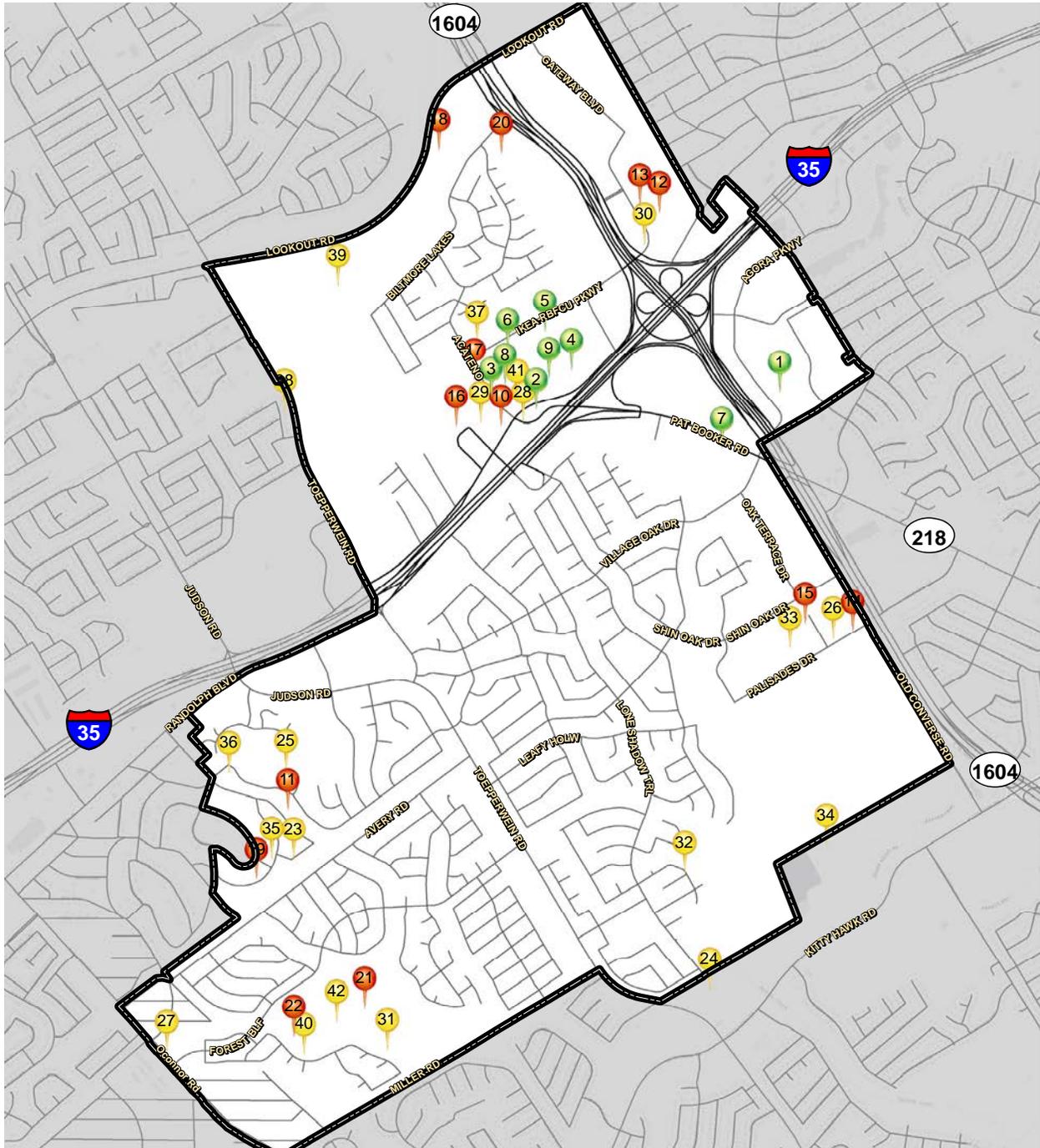


Did not specify "good" or "bad" example



GOOD AND BAD EXAMPLES OF LAND USE

Map 3.8: Good and Bad Examples of Land Use



Land Use



Good Example



Bad Example

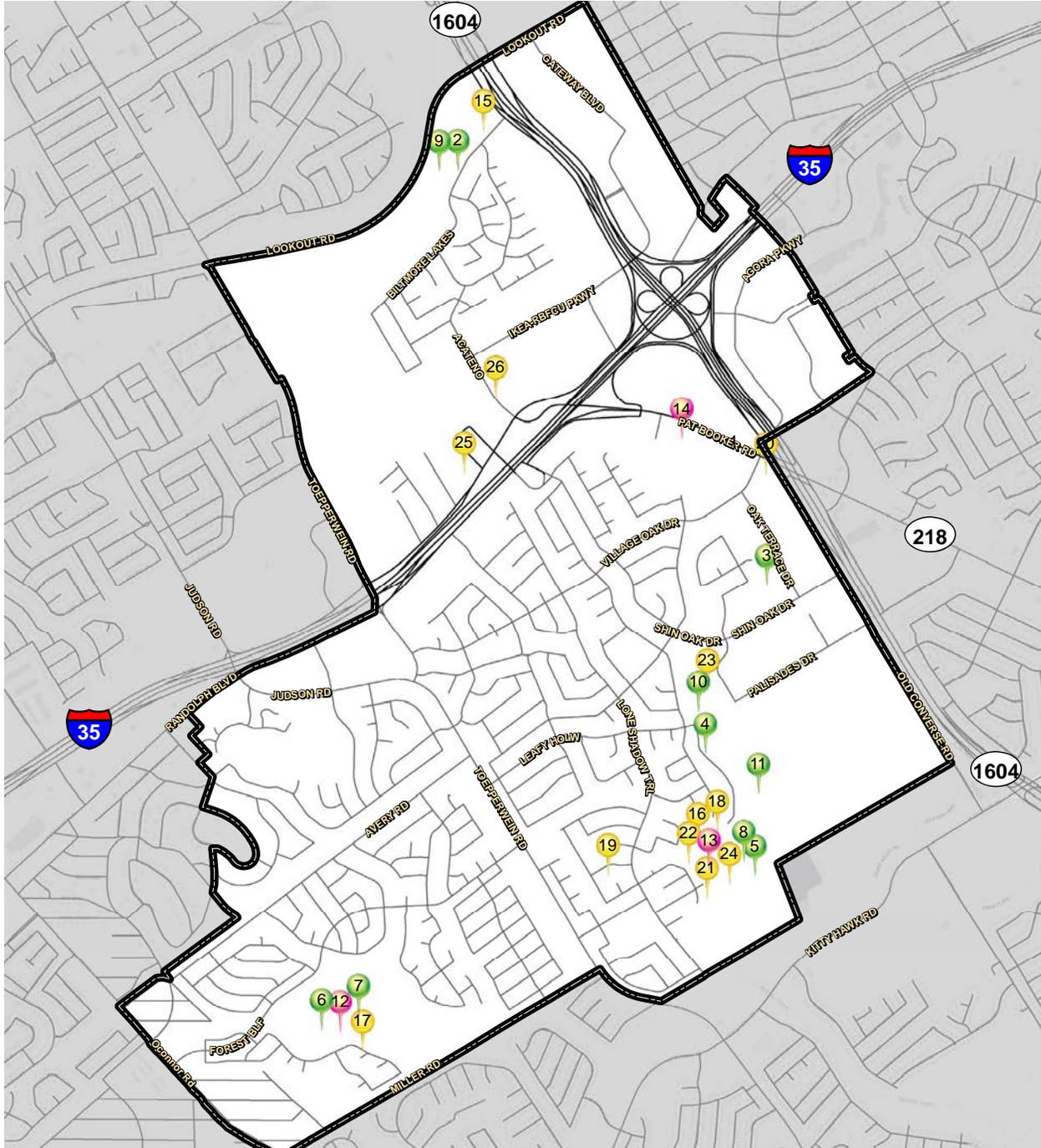


Did not specify "good" or "bad" example



GOOD AND BAD EXAMPLES OF PARK / LANDSCAPE

Map 3.9: Good and Bad Examples of Park / Landscape



Park/Landscape



Good Example



Bad Example

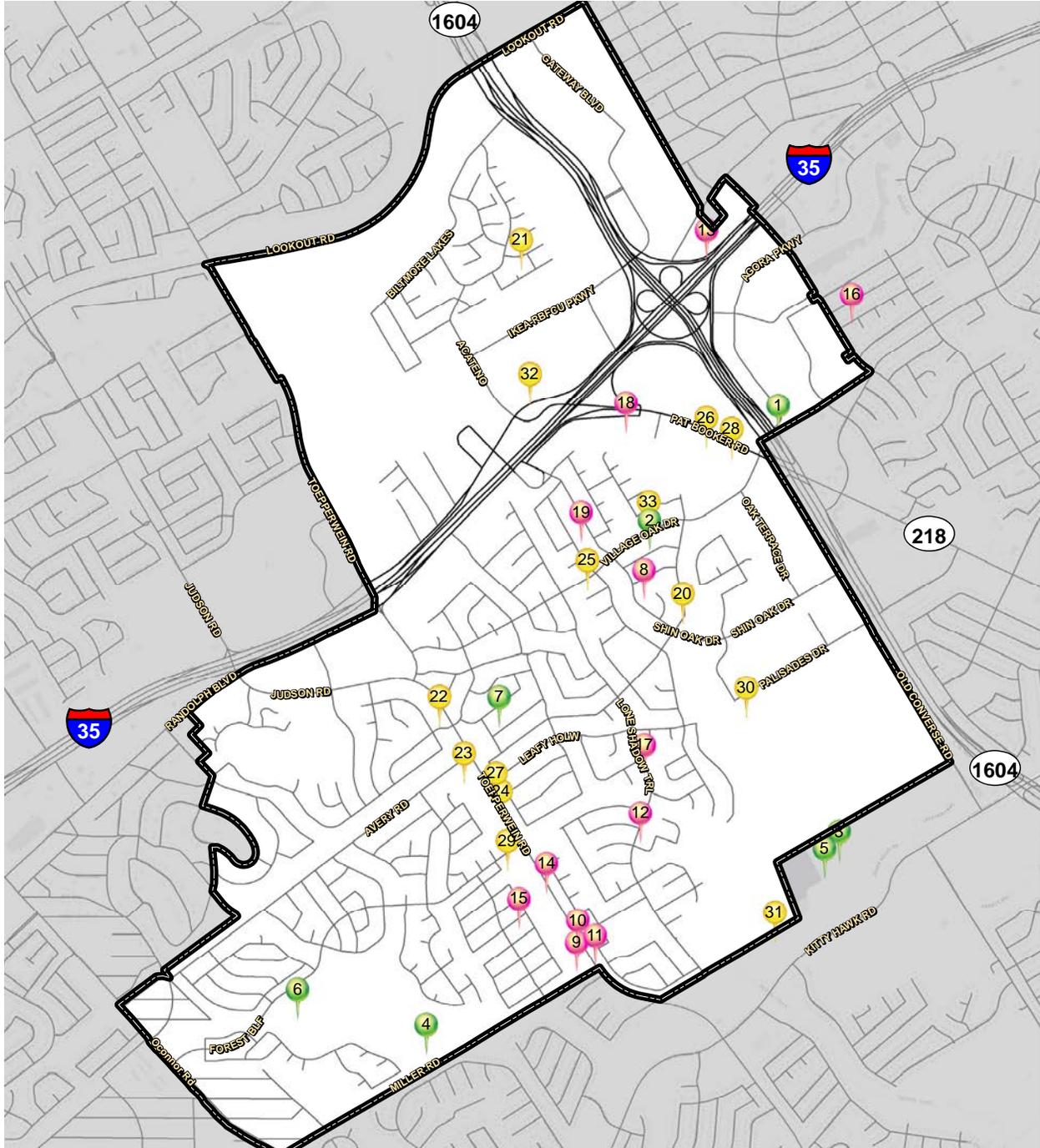


Did not specify "good" or "bad" example



GOOD AND BAD EXAMPLES OF WALKABILITY

Map 3.10: Good and Bad Examples of Walkability



Walkability



Good Example



Bad Example

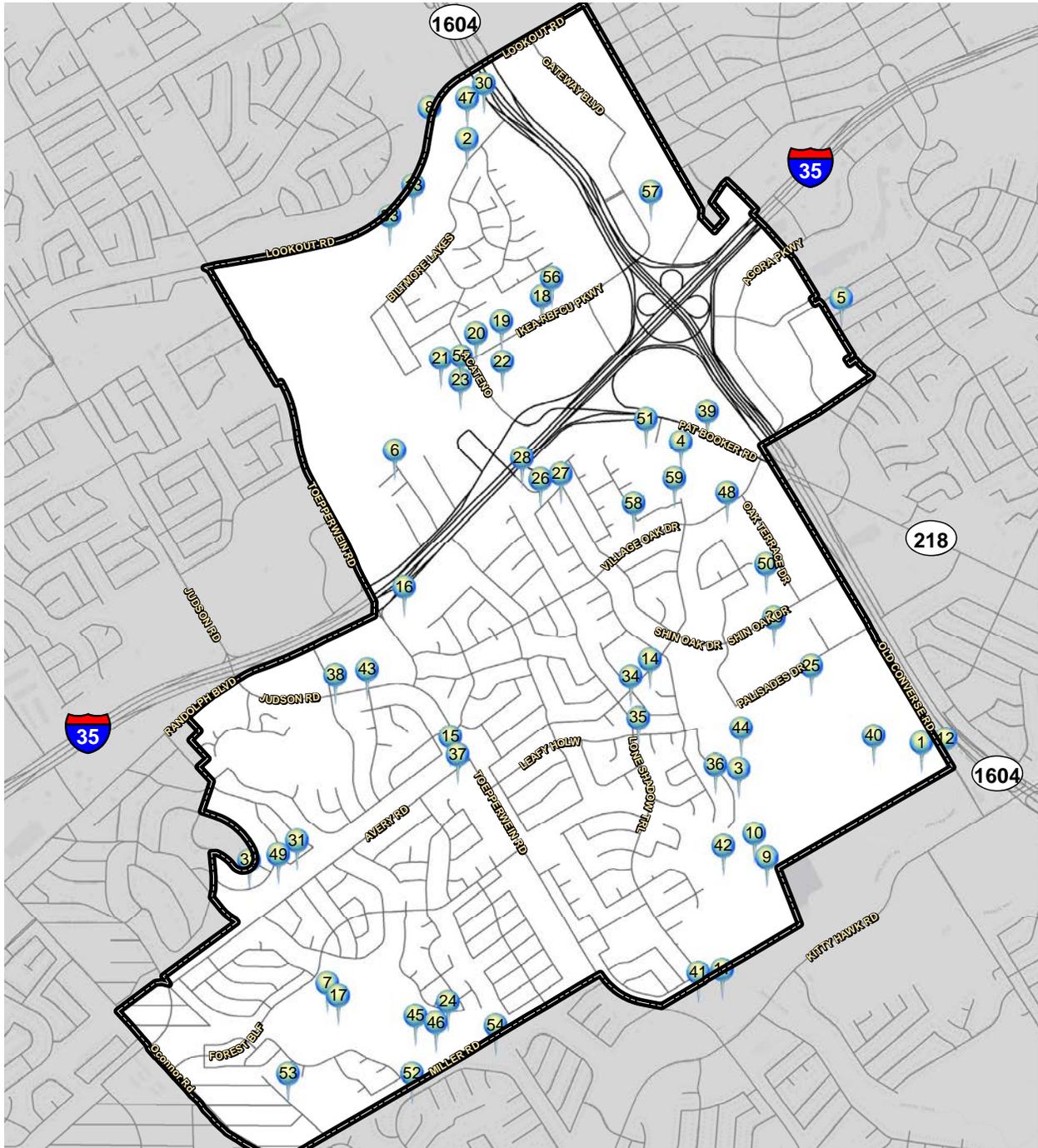


Did not specify "good" or "bad" example



IDEAS MAP

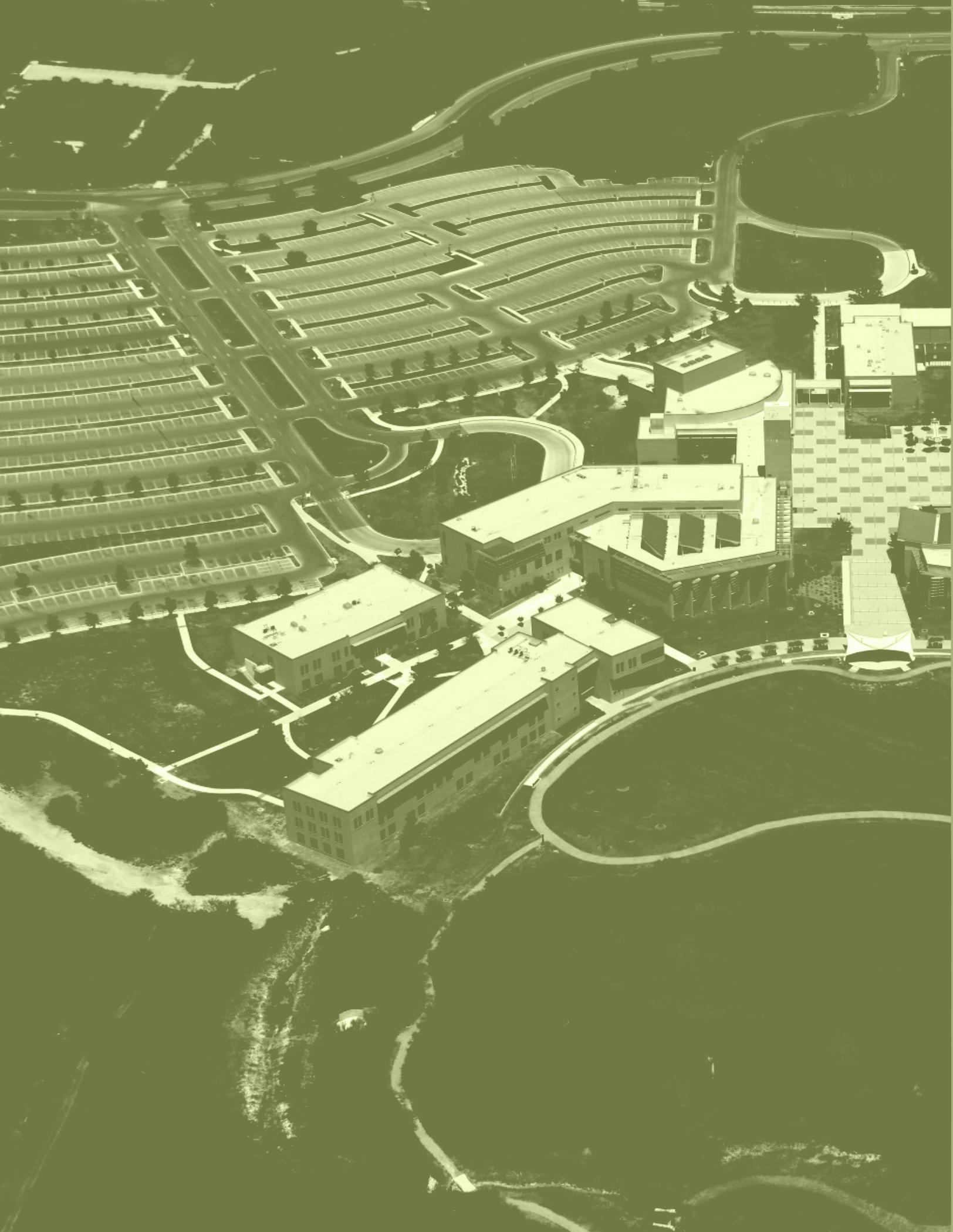
Map 3.11: Ideas Map

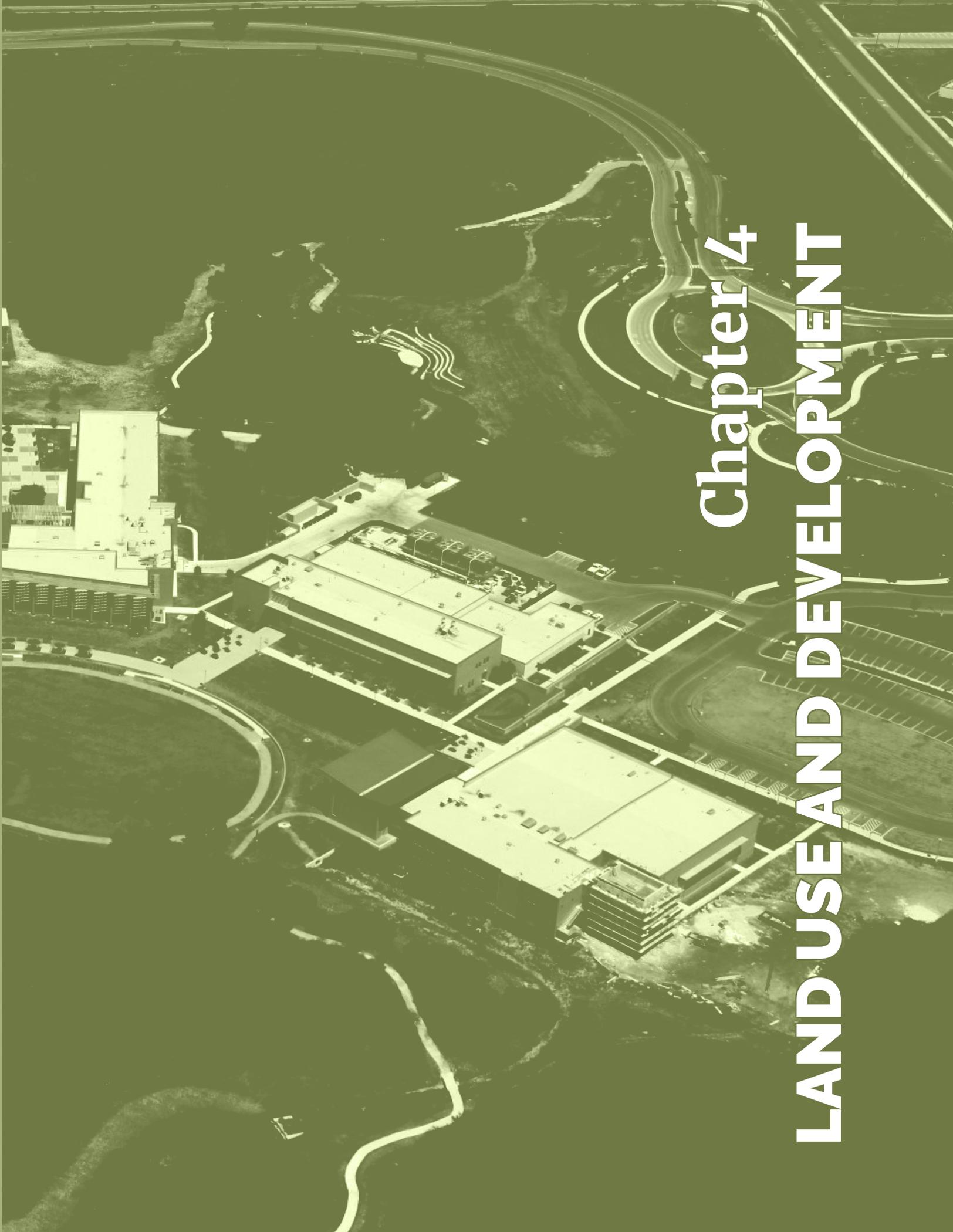


Idea



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Chapter 4

LAND USE AND DEVELOPMENT



LAND USE AND DEVELOPMENT

LAND USE AND DEVELOPMENT

The Future Land Use Plan (FLUP) establishes desired development patterns in the City of Live Oak for the next 10 to 20 years. The Plan serves as the basis by which the City of Live Oak approaches all land use and development decisions made by decision makers, which includes the City Council, Planning and Zoning Commission, and City staff. The land use element of the comprehensive plan not only identifies the appropriate areas in the City for certain land uses, but it also helps the City plan and prepare for anticipated growth. As such, the FLUP serves

as the foundation for the City's water and sewer master plan, thoroughfare plan, parks plan, etc. Land use is a critical factor that determines utility consumption, roadway capacity, and the amount of public services necessary to serve Live Oak residents.

The FLUP helps drive the City's economic engine by establishing a balanced tax base produced by both residential and non-residential land uses. This Plan is designed to preserve the City's assets and capture development opportunities to improve the quality of life for Live Oak residents. The Plan maximizes development, and redevelopment potential by preserving and enhancing key corridors that provide value to City's tax base and residents. The Medical Center, which encompasses the Northeast Methodist Hospital, is a key corridor that provides beneficial services and jobs to the City. Development efforts in the Medical Center should facilitate future hospital expansions and should capture the opportunity to attract complementary uses, such as medical offices to strengthen the medical industry already prevalent in the City.

VISION STATEMENT

“Live Oak is a regional player that leads through forward-thinking approaches to make the community a place of endless opportunity for all. Strategic partnerships alongside public and private investments will make Live Oak resilient, inclusive prosperous and a great place to live and do business.”

As important it is to build upon the City's strengths, it is equally critical to identify areas of the City that are underutilized, but could provide value to the City financially or socially. Vacant retail is more than just a visual blight; It is also a lost tax base, lost job opportunities and valuable land sitting unused.

The FLUP is a strategic tool to reshape and improve the City's current development pattern to best serve the City's interest. This may mean 1) increasing development intensity on commercial and retail sites to maximize sales tax revenue, and 2) diversifying residential densities to encourage a variety of housing options to fit different lifestyles including empty nesters or young professionals, or a combination.

The FLUP was designed to provide financial stability and the resources to further invest in the public improvements desired by the residents of Live Oak, such as expanding the proximity and quality of commercial services, connectivity to parks and trail systems, and a sense of place, an identity.

The development pattern in the FLUP was developed based on numerous interactive sessions with the community, advisory

committee and City staff. The land use pattern proposed in the FLUP is consistent with the City's values and priorities defined in the guiding principles of the Comprehensive Plan. The FLUP is an over-arching policy designed to lead the City in the path to achieve the vision statement in the Comprehensive Plan.

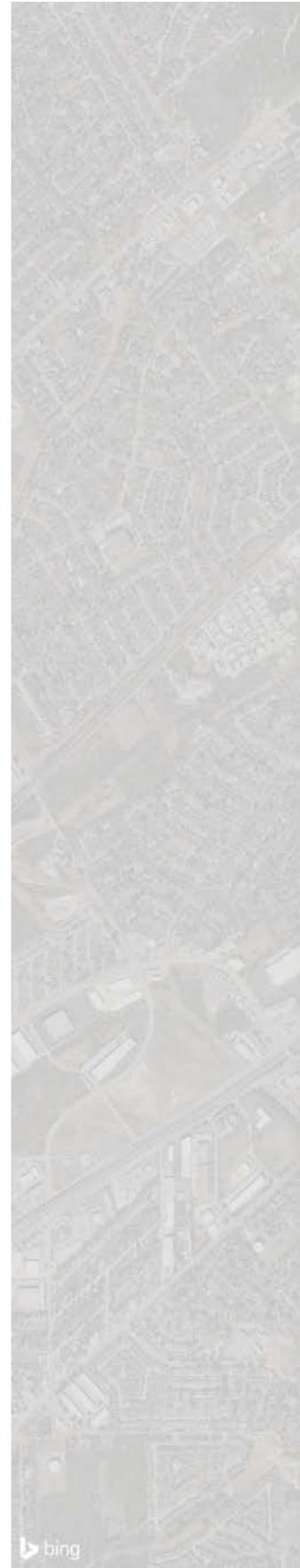
The FLUP identifies appropriate locations for various land uses through "place types." Each place type consist of a combination of land uses, such as residential, retail, and mixed-use. Each place types is defined by unique characteristics or existing assets that can be used to maximize development potential in a particular are of the City in which the place type is assigned. Each place type shown in the FLUP is described in further detail beginninpage 91.

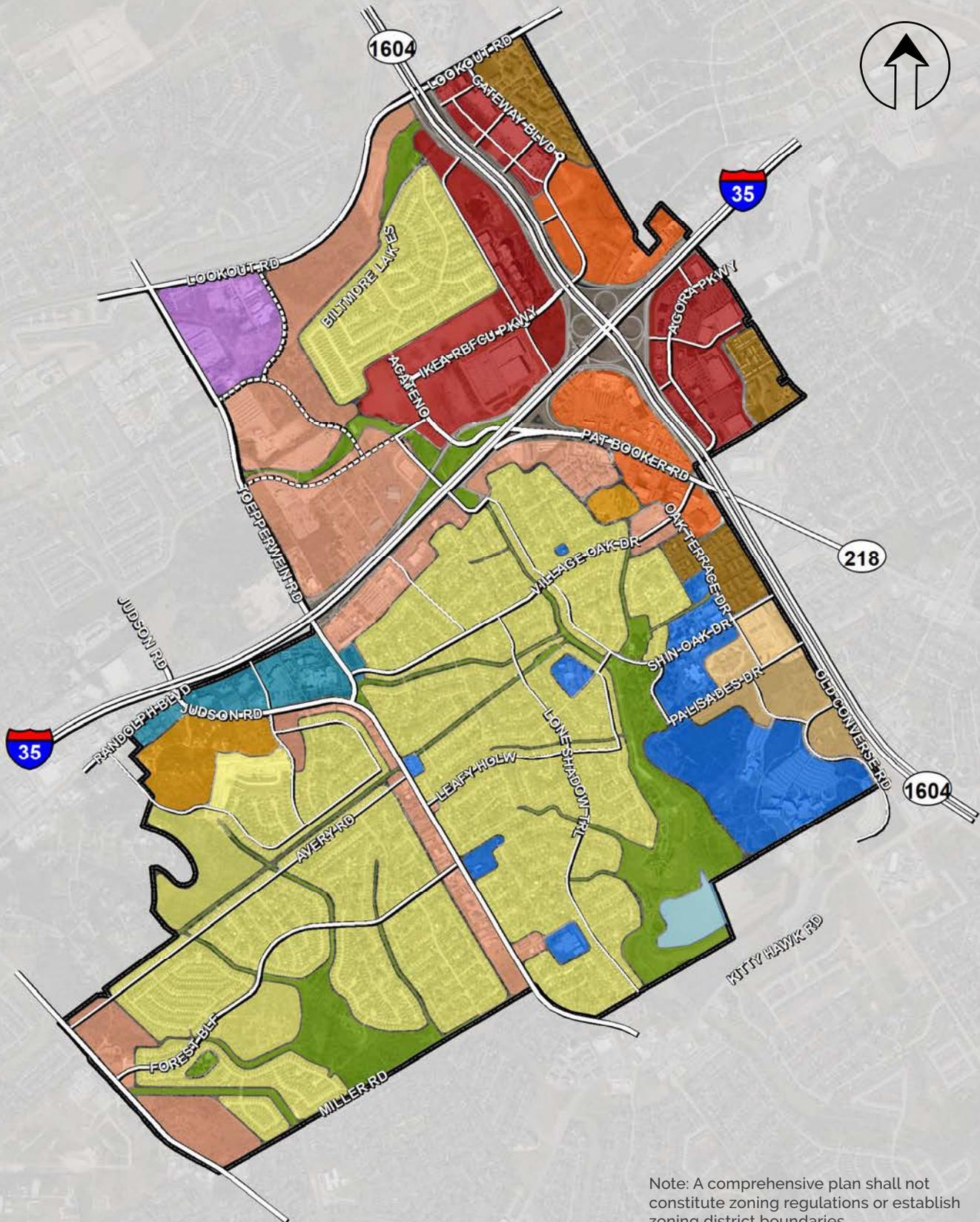
Land use and development requests, such as any zoning requests, will need to conform to the general land use and character defined by the place types in the FLUP. While the FLUP will serve as the foundation for the City's zoning, subdivision, and Capital Improvements Program (CIP), it should not be confused with a zoning map that is a regulatory tool to implement specific development standards.

FUTURE LAND USE PLAN

MAP LEGEND

- Study Area Boundary - - - -
- Low Density Residential ●
- Medium Density Residential ●
- High Density Residential ●
- Commercial Center ●
- Employment Center ●
- Neighborhood Mixed-Use ●
- Mixed-Use Center ●
- Medical Center ●
- Parks / Open Space ●
- Public / Semi-Public ●
- Campus Mixed Use ●
- Lake ●





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

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PLACE TYPES

The FLUP is composed of 11 place types. Each place type was created by analyzing existing conditions to determine the type of land use and development that could improve and reshape the current development pattern. With few vacant parcels remaining, development efforts will be focused on redevelopment. As such, some place types were designed to allow for a mix or combination of land uses that would complement or enhance the general character of the area.

Place types identify a primary use that is accompanied with secondary uses. This strategy allows the City of Live Oak to be flexible with market demands that may change from time to time. Although primary uses should remain consistent throughout the life of the plan, secondary uses have flexibility to change so long as they complement the primary use.



The Forum Shopping Center in Live Oak

LOW DENSITY RESIDENTIAL

Low density residential uses are found in close proximity to neighborhood mixed-use areas and allow up to 8 dwelling units per acre. While some low density areas are currently adjacent to commercial centers, a more appropriate transition between the two would be the medium density residential place type. Low density residential lots are typically 5,000 square feet to 15,000 square feet. Given the predominant small lot size of existing single family lots, townhomes are also an appropriate housing type in this area.



MEDIUM DENSITY RESIDENTIAL

Medium density residential uses primarily support a mix of housing options that may consist of one or more of the following housing types: single family detached, townhomes, cluster housing and duplexes. The medium density residential place type allows up to 14 dwelling units per acre and is intended to diversify residential neighborhoods and provide flexibility for residential infill. This land use provides an appropriate transition from employment centers, commercial centers and high density residential uses to low density residential uses.



HIGH DENSITY RESIDENTIAL

High density residential uses support dense housing options that are placed in walkable or urban environments. This place type allows up to 24 dwelling units per acre and may include apartments, condominiums and townhomes. The dense and compact design of this place type encourages a comprehensive network of walkable streets. High density residential uses can be found near commercial centers, employment centers and mixed-use areas. The high density residential place type was designated only in an areas where multifamily developments currently exist.



COMMERCIAL CENTER

Commercial centers consist of non-residential land uses that meet the needs of both local and regional residents. This includes big box stores and multi-tenant commercial uses. They are typically located at high volume intersections and frame both sides of a highway or arterial. Commercial centers consist of traditional and suburban commercial development where buildings are situated behind large surface parking lots that front the roadway.



EMPLOYMENT CENTER

The employment center place type encourages a mix of professional and service uses including offices, research and development facilities, warehousing, advanced manufacturing and logistic hubs. Given the nature of the type of businesses that may be located in this place type, additional aesthetic and landscaping enhancements are recommended to protect adjacent property values.



NEIGHBORHOOD MIXED-USE

The neighborhood mixed-use place type allows a combination of dense residential and non-residential uses in a compact design to create a walkable environment. This place type encourages a maximum of 14 dwelling units per acre. Neighborhood mixed-use areas allow residential units in close proximity to goods, services and civic activities, thus reducing the dependence on the car. Neighborhood mixed-use places a great emphasis on the following design elements: scale (the intensity and density of development and uses); mix of housing; walkability; the public realm; parking location; and accessibility to parks, civic spaces and neighborhood services. This place type is typically situated around an activity-generating element of the city to create an active public gathering spot. This place type can take shape as both vertical and horizontal mixed use.



MIXED-USE CENTER

The mixed-use center place type offers a place for the residents of Live Oak to live, shop, work and play in one area that includes a mixture of housing types within a close proximity to the goods and services residents needs on a daily basis. This place type typically includes a higher intensity of uses developed in an urban development style. This place type encourages a maximum of 40 dwelling units per acre, and no more than 33 percent of the ground floor may be composed of residential uses. Similar to neighborhood mixed-use, it places a great emphasis on the following design elements: scale (the intensity and density of development and uses); mix of housing; walkability; the public realm; parking location; and accessibility to parks, civic spaces and neighborhood services. However, unlike neighborhood mixed-use, this place type focuses on vertical mixed use. Vertical mixed use incorporates multiple uses in one building on different floors. For example, a building could have shops and dining on the first floor and residential and office on the remaining floors.



MEDICAL CENTER

The medical center emphasizes land uses that complement and support the Northeast Methodist Hospital. This consists of professional and medical offices and, although secondary, some supporting commercial uses. Buildings may vary in size, ranging from medical clinics to large medical office buildings.



PARKS / OPEN SPACE

This place type consists of parks, recreational facilities, and open spaces that are currently in existence or planned. Parks and open spaces are permitted within the area and may increase as the population grows in the future. In addition, existing drainage ways and future trail opportunities are captured in this category.



PUBLIC / SEMI-PUBLIC

The public / semi-public place type includes uses that are governmental, institutional or religious in nature. Public / semi-public uses may be community facilities, fire and police facilities, schools, place of worship, and any additional land used by the City for storage or utilities.



CAMPUS MIXED-USE

The campus mixed-use place type encourages land uses that complement and support Northeast Lakeview College. This includes a diversity of housing options in combination with entertainment, goods and services in a close proximity. This place type allows up to 40 dwelling units per acre. The campus mixed-use place type emphasizes dense and compact design to facilitate walkability and connectivity to the college. Development within this place type can consist of both vertical and horizontal mixed use. Housing options may include urban style apartments, townhomes, cluster housing and duplexes. This area intentionally captures a portion of the campus itself in order to provide policy support for such development within the campus, such as public-private partnerships.



Aerial View of Northeast Lakeview College



MIXED-USE PLACE TYPES

There are 3 type of mixed-use place types in the FLUP, consisting of Neighborhood Mixed-Use, Mixed-Use Center, and Campus Mixed-Use. The mixed-use place types are designated in areas where a combination of dense non-residential and residential uses are appropriate to create walkable and pedestrian focused destinations. The mixed-use place types are intended to diversify the type of development that currently exists in the City of Live Oak.

Many of the commercial establishments that exist in Live Oak serve a single land use, either commercial or residential, but never a combination of both. The mixed-use place types encourage redevelopment by allowing a combination of residential, commercial, and

institutional land uses to co-exist in one space where they are physically and functionally integrated. The FLUP utilizes the mixed-use place types to transform underutilized sites, such as the commercial strip with high vacancies and too much parking, to encourage reinvestment in underutilized commercial areas of the City.

The first step in revitalizing and improving the type of development that exists in the City is to identify areas of opportunity. This allows the City to target specific areas of the City to focus their efforts on. Most importantly, mixed-use place types will identify the strategies to transform opportunity areas into walkable and vibrant gathering spaces where people want to be.

MIXED-USE ELEMENTS

Mixed-use place types are centered around people. The elements listed below are pedestrian-focused and were created by considering the factors that will draw people into these spaces. People need to have a comfortable and safe space. The built environment heavily

contributes to the safety and comfort of an environment. These elements are the strategies that accomplish this, and they can be implemented in the City's land development regulations to create change.

ASSEMBLE GREAT STREETS

Streets near areas identified as mixed-use place types are wide and designed to carry high traffic volumes and offer very little shade. The first step to creating more walkable streets is by reusing right-of-way space to optimize and balance cars and pedestrians.

Sidewalks should be wide, have shading, either provided by street trees or awnings. Likewise, they should be enhanced with street furniture, such as benches and outdoor lighting. All these factors create a public space that people want to use, and even result in a safer environment for pedestrians.

ENCOURAGE STREET ORIENTED ARCHITECTURE

Buildings play a significant role in creating a pedestrian, desirable environment. They create an urban walkable environment by orienting entrances to the street instead of a parking lot and incorporating an ornate store front to welcome and attract pedestrians. A well-designed store

front establishes an entry feature that provides shelter or shading to protect pedestrians from all weather conditions. Store front windows that line the street should connect private retail spaces with public spaces (or pedestrian zones).

EMBRACE A MIX OF USES

Mixed-use place types should accommodate spaces to live, work, and play. Mixed-use place types deviate from conventional practices of designing buildings for a single use or type of development. Allowing a diverse range land uses to coexist will allow people to work, live, or

shop in an area where everything is in a close proximity. Within a short walk, people in Live Oak can go to work, grocery shopping, or to the park. Such places can attract people from elsewhere due to the pleasant experience.

EMBRACE PUBLIC FORMS OF TRANSIT

Mixed-use place types need to focus on moving people around the City by other forms of transit instead of the personal auto. Designing spaces to primarily accommodate cars create auto-dominated spaces. Streets should be redesigned to create shared spaces for all users. Additionally, the City can invest in public initiatives to provide forms of public transit. VIA Metropolitan Transit Agency could consider a policy similar to Capital Metropolitan Transit Agency in Austin, in which non-member cities adopt transit development plans and then contract for service.

Since a public transit service does not exist in the City Live Oak it can consider funding a micro-transit alternative in partnership with a public or private transit agency. A ride-sharing program can offer residents access to commercial centers or neighborhoods for a set fee per ride. As opposed to establishing a fixed route system, the

ride sharing program can focus routes based on passenger demand. With the right platform, the ride-share program can design an application to create virtual bus stops or pick-up stops to serve multiple riders without fixed routes and schedules.

A micro-transit service can focus on local routes instead of regional routes that go to neighboring cities. Cities around the United States have already launched similar initiatives in which a city can implement a similar platform, including Columbus, Ohio (Via Microtransit Pilot). Other popular options also include platforms, where people can rent scooters and bikes through a mobile application and leave them in any public space in the City once they are finished using them. Such services could serve as an important last mile link.

CONDUCT WALKABILITY ASSESSMENTS

The purpose of the mixed-use place types is to connect neighborhoods to commercial services and overall increase the pedestrian connectivity throughout the City. In order to evaluate the City's success, it is important to find a way to track and measure progress. Consider incorporating the "15-minute neighborhood" policy. This concept strives to intensify the amount of land uses located in an area to create residential hubs where grocery stores, key household services, public transit service mobility options, parks, and libraries are within a 15-minute walk from residences.

Although the City of Live Oak may be far from this, it is important to know what this metric is today for the City of Live Oak to implement initiatives that will help the City get closer to this concept. To measure the walkability of a neighborhood, conduct a walk assessment that evaluates the streets, sidewalks, and physical activity spaces in each neighborhood. This will help find the best walking route where people feel safe and are the most common routes. The information collected from this assessment can be used to create a walking map showing established routes and routes to be improved.

Figure 4.16 on **page 101** shows the criteria evaluated for a walkability assessment.

Walkability Assessment

Divide the City's neighborhood into smaller study areas to conduct the walkability assessment. Print a map of the study areas to document notes for each street within the area being evaluated. The evaluator should walk each street within the study area and write all positive and negative aspects of the walk by using the study area map to document their observations. Each street evaluation should conclude with a brief description of the assets or the issues for each street. The evaluator will consider the questions below during their street evaluation.

Sidewalks

- Is a sidewalk present? Is it wide enough?
- Is the sidewalk cracked or broken?
- Does the sidewalk have gaps or end suddenly?
- Are there trip hazards or accessibility issues?

Safety

- Does it feel safe to walk?
- Are there areas that seem dangerous?
- Is traffic too fast?
- Is it well lit?
- Do you feel safe crossing the street?

Neighborhood

- Are buildings well maintained?
- Are there vacant buildings?
- Are there places to shop?
- Are there destinations to which you would walk?

Community and Recreation

- Are other people out walking?
- Are there places to gather as a community?
- Are there playgrounds or parks?
- Are parks unsafe or unmaintained?

BENEFITS OF MIXED-USE PLACE TYPES

Mixed-use developments do much more than provide a face lift. They also help spread market risk. Mixed-use developments do not hinge on the market demand for only one use. Therefore, if one use fails the remainder of the project remains viable. In typical commercial strip centers, a main anchor or retailer drives the success of the entire shopping center. In a well designed mixed-use development, the loss of a key anchor would not lead the rest of the development to ruin.

Mixed-use centers create long-term value. They have a higher likelihood of appreciating in the long term as activities from different uses reinforce one another and rents reflect higher pedestrian traffic and improved pedestrian amenities. The proximity to jobs and services reduces transportation costs to residents. In homage to the needs of real estate developers

that need faster returns on investment, mixed-use redevelopment creates a higher, short-term value. Once approved, portions of the site can be sold to third party developers at a higher price than if the entire site had been sold for land value only.

These centers help connect neighborhoods with commercial services and focus on creating walkable destinations. Well designed mixed-use centers can become activity generators or "hot spots" for people to meet and gather. Activity generators increase community interaction, which help establish a sense of belonging, community identity, and pride.

NEXT STEPS TO IMPLEMENT MIXED-USE PLACE TYPES

ESTABLISH MIXED-USE STANDARDS AND EXPECTATIONS

The City's regulatory tools will be used to execute the City's vision for mixed-use place types. Following adoption of the comprehensive plan a steering committee should be organized to establish mixed-use guidelines. Guidelines should then be implemented into the City's development standards. Building consensus on the City's expectations for mixed-use

development will help build strong support for this type of development and set clear expectations for the development community on the City's expectations for a mixed-use development. In order to achieve particularly strong, high quality design, Live Oak should use bonuses and similar regulatory incentives.

SUPPORT PUBLIC AND PRIVATE PARTNERSHIPS

Successful projects are built with trusting public-private partnerships. The City can play a big role in the planning and financing of a mixed-use project. The City can implement economic incentives to alleviate financial burden of mixed-use development where utility relocation, construction of a public parking garage, sidewalk reconstruction, and the construction of other

public amenities are required to leverage private capital. Economic development tools, such as Tax Increment Reinvestment Zones (TIRZ), can also be used to increase funding to reinvest in a particular areas of the City. Public and private partnership are also critical in establishing new transit initiatives such as micro-transit options.

ADOPT A COMPLETE STREET POLICY

Establish a comprehensive shared street network for pedestrians, cyclists and vehicles by creating and adopting a complete street policy. Complete streets are designed to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Complete streets are context sensitive and there is no singular design prescription for complete streets. A complete street initiative should be implemented to

redesign roadways in residential neighborhoods, mixed-use centers and commercial centers. Complete streets help bridge land use and mobility strategies, land use and transportation significantly impact one another.



PLACE TYPE BREAKDOWN

The place type distribution reflected on the FLUP is shown in **Figure 4.17** and the remaining vacant areas for each place type is shown in **Figure 4.18**. **Map 4.13** shows the location of vacant land per place type corresponding with **Figure 4.18**. Based on this distribution, the City has an opportunity to increase its fiscal position through the tax revenue that can be collected from non-residential land uses specifically areas of the City situated in campus mixed-use (2.6 percent), employment center (2.2 percent), medical center (2.0 percent), mixed-use center (4.9 percent), neighborhood mixed-use (14.7 percent), and commercial center (17 percent) .

Additionally, the mixed-use place types encourage reinvestment in existing and underutilized commercial areas by allowing for land use and development flexibility. Increasing the City's commercial and sales tax revenue can also increase the City's resources to invest in the City's public amenities that improve the quality of life for Live Oak residents. It also open opportunity for residents to access new businesses and services.

Table 4.8: Ultimate Population Capacity Estimates

	Vacant Area	ROW Reduction	DUA ¹	Occupancy Rate ²	PPH ³	Future Projections		
						Housing Units	Households	Population
Low Density Res.	54	30%	8 ⁴	97%	3.2	302	293	939
Medium Density Res.	44	15%	8	97%	3.2	299	290	929
High Density Res.	3	10%	24	97%	3.2	65	63	201
Neighborhood MU	184	10%	16	97%	1.7	2,645	2,566	4,362
Mixed-Use	55	10%	20	97%	1.7	990	960	1,633
Campus Mixed-Use	46	10%	12	97%	1.7	494	479	814
Ultimate Capacity with Vacant Areas						4,795	4,651	8,877
Current (2019) City Limit Population Estimate						6,450	6,228	15,335
Build out Population within City Limits						11,245	10,879	24,212

Notes:

- ¹ Dwelling unit per acre (net acreage)
- ² Occupancy rate (96.6%) was obtained from the 2013-2017 American Community Survey 5-year estimates
- ³ Persons per household (2.65) was obtained from the 2013-2017 American Community Survey 5-year estimates
- ⁴ Eight dwelling units per acre may be allowed for low density residential through regulatory incentives for high quality development standards established by City staff

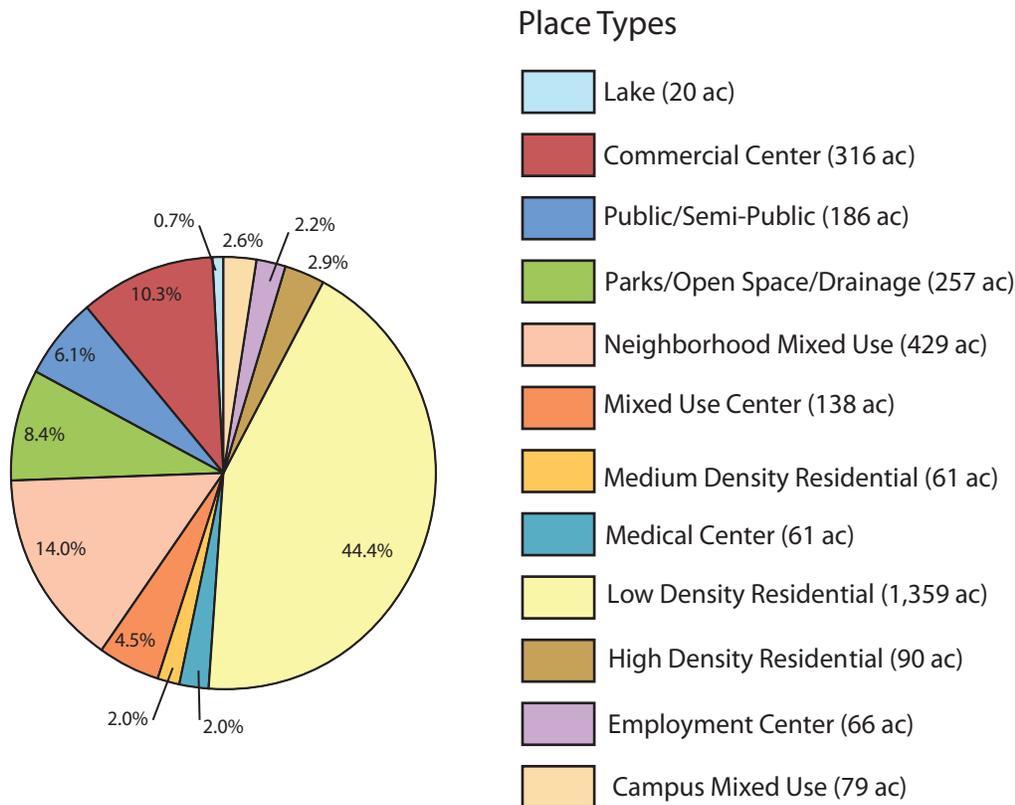
ULTIMATE POPULATION CAPACITY

Ultimate capacity, or build out, is the maximum number of residents the City can support given available land within its current City limits. An estimate of the City's population at full build out based is shown in **Table 4.8** and is based on the place types designated in the FLUP.

Since the City of Live Oak is landlocked and does not have an extraterritorial jurisdiction, the City has already reached approximately 63 percent of its ultimate capacity. At full build out it is estimated that the City of Live Oak could reach a population of approximately 24,212 persons. This means the City could add about 8,877 new residents to its existing population if the remaining vacant land was build out to the maximum densities shown in the table below. However, it is unlikely that the City of Live Oak

would reach the projected population estimate because, at an excellent or high annual growth rate of 3.5 percent the City is estimated to reach a population of 18,2013 people in 2040. Historically, the City of Live has increased in population by approximately 3.0 percent. The City can anticipate a population of 17,777 people in 2040 if they continue on the current growth trend. Refer to **Table 2.2 (page 15)** in the Community Snapshot chapter to view Live Oak's population projections to 2040. Since the City is landlocked and there is a small amount of vacant land remaining, future population growth will come from in and out migration and infill/redevelopment opportunities. **Map 4.13 on page 107** shows vacant land per place type remaining in the City of Live Oak.

Figure 4.17: Future Land Use Plan Place Type Breakdown

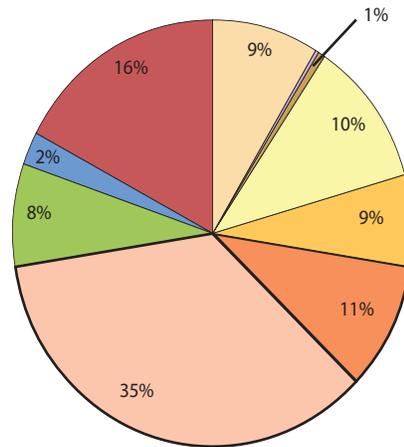


Notes: The total acreage noted above (approximately 2,812 acres) excludes the total land area utilized for right-of-way (approximately 558 acres). The total acreage for the City of Live Oak is approximately 3,062 acres as reflected in Table 2.7 (Existing Land Use Distribution) in the Community Snapshot chapter.

Figure 4.18: Vacant Land per Place Type

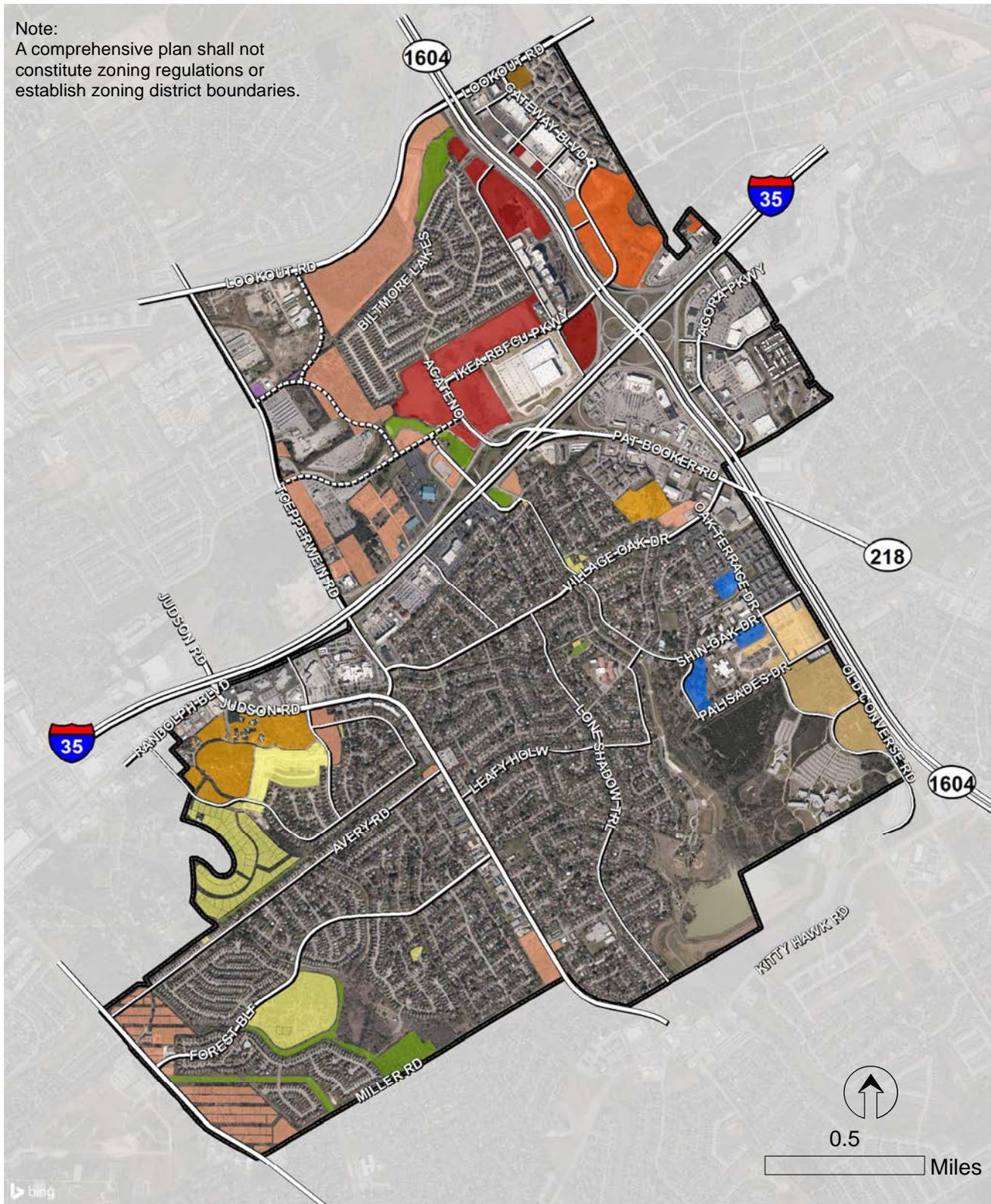
Vacant Land per Place Type

- Commercial Center (81 ac)
- Public/Semi-Public (12 ac)
- Parks/Open Space/Drainage (41 ac)
- Neighborhood Mixed Use (184 ac)
- Mixed Use Center (55 ac)
- Medium Density Residential (44 ac)
- Medical Center (0 ac)
- Low Density Residential (54 ac)
- High Density Residential (3 ac)
- Employment Center (1 ac)
- Campus Mixed Use (46 ac)



Map 4.13: Vacant Land per Place Type

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



Vacant Land Per Place Type

- | | | | |
|----------------------------|------------------------|--------------------------|--------------------|
| Low Density Residential | Commercial Center | Mixed-Use Center | Public/Semi-Public |
| Medium Density Residential | Employment Center | Medical Center | Campus Mixed-Use |
| High Density Residential | Neighborhood Mixed-Use | Parks/OpenSpace/Drainage | |

KEY FOCUS AREAS

The FLUP establishes the framework to improve existing conditions by defining the character and type of development that should be planned throughout the City to create a unique identity reflective of the values and priorities of the community. The FLUP can be implemented to a further extent by also focusing unique development strategies in key focus areas. Key focus areas were identified during the public input process and were areas of the City that contribute value in the form of jobs, commercial services or optimal areas for a new type of development desirable to the residents of Live Oak. Key focus areas are shown on **Map 4.14**.

MAP LEGEND

Study Area Boundary ----

Lookout Corridor ●

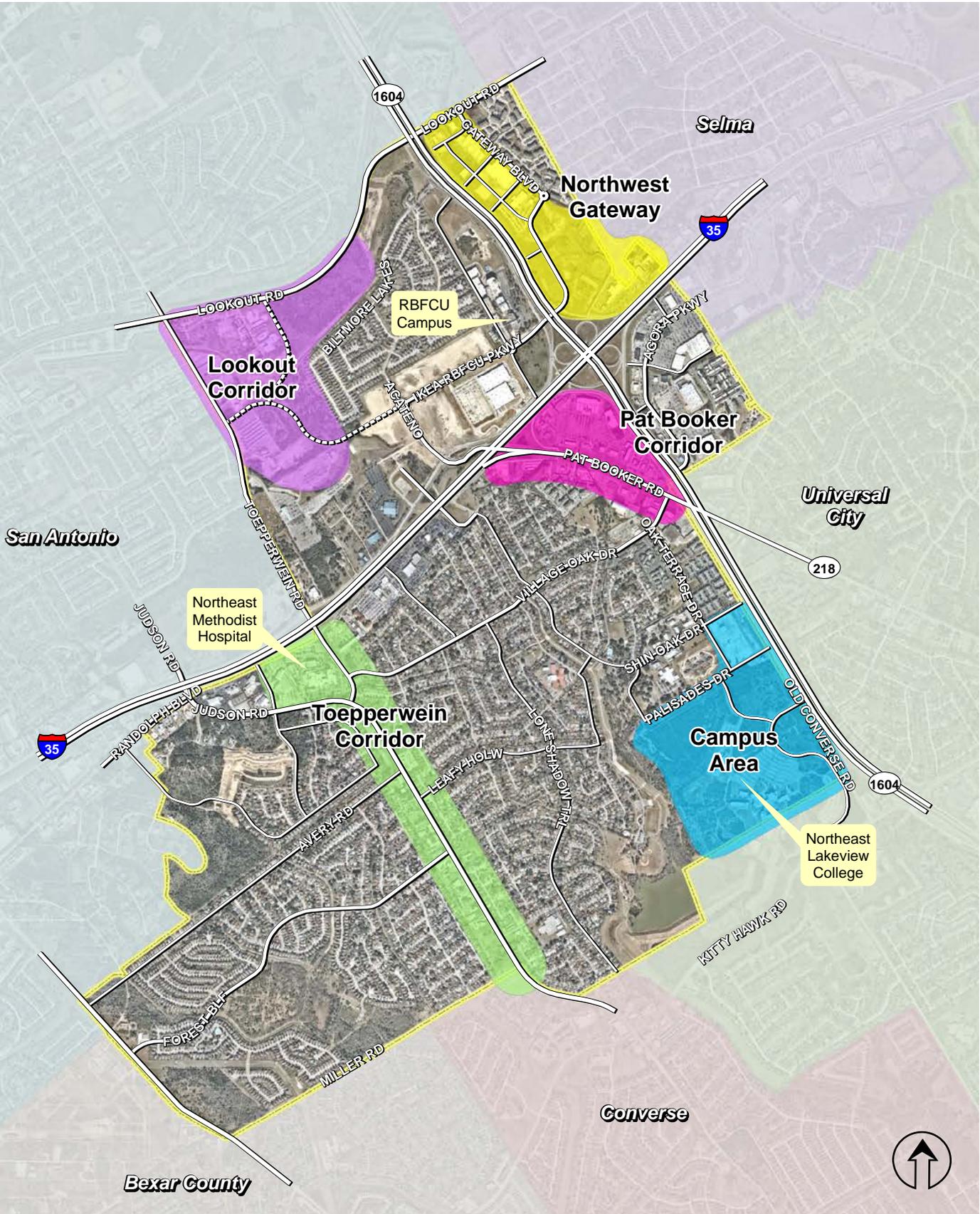
Pat Booker Corridor ●

Northwest Gateway ●

Campus Area ●

Toepperwein Corridor ●





IMPROVING KEY FOCUS AREAS

A total of five focus areas were identified for the City of Live Oak including Lookout Corridor, Northwest Gateway, Pat Booker Corridor, Toepperwein Corridor and the Campus Area. Although all five focus areas are unique, many of them faced similar challenges: lack of pedestrian connectivity, outdated exterior building design and vast supply of unused surface parking. Since all five focus areas include fully developed land, development strategies for each should focus on improving existing conditions to encourage reinvestment.

Redevelopment strategies should focus improving the following items:

- **Access management.** Increase internal cross access between commercial centers to reduce the number of access driveways along major arterials.
- **Pedestrian connectivity.** Connect existing sidewalks and increase street shading to provide pedestrian friendly streets.
- **Consider road diets.** In some areas an extensive amount land is dedicated to roadways. Consider conducting a "road diet" or a lane reduction feasibility assessment to determine if a reduction of street width is appropriate in key focus areas. While road diets can improve safety and accommodate

motorized and non-motorized transportation modes along a corridor they may not be appropriate or feasible in all areas of the City.

- **Reduce parking requirements.** Many key focus areas contain underutilized commercial strip centers with vast amount of empty surface parking areas. Consider reducing parking requirements to facilitate reuse of underutilized parking lots. Village Oaks Shopping Center is an example where empty surface parking lots can be reused for additional retail and commercial space refer to **Figure 4.19**.
- **Connect commercial centers with neighborhoods.** Execute a plan to increase connectivity from neighborhoods to commercial centers through an interconnected systems of trails, sidewalks and on-street bike facilities.
- **Redevelopment incentives.** Since architectural standards may no longer be implemented by cities, create bonuses and similar regulatory incentive(s) couple(d) with thoughtful economic development program like fee rebates. Qualifying criteria can be determined by City staff.

A "road diet," also called a lane reduction or road rechannelization, is a technique in transportation planning where the number of travels lanes and or effective width of the road is reduced in order to achieve systemic improvements.

Figure 4.19: Village Oak Shopping Center



DECISION MAKING CRITERIA

The FLUP should be a living document that is referenced often during all City policy decisions including development proposals, capital investments and requests for financial participation in projects. The City should invest their resources in projects or initiatives that meets the City's guiding principles and overall vision for the City of Live Oak.

Below are factors to consider for each project and policy decision:

- Does it align with the Live Oak 2040 Guiding Principles;
- Does it advance the land use character of the corresponding place type in the FLUP;
- Does it strengthen pedestrian connectivity to mixed-use, commercial centers and the City's park / trail system;
- Does it provide positive fiscal impact to the City;
- Does it complement and remain compatible with surrounding land uses;
- Does it protect and preserve the quality of adjacent residential areas?

Additionally, land use policies recommended in the comprehensive plan must be further implemented through the City's land development code. Careful consideration must be applied to address transitions, scale and compatibility with adjacent stable single family neighborhoods. Suburbia is not designed to change-it is built to a finished state and then it is done. Those that find a path to adapt and redevelop achieve new and greater prosperity and enhance quality of life for current and future residents.

"Humans are messy. We respond to things in weird ways. And, our current development pattern treats them more like chess pieces than like humans that adapt. The more we think of our cities as adaptable systems, the more we start to recognize and appreciate that they can do many things at once."

- Charles "Chuck" Marohn
Strong Towns: A Bottom-Up Revolution to Rebuild American Prosperity





Chapter 5

TRANSPORTATION & ACCESS



TRANSPORTATION & ACCESS

Roadways influence how people interact with the City's public spaces. "For a city, streets are the most ubiquitous, democratic and dynamic forms of public space¹." Streets play a significant role in defining character and sense of place. Therefore, it is important to shift our focus of streets from simply serving the purpose of moving vehicles to functioning as an extension of public spaces.

This chapter will focus on long-term vehicle mobility and using streets as an avenue to increase interconnectivity. Recommendations will focus on strategies to better leverage community resources to increase pedestrian/bicycle connectivity, facilitate land use strategies in the Future Land Use Plan (FLUP), and implement new transportation initiatives.

¹ "Streets as Places of Expression," an article from MyLivable City.

MASTER THOROUGHFARE PLAN

The Master Thoroughfare Plan (MTP) is intended to provide a transportation framework to serve as a guide for future mobility decisions. Since land use and transportation elements are interrelated the proposed MTP, shown on **page 117**, builds upon the objectives of the FLUP (**page 89**). The roadway network proposed in the MTP helps facilitate the type of development that is envisioned for each place type outlined in the FLUP.

After a comprehensive assessment of the City's existing MTP few changes were necessary to update the MTP. Live Oak has adequate street capacity to manage current and future traffic demands. Some streets are proposed to increase roadway connectivity, while others were reclassified to a greater or lesser functional

classification. Changes included reclassifying Agora Parkway from a private commercial access-way to a major collector (refer to **Figure 5.20**) and extending IKEA-RBFCU Parkway to Toepperwein and Lookout Road (refer to **Figure 5.21**). The reclassification of Agora Parkway was driven by traffic volumes the roadway already experiences today, and the extension of IKEA-RBFCU Parkway was created to improve vehicular and pedestrian connectivity.

Figure 5.21: Extension of IKEA-RBFCU Parkway

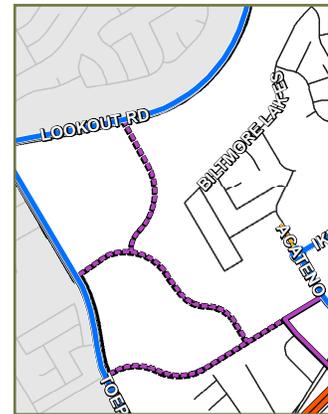
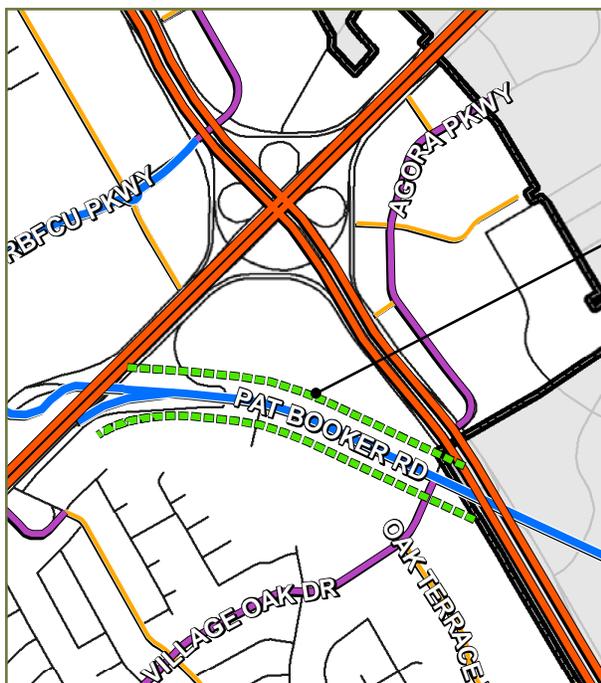


Figure 5.20: Reclassification of Agora Parkways and Pat Booker Road



Given existing conditions, Live Oak has an opportunity to refocus street priorities from cars to people and places. Streets are public places that can foster social and economic activity in addition to their more traditional roles as corridors for travel. The recommendations outlined in this chapter focus on innovative strategies to better leverage community resources and create better public spaces.

MASTER THOROUGHFARE PLAN

MAP LEGEND

Study Area Boundary 

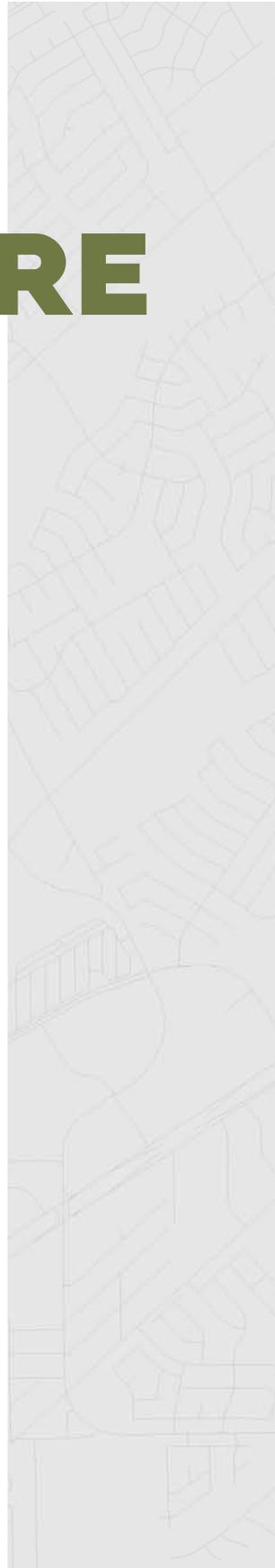
Highway 

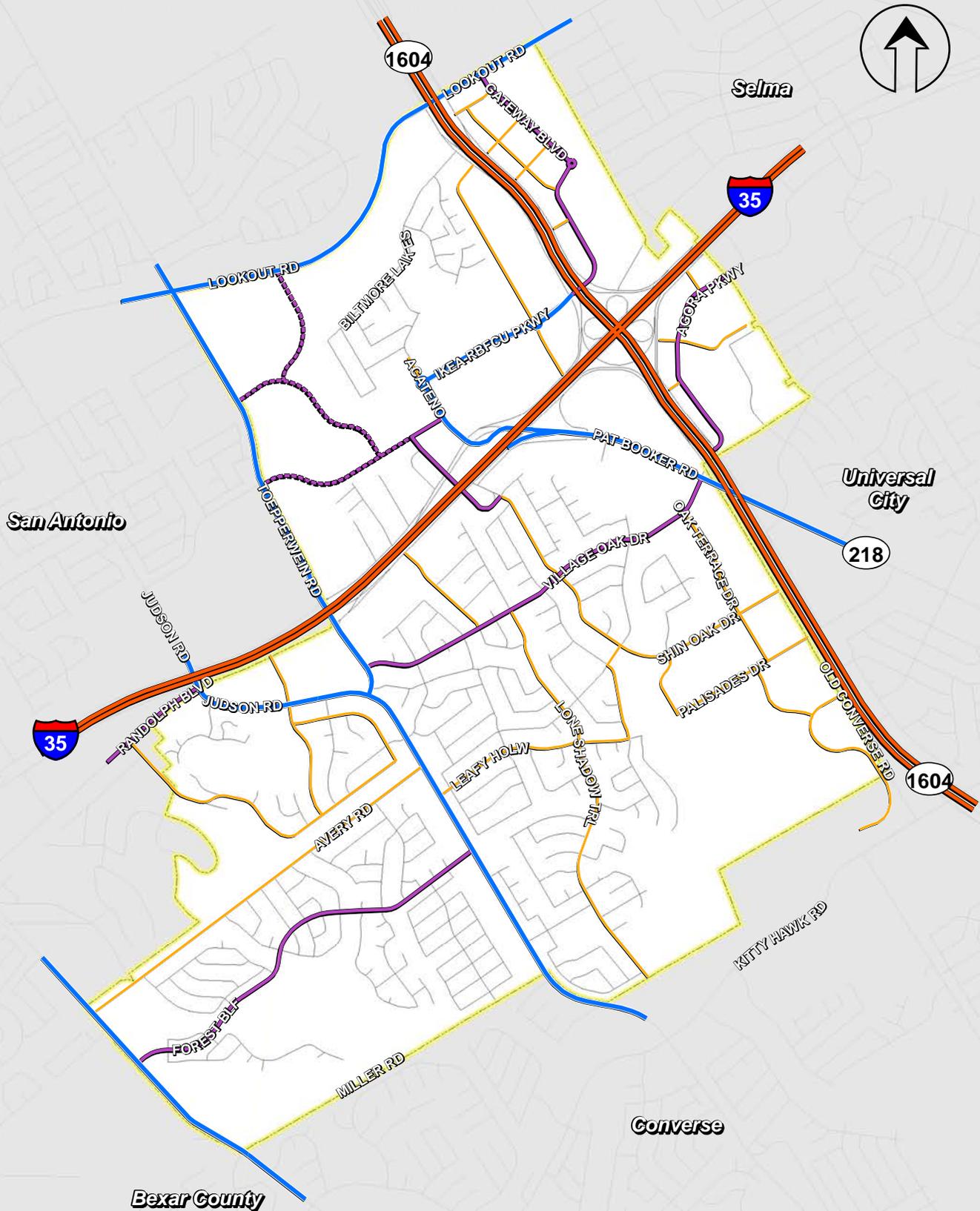
Pat Booker Boulevard 

Major Arterial 

Major Collector 

Proposed Major Collector 





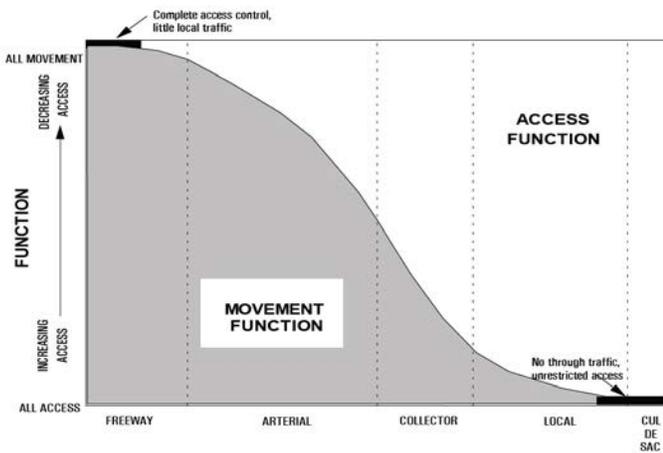
FUNCTIONAL CLASSIFICATIONS

Each thoroughfare type in the MTP has a role. The functional roadway classifications define the role of each type of thoroughfare. This hierarchy of street types ranges from those that facilitate area wide traffic movement to those that provide

local mobility and access to properties. **Figure 5.22** shows the relationship between access and movement.

Movement refers to speed and capacity, while access refers to the accessibility of properties from certain street types. Local and collector streets provide the most access to adjacent properties, but are limited in terms of speed and capacity; arterials provide increased movement, but are limited in access to adjacent properties. Streets that carry a higher volume of traffic, such as principal arterials, should have a limited number of intersections and curb cuts in order to minimize the friction between faster and slower traffic movements. The functional classification system leads to an optimized circulation system because it is associated with design principles that optimize the purpose and functionality of each type of thoroughfare.

Figure 5.22: Roadway Hierarchy and Function Diagram



THOROUGHFARE TYPES

The City of Live Oak currently has four functional street classifications consisting of Highway (variable ROW), Major Arterial (110' ROW), Major Collector (86' ROW), and Minor Collector (60' ROW). The ultimate right-of-way width for the Major Arterial and Major Collector

were reduced since additional right-of-way is not available to achieve the ultimate right-of-way previously assigned to these thoroughfare types. Below is a comparison of the old and new thoroughfare types.

2012 FUNCTIONAL CLASSIFICATIONS

- Highway (Variable ROW)
- Major Arterial (110' ROW)
- Major Collector (86')
- Minor Collector (60' ROW)

PROPOSED FUNCTIONAL CLASSIFICATIONS

- Highway (Variable ROW)
- Major Arterial (86' ROW)
- Major Collector (70' ROW)
- Minor Collector (60' ROW)

Additionally, the City has adopted a local street section (50' ROW), which is smaller and more compatible for neighborhoods. Local Streets, however, are not in the MTP. The MTP is intended to show the City's major street network necessary to serve the entire City. **Table 5.9** lists the characteristics of each thoroughfare type, including spacing, direct land access, intersection spacing, speed and whether they contain on-street parking facilities.

HIGHWAYS

The highway is the highest capacity thoroughfare in the transportation system and is typically constructed and managed by TxDOT (Texas Department of Transportation). This thoroughfare usually has full or partial control of access from adjacent properties and streets. Interchanges with highways are limited to major arterials and major collectors, which are typically situated a mile apart. Highway access is usually planned through a separate frontage road that runs parallel to the highway.

Live Oak's major highways consist of Interstate Highway 35 and Loop 1604. Although shopping centers, such as the Forum, Live Oak Town Center and Live Oak Retail Center thrive economically on the pass-by traffic supported by the City's highway system, their location also limits the type of commercial development that can exist along the highway system. High traffic volumes and speed detract from walkable environment. Future highway improvements, consisting of the widening projects or the integration of access ramps, should be closely monitored as they can significantly impact existing and future commercial development along highway corridors.

Given the impact of highways on the City's development pattern it is recommended that

RECOMMENDATIONS FOR HIGHWAYS AND ARTERIALS

- Partner with AAMPO and TxDOT to advocate City interests and to stay on the forefront of future roadways improvements/projects.
- Strengthen relationship with public agencies to leverage community resources to partner on future projects/initiatives.
- Visit www.alamoareaampo.org/plans/tip/ to view an updated listing of TIP projects.

the City of Live Oak form a partnership with the Alamo Area Metropolitan Organization (AAMPO) and the Texas Department of Transportation (TxDOT) to stay informed and engaged in future roadways improvements. Public partnerships are not only essential to advocate the City's interest, but an opportunity to establish a relationship to jointly participate on future mobility projects or initiatives.

Map 5.16 identifies funded roadway projects from the Transportation Improvement Program (TIP) managed by AAMPO. TIP projects are approved for federal and state funding by the MPO Transportation Policy Board. The TIP project list is updated every two years and amended quarterly. The projects shown in **Map 5.16** were approved for the 2019 to 2022 fiscal year. TIP projects are constructed within a four year time period and include roadway, transit, bicycle, pedestrian and ride share projects. A detailed description for each TIP project in the City of Live Oak is shown in **Figure 5.23**.

Table 5.9: Roadway Functional Classification and General Planning Guidelines

Classification	Function	Continuity	Approx. Spacing	Direct Land Access	Minimum Roadway Intersection Spacing	Speed Limit (mph)	Parking	Comments
Highway (IH 35, Loop 1604)	Traffic Movement	Continuous	4 miles	None	1 mile	60 to 70 mph	None	Supplements capacity and major thoroughfare system, and provides high-speed mobility.
Major Arterial (Toepperwein Road)	Moderate distance inter-community traffic; Land access should be primarily at intersections	Continuous	1/2 to 1 1/2 miles	Restricted; some movements may be prohibited; Number & spacing of driveways controlled; May be limited to major generators on regional routes.	1/8 mile 1/4 mile on regional route	35 to 45 mph	None	"Backbone" of the street system.
Major/ Minor Collector (Village Oak Drive)	Collect / distribute traffic between local & major streets; Direct land access; Inter-neighborhood traffic movement.	Not necessarily continuous May not extend across a major thoroughfare.	1/4 to 1/2 mile	Safety controls; limited regulation. Residential access should be discouraged / commercial access allowed with shared driveways.	300 feet	25 mph	Limited	Through traffic should be discouraged.
Local	Land Access Sidewalks	None	As needed	Safety controls only	200 feet	25 mph	Permitted	Through traffic should be discouraged.

Notes:
¹ Spacing determination should also include consideration of (travel projections within the area or corridor based upon) ultimate anticipated development.
² Denser spacing needed for commercial and high density residential districts.
³ Spacing and intersection design should be in accordance with state and local thoroughfare standards.

Source: North Central Texas Council of Governments

PAT BOOKER BOULEVARD

Pat Booker is one of the City's most established commercial corridors. Lane modification coupled with the appropriate streetscape enhancement can provide connectivity to both retail centers located south and north of Pat Booker. However, Pat Booker is also likely to become a target in the future for roadway expansion. In this instance, coordinating plans and investments with public agencies can decrease the probability of harmful roadway expansions from moving forward to funding and development.

Pat Booker Road, despite being a TxDOT roadway, was reclassified from a Highway functional classification to a Major Arterial and identified as a City Boulevard. Boulevards are a versatile street form, making them appropriate in many contexts. In this instance the Pat Booker Boulevard is envisioned as a monumental link to create a more cohesive retail center along the north and south sides of Pat Booker

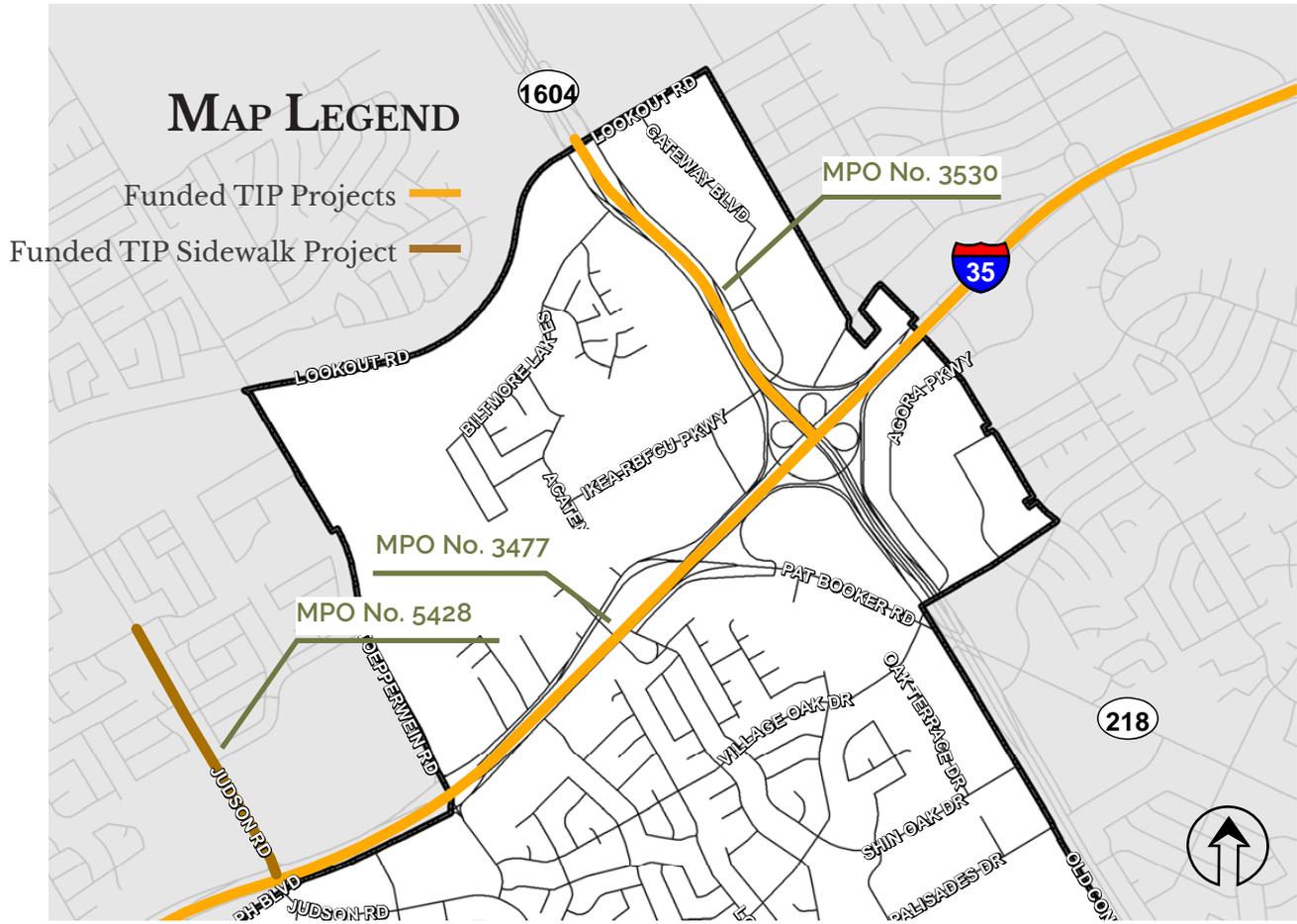


Road while still serving as the central spine or support system for linking Live Oak regionally to its terminus at JBSA Randolph.

Figure 5.23: TIP Project Description List

MPO No.	3530
Project Name	Loop 1604
Completion Year	2025
Project Limits	Redland Rd. - IH 35 North
Description	Expand 4 to 10-lane expressway - incl. 2 HOV special purpose lanes
Project Cost	\$179,659,167
Sub-agency	TxDOT
MPO No.	3477
Project Name	IH 35
Completion Year	2020
Project Limits	IH 410 N - Guadalupe/ Bexar County Line
Description	Expand from 8 lane to 14-lane expwy. - Add 6 new express lanes - incl. 2 HOV special use lanes & connections at IH 410 N & LP 1604
Project Cost	\$645,000,000
Sub-agency	TxDOT
MPO No.	5428
Project Name	Judson Road
Completion Year	2019
Project Limits	Independence Rd. - IH 35
Description	Construct sidewalk along west side of Judson Road
Project Cost	\$800,000
Sub-agency	City of San Antonio

Map 5.16: TIP Funded Projects



Source: TIP project data was obtained by the Alamo Area Metropolitan Organization

Figure 5.24: Pat Booker Boulevard

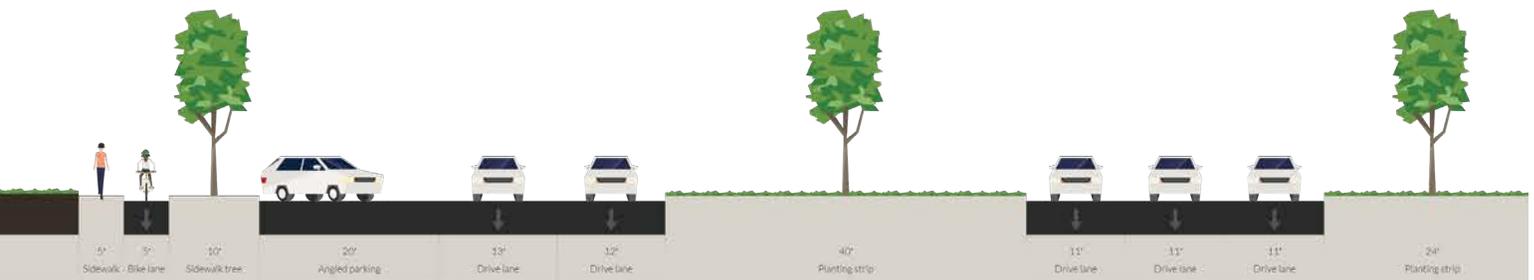
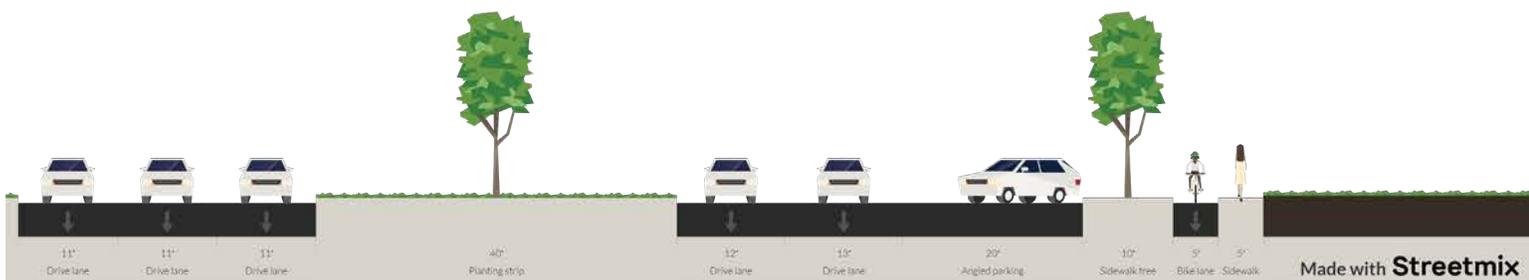


Figure 5.24 shows a new street configuration for Pat Booker Road. Street and aesthetic improvements can help reactivate the public realm and revitalize the City's commercial

centers, such as Village Oaks Shopping Center, while also fulfilling regional needs for access management and vehicular capacity.

The design of Pat Booker Road will take much more than a vision. Below is a comprehensive list of steps to achieve the Pat Booker vision.

- **Step 1: Contract a Consultant to do Preliminary and Final Design.**
 - » Engage an engineer who is experienced in designing complete streets to assess viability and determine approaches to implementation.
 - » Engage with TxDOT and AAMPO to determine the path forward and potential inclusion in the TIP Funding Program.
- **Step 2: Form a Committee to oversee the redesign of Pat Booker Road.**
- **Step 3: Conduct a design workshop to collaborate on a vision for Pat Booker Road.**
- **Step 4: Conduct a Traffic Reduction/Calming assessment to continue serving traffic capacity demands.**
- **Step 5: Program boulevard improvements into Live Oak Capital Improvement Program or seek public funding opportunities.**



Source: Street Cross Sections were created with StreetMix (<https://creativecommons.org/licenses/by-sa/4.0/>)

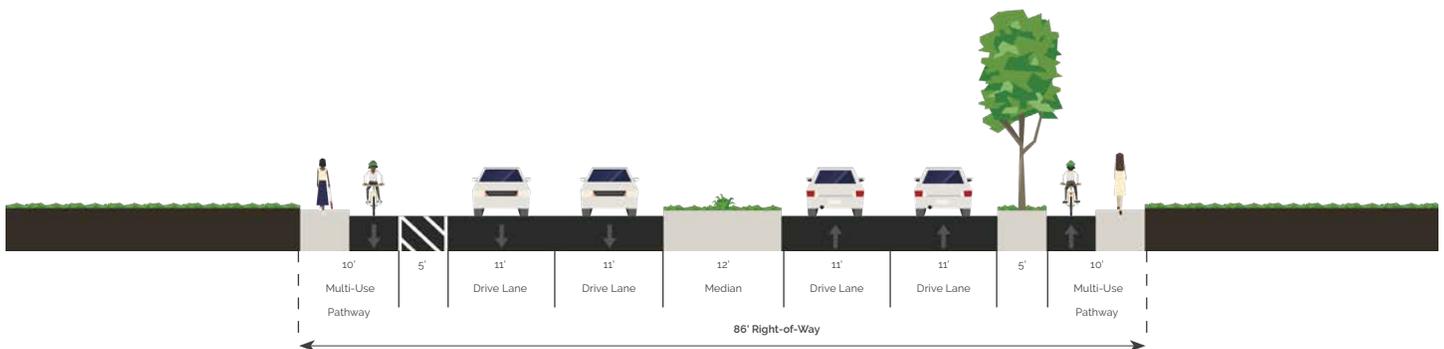
MAJOR ARTERIAL

The primary function of the major arterial is to provide continuous and high-volume traffic movement between major traffic centers within the City and neighboring cities. Major arterials serve inner urban and sub-regional traffic and relieve freeways from being overloaded with short trips. These thoroughfares are typically spaced at approximately one-mile intervals, unless terrain or barriers create a need for greater or lesser spacing. Since these thoroughfares carry high volumes of traffic it is essential that they have continuous alignment and have minimal deterrents to the effectiveness of traffic flow. Major arterials are 86 feet of right-of-way

consisting of a 4-lane divided roadway as shown in **Figure 5.25**.

The 2012 Live Oak Comprehensive Plan described Major Arterials as 110 feet of right-of-way, including a 6-lane divided roadway with an 18-foot median. Due to the lack of available land to accommodate 110 feet of right-of-way the ultimate right-of-way width was reduced to 86 feet of right-of-way. Additionally, the cross section was revised to accommodate 4-lane divided roadway (11-12-foot travel lanes) with a 12-foot median and a 10-foot sidewalk to serve as a multi-use pathway for pedestrians and cyclists.

Figure 5.25: Major Arterial



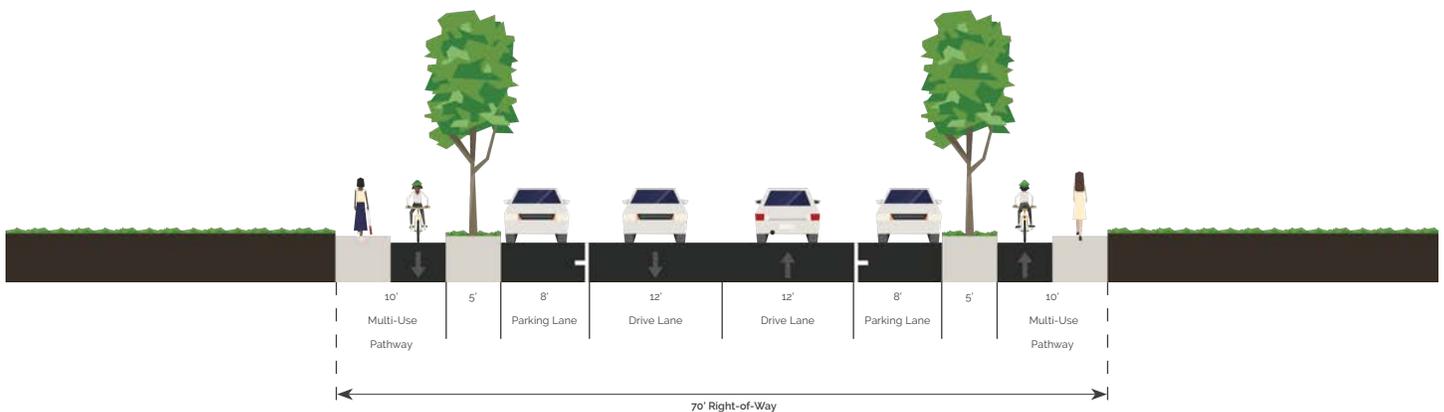
Source: Street Cross Sections were created with StreetMix (<https://creativecommons.org/licenses/by-sa/4.0/>)

MAJOR COLLECTOR

The primary function of the major collector is to provide continuity and effective traffic movement between major traffic centers within the City. It generally collects and distributes traffic from lower classified streets onto major arterials, but due to major arterial spacing and capacity it may also function as a major arterial in limited areas of the City. In comparison to major arterials, major collectors are intended to provide a higher degree of local access. Major Collectors are 70 feet of right-of-way consisting of a 4-lane divided roadway as shown in **Figure 5.26**.

Similar to the major arterial, the ultimate right-of-way width for the major collector was reduced from 84 feet to 70 feet of right-of-way width. Previously the major collector was a 4-lane divided roadway with a 16-foot median. The major collector cross section has been revised to reduce the total width of the median to allow for a 10-foot sidewalk or multi-use pathway for pedestrians and cyclist and a 5-foot buffer. In some scenarios with lower volumes and more residential traffic, buffered bike lanes in the street may be an appropriate alternative.

Figure 5.26: Major Collector



Source: Street Cross Sections were created with StreetMix (<https://creativecommons.org/licenses/by-sa/4.0/>)

MINOR COLLECTOR

The minor collector's primary function is to collect and distribute traffic from local access streets to the arterial system. This thoroughfare type is usually positioned to deter through traffic movements. Minor collector streets should typically align across arterial streets to facilitate local mobility, but can be interrupted near the center of the neighborhood so that they discourage longer trips.

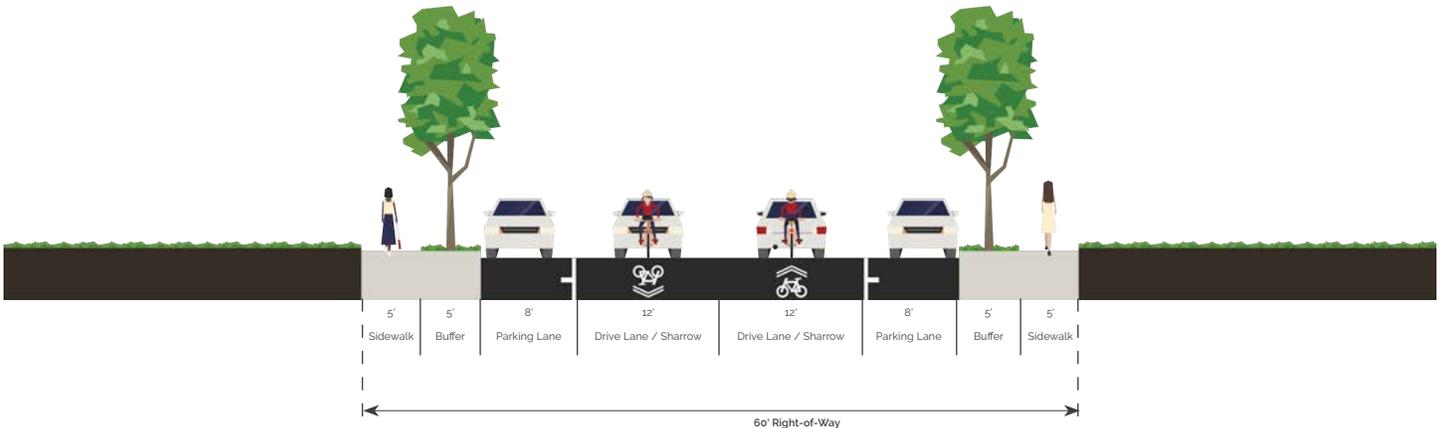
The cross section for the Minor Collector shown in **Figure 5.27** allows for a 2-lane undivided roadway (60 feet of right-of-way), on-street parking (8-feet), sidewalks (5-feet), and a buffer (5-feet) to protect pedestrians from vehicle traffic. Additionally, travel lanes are called out as "sharrows," which calls for travel lanes to be shared with cyclists with pavement markups. Since minor collectors are predominantly intended for local access, traffic conditions and volumes should

be minimal. However, roadway intersections for minor collectors and larger thoroughfare types should be improved to incorporate crosswalks for safe roadway crossing. Additionally, traffic calming mechanism should be implemented for larger thoroughfare types intersecting the minor collector to reduce speeding for vehicles approaching the intersection.



A sharrow is a street marking installed on roadways in which cyclists are allowed to share the road with vehicles

Figure 5.27: Minor Collector



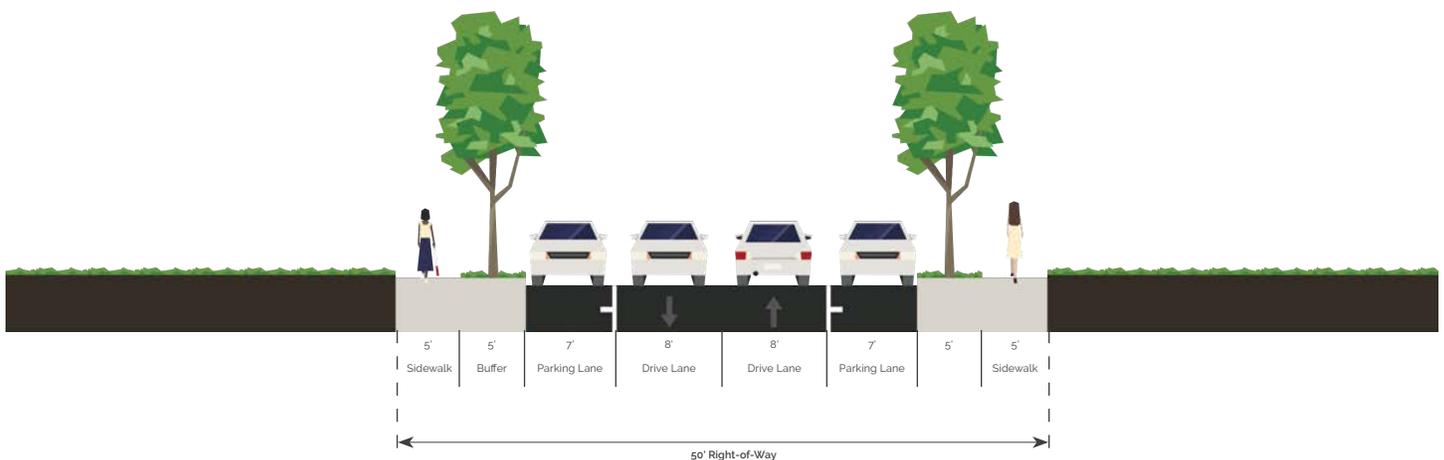
Source: Street Cross Sections were created with StreetMix (<https://creativecommons.org/licenses/by-sa/4.0/>)

LOCAL STREET

Although the local street is not reflected as a thoroughfare type in the MTP, the local street was incorporated to serve as internal neighborhood streets. The Local Street, as shown in **Figure 5.28**, allows for 2-lane undivided roadway (50 feet of right-of-way), on-street parking (7-feet),

sidewalks (5-feet), and a buffer (5-feet) to protect pedestrians from vehicle traffic. The low speeds and volume of traffic are compatible with cyclists of most skill levels without specific markups.

Figure 5.28: Local Street



Source: Street Cross Sections were created with StreetMix (<https://creativecommons.org/licenses/by-sa/4.0/>)



COMPLETE STREETS

"Complete Streets" is a concept that supports the idea that streets should be designed for everyone, including safe access for pedestrians, bicyclists, and motorists. There is not a definitive street design for a complete street. "Complete Streets" are context sensitive and unique to the land use and character of the area they serve. On March 23, 2009, the San Antonio-Bexar County Metropolitan Planning Organization Transportation Policy Board adopted a resolution

supporting a Complete Street Policy to serve as guiding principles to design, construct, operate and maintain the region's roadway system to promote safe and convenient access and travel for all users. Given the regional support for complete streets, Live Oak should also consider adopting a complete street policy to provide regional connectivity and to provide for more efficient and safe streets for Live Oak residents.



CONTEXT SENSITIVE DESIGN

The process for designing context sensitive roadways is like designing traditional thoroughfares in that automobile traffic is considered with traffic counts, traffic demand and level of service. A context sensitive design additionally aims to preserve the character of the surrounding area without compromising the flow of traffic.

Street design for a context sensitive roadway requires a collaborative process with stakeholders and City officials to develop a cross section fitting the character of the surrounding area while maintaining safety and mobility. For instance, a roadway may need to be designed as a 6-lane boulevard as it travels through a commercial area, but may need to be altered to a minor street configuration as it travels through a town center or mixed-use area.

STREET DESIGN ELEMENTS



LANE WIDTH

The width allocated to lanes for motorists, bikes and parked cars is a crucial aspect of street design. Lane widths should be considered within the overall assemblage of the street. Narrower streets are typically recommended in a downtown or dense mixed-use area to reduce vehicle speed and create a more comfortable experience for pedestrians and cyclists.



SIDEWALKS

Sidewalks play a vital role in activating the public realm. They help create social gathering spaces through pedestrian movement and access.



CURB EXTENSION

Curb extensions are a traffic calming measure primarily used to narrow roadways at crosswalks and extend the sidewalk for pedestrians crossing the street. Shortening the crossing distance improves pedestrian safety and visibility. Curb extensions may also be implemented to help allocate more space for street furniture in public spaces.

THE BENEFITS OF A COMPLETE STREET POLICY

Complete Streets improve safety, provide choices, and lead to better health and strong economies. By considering the many different users of the roadways, streets can be designed to accommodate everyone and improve the livability of the community by achieving the following benefits:

- **Improving Safety** – Incorporating sidewalks, designated bicycle lanes, and crosswalks increases safety for pedestrians and cyclists.
- **Providing Choices** – Building safe, comfortable and convenient infrastructure for alternative modes of transportation gives residents transit options.
- **Reducing Congestion** – Offering alternative modes of transportation encourages residents to bike for short destination trips as opposed to driving, relieving traffic volumes on the City's street network.
- **Promoting Better Health** – Alternative modes of transportation, such as bike facilities, encourage people to be more active; whether they choose to use them daily or for recreational purposes only.
- **Creating Stronger Economies** - Areas that provide safe and comfortable walkability have lower commercial vacancies and higher home and office space values.
- **Improve Connectivity**- Complete Streets help increase interconnectivity between residential areas, parks, school and commercial centers.

IMPLEMENTING COMPLETE STREETS

Implementing complete streets does not require an extensive amount of resources. Through strategic planning and community support, the City can reuse existing resources to provide more safe and efficient roadways. The key implementing steps for complete streets are listed below.

Key Implementation Steps for Complete Streets:

1. Adopt a Complete Street Policy
2. Create or Assign a Committee to Oversee Implementation
3. Develop New Design Policies and Guidelines
4. Prioritize Complete Streets
5. Revise Processes, Plans and Regulations
6. Implement Complete Streets Projects
7. Incorporate Public Transit Options

STEP 1: ADOPT A COMPLETE STREET POLICY

Adopting a complete street policy will formalize the community's intent to plan, design, operate and maintain streets so they are safe for users of all ages and abilities. The complete street policy will direct decision-makers to fund,

plan, design and construct community streets to accommodate all users including pedestrians, bicyclist, public transportation users, and motorists. This is the first step for implementing change.

STEP 2: CREATE OR ASSIGN A COMMITTEE TO OVERSEE IMPLEMENTATION

A committee of community stakeholders or an existing City Committee should be assigned to oversee the complete street initiative. The complete street committee can play a critical role in ensuring that the complete street policy is implemented and to champion the plan. At times street sections will need to be updated

and the committee can help oversee changes to ensure that original intent of the initiative is still being executed. This is particularly the case in retrofit scenarios.

STEP 3: DEVELOP NEW DESIGN POLICIES AND GUIDELINES

Complete streets entails redesigning the City's cross sections for each thoroughfare type to redefine the use of right-of-way space. Workshop and design charettes should be organized in order to determine the type of streets that would best serve Live Oak. If possible, this step should also be supplemented with a cost analysis of alternative cross section options so

the City can consider the cost of various design elements. For example, a painted bike lane buffer with bollards may be a cheaper alternative than a curbed buffer with trees, meeting the same intent.

STEP 4: PRIORITIZE COMPLETE STREETS

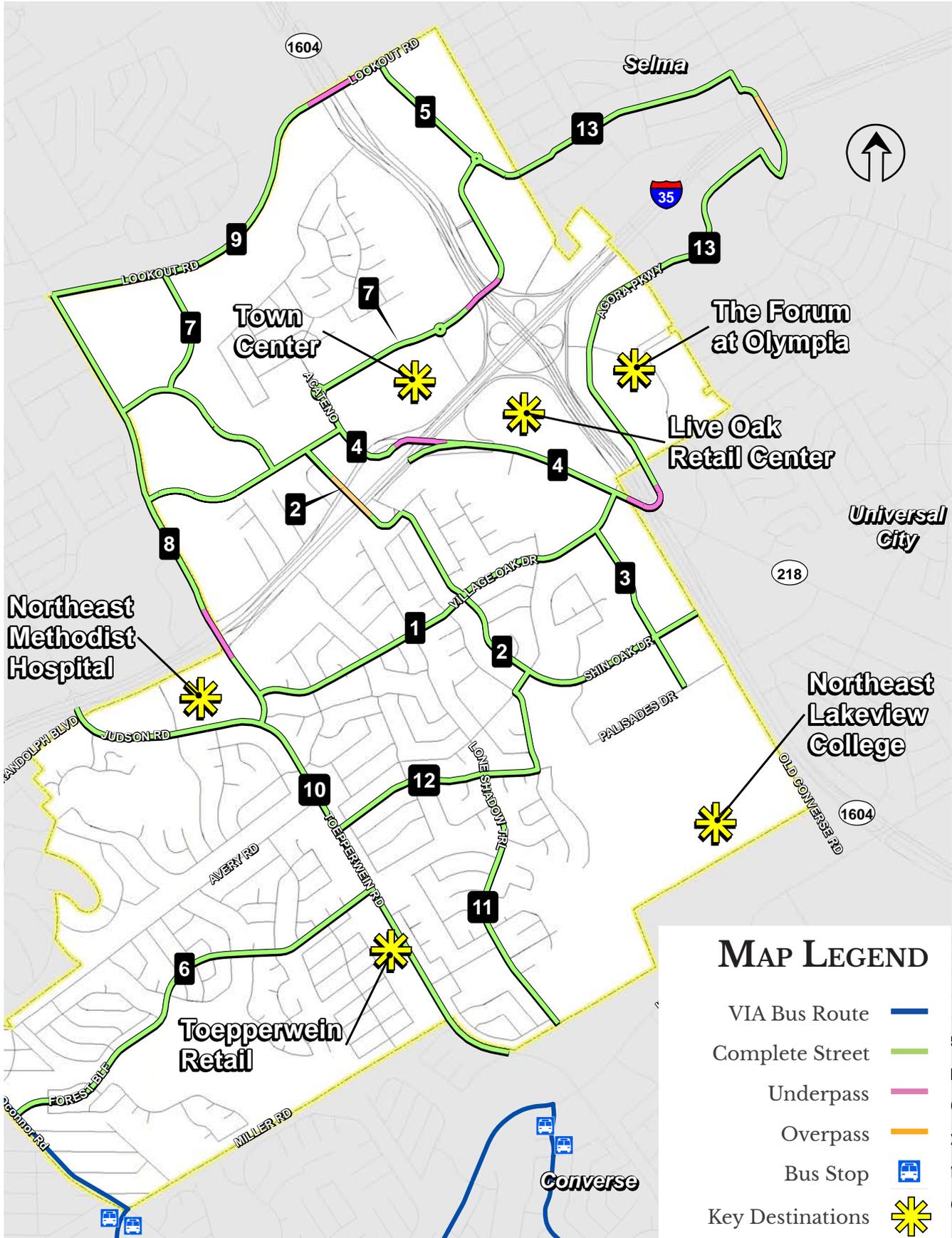
Once design guidelines have been established, it is important to determine which streets to prioritize for complete streets improvements. A complete street priority map is shown in **Map 5.17** on **page 132**. A complete street priority list is shown in **Figure 5.29**. Streets, shown on the Complete Street Priority Map, connect the City's activity generators including neighborhoods, schools, parks and places of employment. Additionally, they were prioritized

based on the complexity of improvements needed, ease of implementation, costs (a lower improvement cost dictated a higher level of priority), and impact to Live Oak Citizens.

Figure 5.29: Complete Street Priority List

- 
- COMPLETE STREET PRIORITY LIST**
1. Village Oak
 2. Shin Oak
 3. Oak Terrace
 4. Pat Booker
 5. Gateway Blvd.
 6. Forest Bluff
 7. Town Center
 8. Toepperwein Rd. (West of Judson)
 9. Lookout Rd.
 10. Toepperwein Rd. (East of Judson)
 11. Lone Shadow Trail
 12. Leafy Hollow/
Welcome Drive / Old Spanish Trail
 13. Agora Pkwy.

Map 5.17: Complete Streets Priority Map



Source: VIA data was obtained by the Alamo Area Metropolitan Organization

STEP 5: REVISE PROCESSES, PLANS AND REGULATIONS

The City's development process and regulations should be revised to incorporate complete street guidelines, especially as new development and redevelopment opportunities arise in the future. Consider incorporating

complete street guidelines in a street design manual that developers and other design professionals can reference to view construction specifications for complete streets.

STEP 6: IMPLEMENT COMPLETE STREET PROJECTS

Similar to traditional roadway improvement, it is important to establish an action plan to

determine a timeline for when priority streets will undergo complete street improvements.

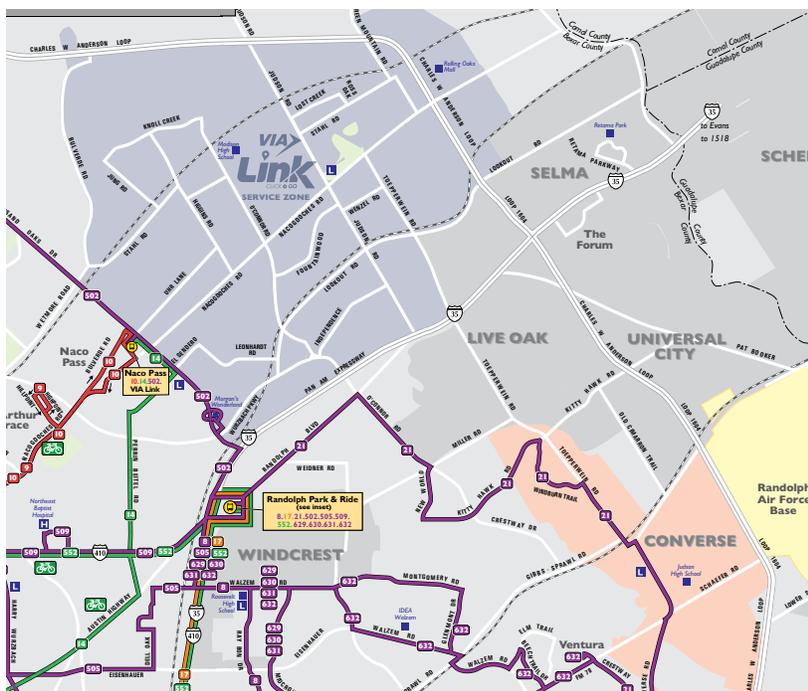
STEP 7: INCORPORATE PUBLIC TRANSIT OPTIONS

Live Oak should take the complete street initiative as an opportunity to incorporate forms of public transit. As seen in **Map 5.17**, the VIA bus route already exists on the western perimeter of the City and VIA Link has launched their first

Pilot service program to service San Antonio residents who live directly north of Live Oak. Refer to **Map 5.18**. Via Link is an on-demand ride-share program similar to micro-transit initiatives discussed in the Land Use and Development

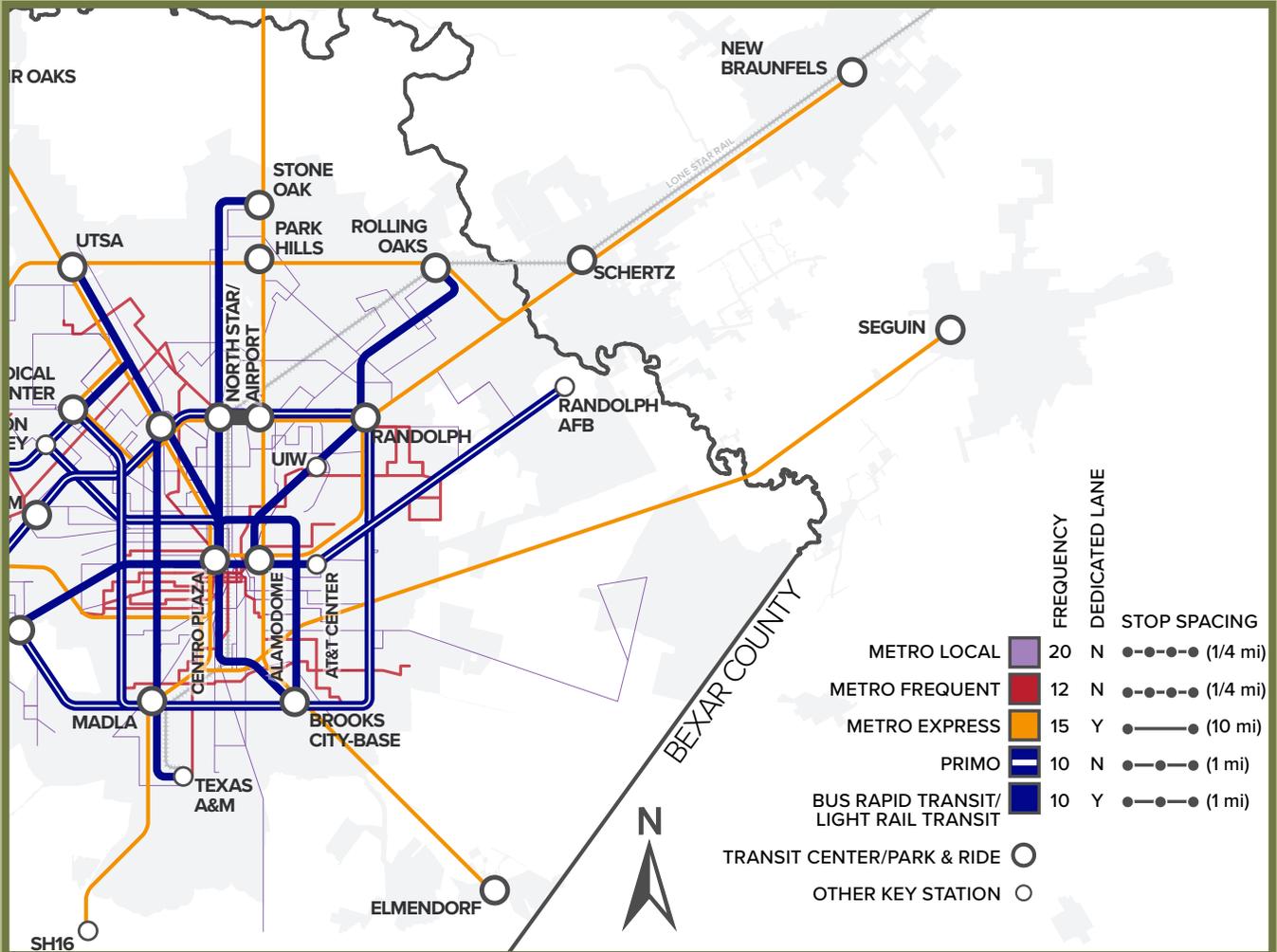
chapter. Additionally, the VIA Vision2040 Plan Strategic Plan has set out many public transit initiatives to expand transit options for the greater San Antonio region. See the VIA Vision 2040 Plan in **Map 5.19**. This is an optimal time to become a member City in the VIA service program, particularly through contract-for-service mechanisms similar to funding agreements implemented by VIA's counterpart transit agency in Austin.

Map 5.18: VIA Link Service Area



Source: VIA system Map Effective August 26, 2019

Map 5.19: VIA Vision 2040 Network



Source: Plan obtained from the "VIA Vision 2040: Strategic Plan for Transit Station Areas in the Greater San Antonio Region."



PEDESTRIAN AND BICYCLE PLAN

The trails system shown in **Map 5.20** builds upon the City's existing trail network and external trails that exist within close proximity of the City's limits. The Pedestrian and Bicycle Plan is envisioned as a network of both on-street (shown in red) and off-street (shown in brown) pedestrian/bicycle facilities.

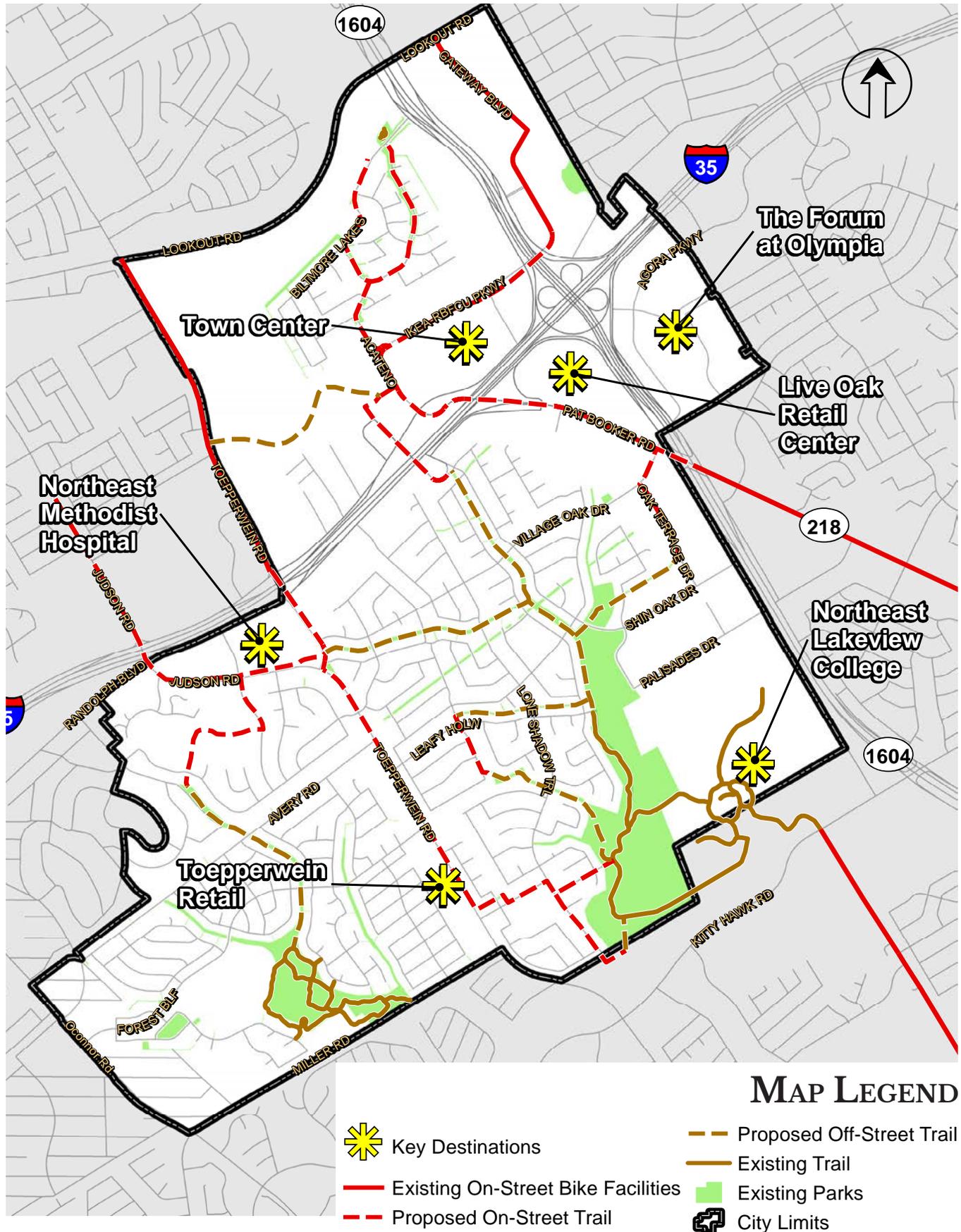
Off-street trails should be at least 10 feet wide and may consist of concrete sidewalks or decomposed granite. On-street facilities can either consist of a minimum 5-foot on-street bike facility with a minimum 3-foot buffer and a 5-foot sidewalk for pedestrian or an off-street multi-use pathway in which the sidewalk is 10-feet wide and is shared by both cyclist and pedestrians.

Design for on-street and off-street trails should be evaluated in greater detail to accommodate all bike facility users. This is a design process

that should be evaluated during the street cross section update conducted as part of the complete street process. Furthermore, a cost-benefit analysis should also be reviewed during the street design process to evaluate the cost and benefit of various design options.

Well planned bicycle infrastructure can have an endless amount of benefits to the City of Live Oak by reducing congestion, improving traffic safety, improving personal health, and providing better and more equitable access to jobs and opportunities. However, it all begins with designing a bicycle network that is comfortable and safe for Live Oak residents. Building a bicycle infrastructure to serve the end user is key for the successful implementation of the Pedestrian and Bicycle Plan.

Map 5.20: Pedestrian and Bicycle Plan



BICYCLE LEVELS OF STRESS

The Alamo Area Metropolitan Planning Organization (AAMPO) partnered with the City of San Antonio to collect data and create a map that outlines the levels of traffic stress on different roadways in the San Antonio metropolitan area. The level of stress were based on several factors including number of travel lanes, posted speed limit, traffic volume and type of bicycle facility present

The four levels of stress are listed below:

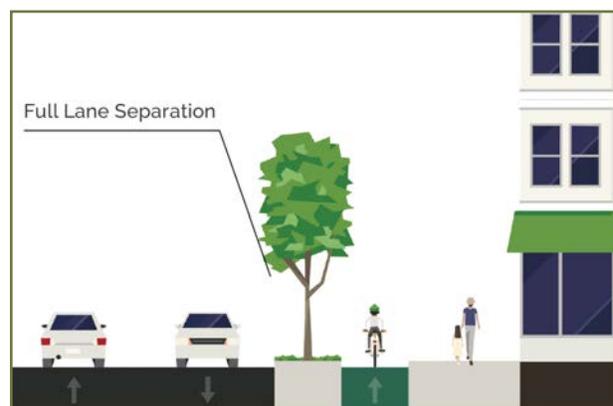
- **Green** █
Everyone will feel comfortable bicycling on this segment. These segments include trails, shared use paths, and roads with low speeds and fewer than four lanes
- **Comfortable** █
Most adults will bicycle these segments. Generally, these are streets with posted speeds of 30-35 mph and fewer than four lanes wide
- **Confident** █
Some adults will bicycle these segments. Generally, these are streets with posted speeds of 35 mph and that are three to four lanes wide
- **Strong** █
Few adults will bicycle these segments. Generally, these are streets with posted speeds of 40 mph or higher that are four lanes wide or wider

The data shown in **Map 5.21** indicates that on-street and off-street bike facilities proposed along the City's arterial network are going to need the most significant amount of improvement to address biking and walking conditions. Arterials

streets, include Lookout Road, Toepperwein Road, Judson Road, O'Connor Road, Randolph Boulevard and segments of Pat Booker Road. Additionally, these should be streets on top of the complete street priority list as identified on **Map 5.17**.

The data reflected in **Map 5.21** reiterates the need to evaluate contextual factors, such as traffic speed and volumes, how bike facilities are used an accessed, and any additional factors causing high levels of bicycle stress. In doing so, this will allow the City to determine when, where and how to best combine traffic calming tools to improve safety and comfort conditions for bicycle facilities. Full lane separation for on-street bike facilities, as shown in **Figure 5.30**, can reduce traffic fatalities, and increase cycling rates and rider comfort. Changes in roadway design, such as the incorporation of pinchpoints, as shown in **Figure 5.31** can deter motorists from driving at high speeds relieve the levels of stress on cyclists. The following sections will focus on recommendations to plan and design bike facilities for Live Oak.

Figure 5.30: Full Lane Separation Example



Source: Street Cross Sections were created with StreetMix (<https://creativecommons.org/licenses/by-sa/4.0/>)

Map 5.21: Bicycle Levels of Stress

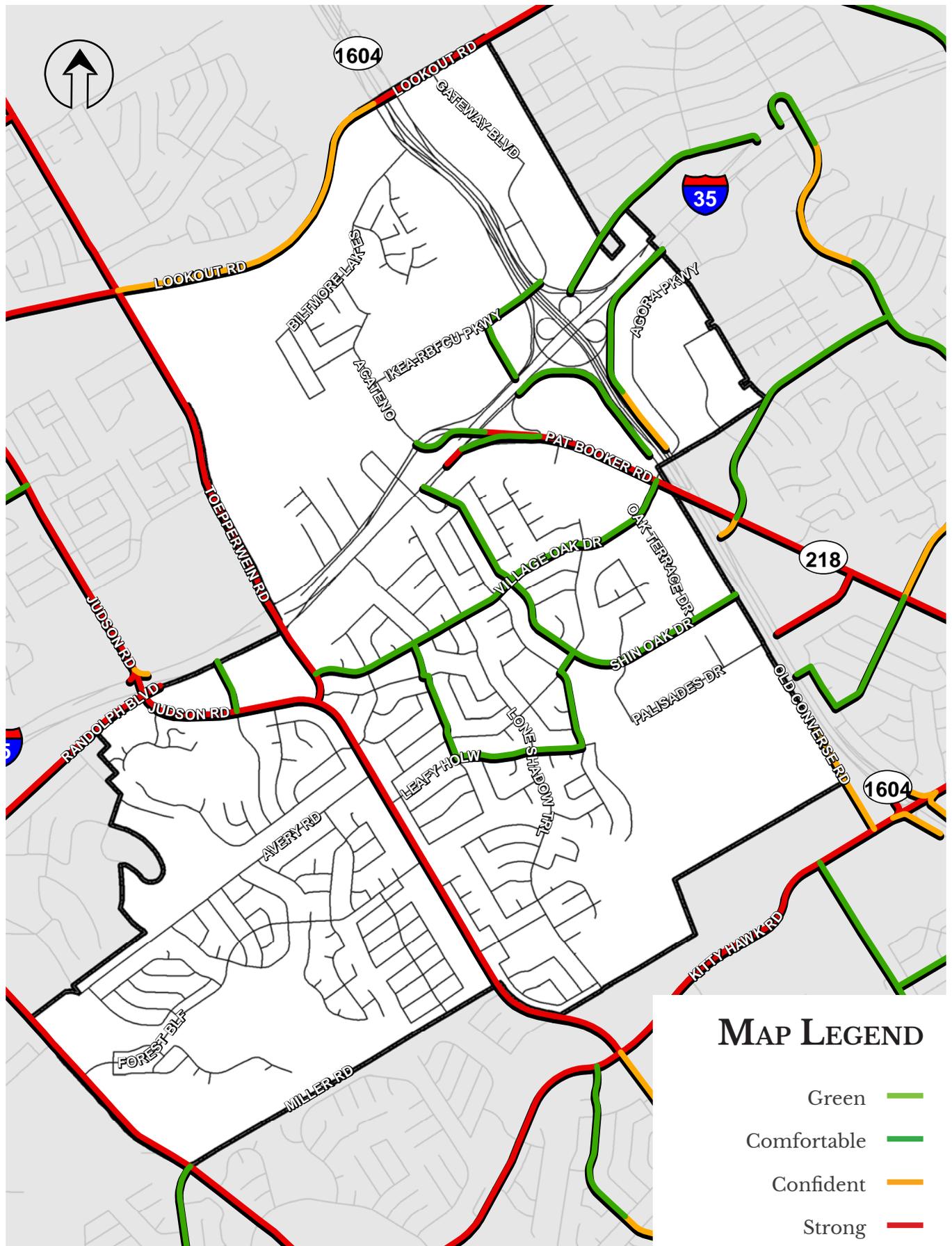
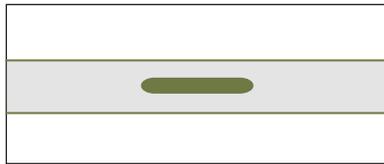
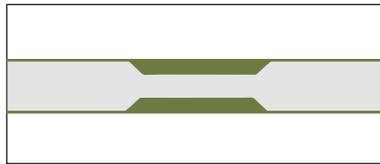


Figure 5.31: Traffic Calming Examples



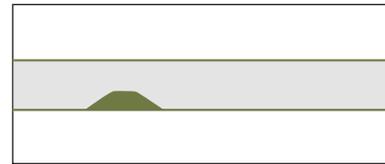
MEDIAN

Medians create a pinchpoints for traffic in the center of the roadway and can reduce pedestrian crossing distances.



PINCHPOINT

Chokers or pinchpoints restrict motorists from operating at high speeds on local streets and significantly expand the sidewalk realm for pedestrians.



CHICANE

Chicanes slow drivers by alternating parking or curb extensions along the corridor.

BICYCLE INFRASTRUCTURE PLAN

DESIGN FOR ALL AGES AND ABILITIES

Live Oak is a family-oriented community ranging from young families with children to young professionals and seniors. The City's bicycle infrastructure plan needs to focus on building a safe, comfortable and equitable bicycle network to serve all of Live Oak residents. The concept of building for all ages and abilities means adopting a bicycle infrastructure plan that will implement bicycle facilities that are safe,

comfortable and accessible to all age groups and abilities. This concept should serve as the foundation of the bicycle infrastructure plan. Any lesser accommodation than what is outlined in the recommendations of this chapter should require further justification.

ALL AGES AND ABILITIES BIKE FACILITIES ARE...

SAFE

More people will bicycle when they have a safe places to ride. Consequently, this means creating safer street conditions for cyclists. Better bicycle facilities are correlated with increase safety for pedestrian and motorists.

COMFORTABLE

Bicycle facilities that are safe, comfortable and provide low-stress levels can increase the number of people who chose to cycle as daily commute option. Additionally, well designed bike facilities will attract underrepresented bicyclist, including women, children and seniors.

EQUITABLE

High-quality bikeways provide safe mobility options for individuals who do not have a personal vehicle to go to work or school. Additionally, safe and comfortable street design for bicycle facilities eliminates the probability of bicycle accidents and unsafe bicycle behavior.

LIVE OAK USERS

The design of bike facilities should consider things or factors that will deter Live Oak users from feeling or being safe and comfortable when riding. Bicycle facilities should be designed for all potential cyclists, including children, adults and seniors. Most commonly, bike facilities are

designed for more confident riders and exclude many people who might otherwise ride. Below are key characteristics of Live Oak users and factors to consider when designing bike facilities for Live Oak.

WHO IS THE "ALL AGES AND ABILITIES" USER IN LIVE OAK?

WOMEN

In addition to traffic stress levels women are also concerned about personal safety. Providing a bicycle facility network that is well lit and in highly visible areas of the community could eliminate concerns of personal safety..

LOW INCOME RIDERS

Low income riders rely extensively on cycling or walking as their form of transportation to work or basic transportation needs. Typically, the basic infrastructure to serve this demographic deficient in low-income neighborhoods and exacerbates safety concerns. Bike facilities should be designed to bring safe conditions to major streets throughout the City.

CHILDREN

School-age children are less visible to motorists and are less prone to detect risks, making them an essential demographic to consider for building safe bicycle facilities.

CONFIDENT CYCLIST

Although the percentage of highly experienced cyclist is usually low and they prefer to ride in mixed motor traffic conditions, this demographic should also be considered. Flexibility of on-street, off-street bike facilities and "sharrows" cater to this demographic. A sharrow is a travel land that is shared by both the cyclist and the vehicle..

PEOPLE WITH DISABILITIES

People with disabilities may use adaptive bicycles, including tricycles and recumbent hand cycles, which often operate lower to the ground and have a wider envelope than most bicycles. Well designed bicycle facilities provide comfortable biking conditions to provide mobility, health and independence to all abilities.

SENIORS

A large percentage of female (8%) and male (6%) were within the 55 to 59 age group. Bike facilities give seniors increased mobility. Making it essential to design bike facilities with lower visual acuity and slower riding speeds..

BIKE SHARE SYSTEMS

The bike share business model is becoming very popular in dense urban centers to link short trips to various areas of the inner City. Although bike share riders are used to variety of stress level conditions, they will predominantly only ride in quality bikeways where there is a designated space for alternative transit users..

BIKE FACILITIES

Bicycle facilities may be planned in various street configurations. Below are different types of bike facilities that can be considered for various streets types.



Bicycle Boulevard

Bicycle boulevards, also known as neighborhood greenways, provide continuous comfortable bicycle routes through the local street network. Bike boulevards are characterized with slow motor vehicle speeds and low volumes. Bicycle boulevards may require traffic elements to reduce traffic volumes and speed. Directional markings and wayfinding signage can also contribute to rider comfort.



Buffered and Conventional Bicycle Lanes

Conventional bicycle lanes provide a designated space for cycling and offer an additional room outside the bike lane to separate the cyclist from the roadway. Buffered bike lanes are appropriate in areas where there moderate amount of levels of mixed traffic, but where curbside activity, traffic volumes and lane invasion are not significant sources of conflict.



Protected Bicycle Lanes

Protected bicycle lanes, also known as separated bike lanes, use a combination of horizontal (e.g. buffer distance/stripping) and vertical separation (e.g. flex posts, parked cars, or curbs) to protect cyclist from motor traffic. The combination of horizontal and vertical separation elements can reduce most high levels of bicycle stress. The robustness of bikeway separation often scales relative to adjacent traffic stress.



Multi-Use Pathways

Multi-use pathways provide a continuous corridor for both cyclist and pedestrians. Multi-use pathways work best when connected to an on-street network that meets the same high benchmark of rider comfort, and design to provide bicycle-friendly geometry. Ideally, bicycles should be separated from pedestrians where significant volumes of pedestrians and cyclists exist, but where space is limited multi-use pathways can still be valuable.

MANAGE TRAFFIC VOLUMES AND SPEED TO REDUCE LEVELS OF STRESS

There are two contributing factors to the levels of stress a cyclist experiences. Stress is contributed by the physical conditions of the roadway and by the stressors the cyclist perceives to exist. People's levels of stress are most commonly compounded by vehicle traffic speed and volume.

The frequency at which a person bicycling is passed by a motor vehicle is one of the most useful indicators of the level of stress of a roadway or bike facility. Passing events increase with speed and volume, decreasing rider comfort and safety. "Designing for all Ages and Abilities: Contextual Guidance for High-Comfort Bicycle Facilities," published by the National Association of City Transportation Officials (NACTO), provides sufficient data to conclude that car traffic greater than 20 miles per hour and traffic volumes higher than 50 vehicles per direction per hour degrades cycling comfort and increases risk.

- **At speeds of 20 mph**, streets where daily motor vehicle volumes exceeds 1,000-2,000 vehicles, frequent passing events make shared roadway riding more stressful and will deter many users.
- **Between 20 and 25 mph**, comfort breaks down more quickly, especially when motor vehicle volume exceeds 1,000-1,500 ADT. When motor vehicle speed routinely exceeds 25 mph, shared lane markings and signage are not sufficient to create comfortable bicycling conditions.
- **Motor vehicle speeds 30 mph or greater** reduce safety for all streets users and are generally not appropriate in places with human activity.
- **Where motor vehicles speeds exceed 35 mph**, it is usually impossible to provide safe or comfortable bicycle conditions without full bikeway separation.



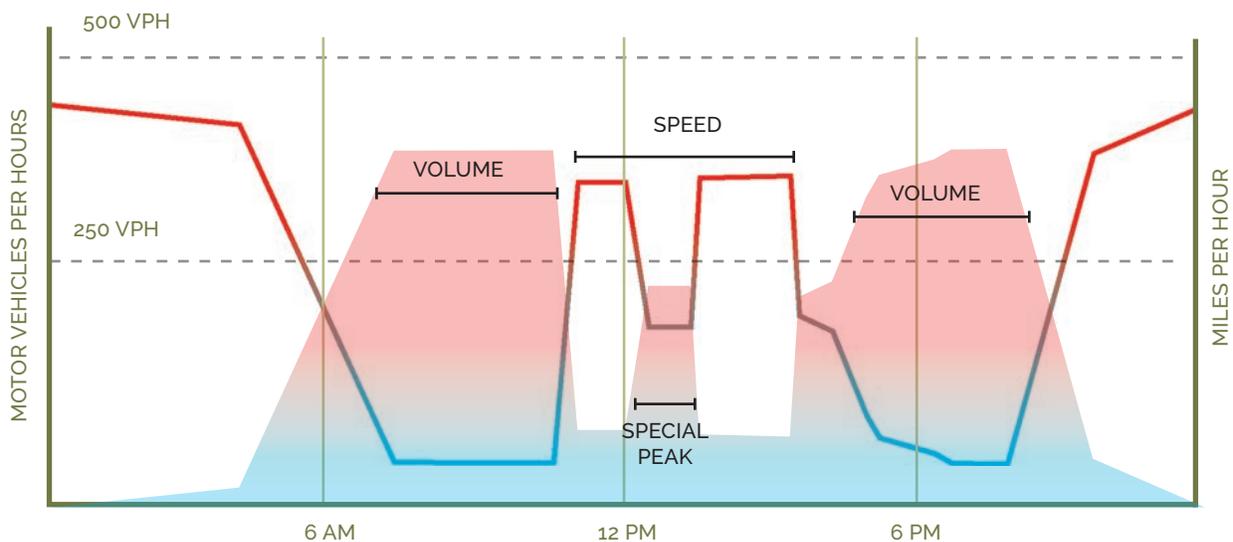
Bicycle facilities should also take into consideration speed and volume conditions between peak and off-peak hours, which present two distinct issues that decrease comfort and safety. Data collected and published by the National Association of City Transportation Officials (NACTO), "Designing for all Ages and Abilities: Contextual Guidance for High-Comfort Bicycle Facilities," shows that levels of stress can fluctuate at different time frames throughout the day during peak and off-peak time frames. This can be used to emphasize the importance of protected bike lanes to mitigate the impacts of fluctuating conditions of the roadway and to pro-actively provide low levels of stress and high levels of comfort and safety to the cyclist.

- **During high-volume peak periods,** motor vehicle queuing prevents comfortable mixed traffic operation and increases the likelihood

of bicycle lane incursion unless physical separation is present.

- **During off-peak periods,** high volumes of speed can become an issue on streets that do not have traffic calming elements to discourage speeding.
- **Special peaks** occur on streets that experience many peak activity periods. Schools will experience multiple peak periods, such as drop-off/pick-up times and maybe even after school events, in which pedestrian and motor vehicle volumes are high and most intense. Downtown cores and retail streets experience intensive commercial freight activity throughout the day including during off-peak times, adding importance to the creation of protected bike facilities.

SOURCES OF STRESS CHANGE THROUGHOUT THE DAY



Source: The Sources of Stress Change Throughout the Day Chart was sourced from "Designing for all Ages and Abilities: Contextual Guidance for High-Comfort Bicycle Facilities," published by the National Association of City Transportation Officials (NACTO).



NEXT STEPS FOR IMPLEMENTATION

The recommendations included in this chapter are condensed into four simple steps to describe the next steps for implementation.

ADOPT A COMPLETE STREET POLICY

Adopting a complete street policy will help define the design that is appropriate for different kinds of streets in Live Oak. Street types will vary on relevant travel modes, adjacent land uses, safety considerations, community needs and required functionality.

UPDATE ROADWAY CROSS-SECTIONS

Updating the City's roadway cross sections sets expectations for the improvements that are appropriate in different contexts. Street design is not one-size fits all. Roadway sections should be redesigned as part of the complete street policy and implemented in the City's development standards for roadways. This step could include the redesign of Pat Booker Boulevard as discussed in **page 121**, or improvements planned as a stand alone projects.

MAKE STRATEGIC INVESTMENTS

Costs associated with roadway improvements may be significant and sometimes there might not be enough funding for basic maintenance and new projects. Therefore, it is important to focus on existing resources and to prioritize improvements by considering cost and the benefit of the improvement. Projects that are low-cost and contribute significant community value should be on top of the priority list. These are low hanging fruit and small wins that will continue propelling momentum for remaining improvements on the list.

MAINTENANCE AND REPAIR

Establish a transportation maintenance and repair fund can help reduce a backlog of funding program to support the preservation of existing infrastructure. A dedicated maintenance and repair fund can help reduce a backlog of maintenance.

EMBRACE NEW FORMS OF MOBILITY

While most Live Oak residents travel primarily by car, we heard a strong desire for new ways to travel during the public outreach process. Establishing ways to connect to public transit options, such as VIALink or the VIA bus service route, will help provide public transportation options.

PROGRAM IMPROVEMENTS IN THE CAPITAL IMPROVEMENT PROGRAM

Strategically program projects that can capture several types of improvements into one project. For example, a roadway widening project or a utility improvement project that requires reconstruction of the right-of-way should also includes future bicycle facilities planned in the Pedestrian and Bicycle Plan or elements of the new thoroughfare cross sections updated during the complete street process. As opposed to programming a stand alone project for bike facilities or roadway improvements, try to combine several of the transportation initiatives with other on-going or future capital improvements projects.

APPLY FOR REGIONAL FUNDING OPPORTUNITIES

The Alamo Area Metropolitan Organization offers funding opportunities for major road, street, highway, bicycle, pedestrian, and public transportation projects approximately every two years through the Transportation Improvement Program (TIP). Under the AAMPO TIP Program, two funding opportunities are available—the Surface Transportation Program - Metropolitan Mobility (STP-MM) and the Transportation Alternative Program (TAP).

The available amount of funding that is available every year is disclosed in the TIP Application. Projects are selected for funding by the MPO's technical advisory committees (Technical Advisory Committee, Bicycle Mobility Advisory Committee, and Pedestrian Mobility Advisory Committee), the Transportation Policy Board and the Executive Committee.

Projects submitted for funding are classified under the following categories:

- **Added Capacity** roadway projects are projects which add through travel lanes for vehicles. These projects are to also include new or replacement bicycle and pedestrian facilities.
- **Operational** projects are projects which improve the operational function of a facility without adding through travel lanes. Examples include, but are not limited to, improving intersections to add right or left turn lanes; adding a center turn lane; adding acceleration or deceleration lanes; constructing a roundabout; adding or improving intersection signalization; reconfiguring travel lanes for a multi-modal shift; constructing new or reversing highway entrance and exit ramps; converting frontage road from two way to one way; implementing Intelligent Transportation System projects; or constructing interchanges.
- **Stand alone Bicycle** projects are projects which construct, reconstruct or upgrade public bicycle facilities.
- Stand alone **Pedestrian** projects are projects which construct, reconstruct or upgrade public pedestrian facilities.

Projects submitted must meet the following requirements:

- Transportation projects submitted for funding consideration must have a minimum construction cost of \$1,000,000.
- Added capacity and operational projects on federally functionally classified roadways are eligible for federal funding. Bicycle and pedestrian facilities and multi-use paths, as examples, do not need to be on federally functionally classified roadways to be eligible for funding.
- For infrastructure projects: only eligible items related to construction will be reimbursable; all project development costs (design, engineering, utility relocation and

VIEW ACTIVE TIP PROJECTS

- Visit the [AAMPO website](#) to view submitted and approved TIP Projects.

right of way acquisition, as examples) are the responsibility of the implementing agency.

- A minimum 20% cash match on the project construction cost is required. An in-kind match is not allowed.
- Although the MPO makes all funding decisions associated with STP-MM funds, TxDOT is the federally designated pass-through agency for this funding source. Entities awarded funding will enter into agreement with TxDOT. TxDOT will require reimbursement of their costs for review and coordination of the project.
- Implementing agencies (entities with which TxDOT is able to legally enter into a financial agreement such as cities, counties, regional mobility authorities, river authorities, and

independent school districts) will be required to sign the project understanding form and submit it along with the project submittal form and other supporting documents.

- If an implementing agency submits more than one project, the MPO requires the implementing agency to prioritize their projects. TxDOT occasionally works with other entities to submit on-system projects within an entity such as a municipality. These projects will be grouped and prioritized by each individual entity.
- The implementing agency commits to developing and letting selected projects within one year of the year in which the projects are initially placed in the Transportation Improvement Program





Chapter 6

RESILIENCY & LIVABILITY



RESILIENCY & LIVABILITY

INTRODUCTION

This chapter will focus on strategies to create a more livable community. There are many intangibles that make a city livable, such as a sense of community, a strong sense of place in particular areas, civic pride and the friendliness of neighbors; but there are also tangible aspects that can nurture livability that this chapter will concentrate on involving:

- Aesthetic quality of neighborhoods and the community;
- Creation of a City identity and areas with a strong "sense of place;"
- Access and convenience to commercial and personal services;
- Access to employment and educational opportunities; and
- Redevelopment opportunities to fund quality of life initiatives.

Two qualities most important to neighborhood livability are access and convenience to goods and services. Compact neighborhoods make it easier for residents to conveniently reach the things they need most, from jobs to grocery stores to libraries and parks.

Housing is a central component of livability and draws attention to the need for people of various levels of physical ability and income to find appropriate housing.

Livable communities provide their residents with transportation options that offer convenient, healthy, and low-cost alternatives to driving that are accessible to all.

The degree to which a community embraces diversity and offers opportunities to residents of all ages, incomes, and backgrounds is a strong indicator of overall livability. The availability of jobs and quality education is a key indicator of the availability of opportunity.

Healthy neighborhoods are integral to livability. A healthy community can be evaluated by several factors such as the availability of air and water quality, access to healthy foods, exercise and high-quality healthcare.

WHAT IS A LIVABLE COMMUNITY?



RESHAPING THE BUILT ENVIRONMENT

Urban design describes the physical features that define the character or image of a street, neighborhood, community or the City as a whole. Urban design is the visual and sensory relationship between people and the built and natural environment. The built environment includes buildings, streets, and the natural environment, such as the topography of the land. Citywide urban design recommendations are necessary to ensure that the built environment continues to contribute to the qualities that distinguish the City of Live Oak as a unique living experience. Urban design is a process to foster quality in the built and natural environment as the City continues to grow and develop.

Since the availability of vacant land is limited, the need to address urban form and design has become increasingly important. The implementation of basic urban design principles can help reactivate the public realm, increase connectivity, and contribute to a sense of place. Urban design guidelines are intended to achieve quality design over time, to reinforce a sense of community, and identity. Thoughtful urban design guidelines are critical to enabling an

environment supporting of “suburban retrofitting” that allows obsolete development sites to find vigorous new life. This, in turn, enhances quality of life for the surrounding neighborhoods.

High quality public spaces are vital for creating harmonious, socially inclusive communities. It is recognized that investing in quality public space generates tangible fiscal benefits by stimulating growth in the visitor economy, raising property values and increasing income and profit for local businesses. Public realm boosts confidence in an area, reversing or preventing the cycle of decline and stimulating inward investment.

Urban design elements encourage quality development and promote opportunities for social interaction. The activation of the public realm helps create healthy communities socially and economically. Whether it be individuals meeting while walking their dogs in the park or adults meeting at nodes for entertainment and shopping, a well planned public space promotes opportunities for people to interact and build a community.

Figure 6.31: Activating the Public Realm



The public realm also plays a vital role in defining the image of the City. It influences the way a place or an area is perceived, which influences the desire for others to live, work and visit these places. Urban design elements can influence a positive image and experience

for visitors and residents. **Figure 6.31** is an example of an activated public space resulting from thoughtful urban design. Key elements consist of sheltered spaces, outdoor seating and designated walkways for pedestrians.

BUILDING FORM

For decades the design of streets have centered around moving people by automobile. The transportation chapter focused on changing this by redefining streets as multi-functional space. Streets are an extension of public spaces and accommodate a range of users, including pedestrians, cyclists and cars. Complete streets were a major recommendation in the transportation chapter, intended to encourage context sensitive streets to preserve and enhance the character of the surrounding area

without compromising the flow of traffic. The creation of good public spaces does not end at the boundary of the public right-of-way. The built form has an immense impact on the character of the space and its success in a community. However, the built form's end product (e.g. massing) responds directly to the type of street environment and configuration that exists or is to be created over time. Street design and building form go hand-in-hand and must be aligned to create a harmonious and vibrant public realm.

URBAN DESIGN ELEMENTS

The following items are basic urban design elements that can be incorporated in the City's development code to govern the physical shape and development patterns that is desired for

mixed-use place types designated in the Future Land Use Plan, including Neighborhood Mixed-Use, Mixed-Use Center and Campus Mixed-Use.

HEIGHT, MASSING AND SCALE

The height, massing and scale of a building should be proportional to surrounding buildings and the streetscape so that they do not overpower other buildings or create uncomfortable open spaces. Buildings must be designed and sculpted to create a comfortable "human scale" experience in the public realm. The height, massing and scale of a building

need to be balanced with the size of surrounding or adjacent open spaces. Buildings and the elements that contribute to their facades should have a proportion and scale that are welcoming.

"Human scale" makes reference to the experience of the building mass in relation to the size of its users. For example, the relative size of a door, a window, or a staircase should be proportioned with the scale of users.

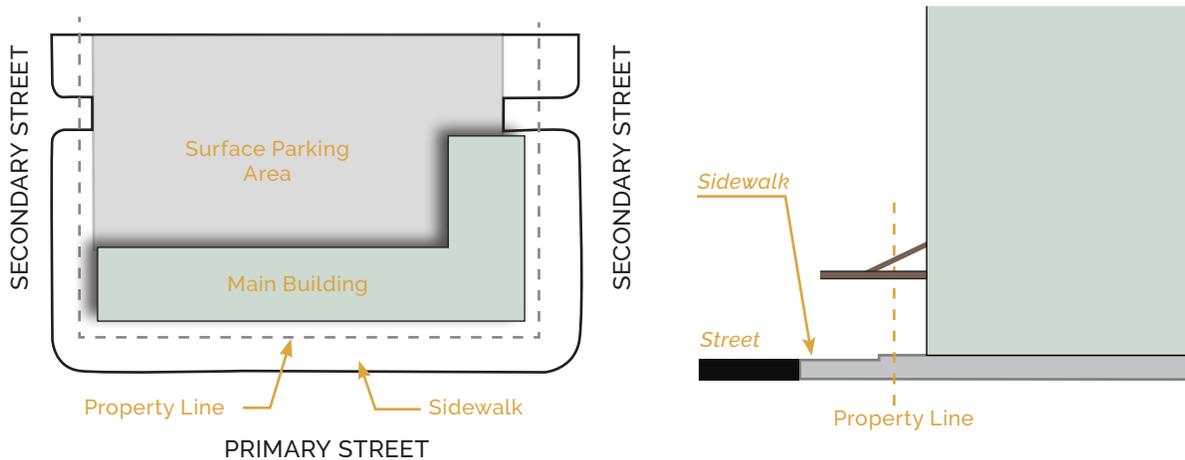
BUILDING PLACEMENT

For mixed-use, retail or commercial buildings, the built form should normally be located at or near the property line to reinforce the streetscape and create a quality pedestrian experience. The parking should be placed behind the building to remove any vehicle traffic from the pedestrian zones. Live Oak's current form, with oversized parking lots in front of buildings, creates an excellent opportunity for redevelopment using engaging liner buildings and creating design to draw people into a site.

For residential uses, the building placement will highly depend on the type of residential

building being proposed. Townhomes and multi-family buildings should be located at or near the property line to ensure the proper proportions are created for the public realm. Single-family dwellings should be located 8-15 feet from the property line in new development. In existing neighborhoods, the current form should be preserved. The setback ensures there is growing space for trees and front entrance features, such as a porches. Encouraging structures to be located closer to the street reinforces the streetscape and creates a quality pedestrian environment.

Figure 6.32: Building Placement for Non-Residential Buildings



BUILDING FACADE

In conjunction with building massing, scale and placement, the building facade must be adorned with features that are inviting and contribute to the pedestrian experience. Long monotonous walls without windows or entrance features should be avoided. To ensure a quality public realm, entrances to the ground floor units, whether commercial or residential, should

front the street. Building facade features should include main entrance features along the street, such as balconies, porches, patios, awnings and lighting fixtures. Multifamily, townhomes and single family dwellings should connect entry features to public sidewalks, similar to the examples shown in **Figure 6.34**.



Figure 6.33: Example of Non-residential building facade design elements



Figure 6.34: Residential buildings should connect entry features to public sidewalks

STREETSCAPING

Streetscapes are an important component of the public realm (public spaces where people interact), which help define a community's aesthetic quality, identity, and social cohesion. Streetscaping materials are typically placed within the parkway or the sidewalk area, which begins from the edge of pavement up to the front property line. Streetscaping is the combination of trees, shrubs, lighting and street furniture placed within the sidewalk or the "pedestrian zone."

Streetscaping amenities should be determined by the context of the area and the adjoining street type. Streetscaping elements are a critical component of the complete streets initiative since they play a vital role in activating public spaces and making feel more safe for all users. High quality streetscapes do not need to be expensive; cost and scale can be adjusted to available resources and context without sacrificing impact.



Lighting



Street Trees



Street Furniture

Figure 6.35: Streetscaping Example



SIDEWALKS

Sidewalks play a vital role in communities. They facilitate pedestrian movement and access, and promote connectivity. Safe, accessible and well-maintained sidewalks are a fundamental and necessary investment for cities, which have been found to enhance general public health and

maximize social capital. In residential settings, sidewalks should ideally be 5 to 7 feet and 8 to 12 feet in commercial settings. The context of the area and the adjoining street type should determine the appropriate sidewalk width.

BUILDING AND LAND USE DIVERSITY

Successful communities provide for diversity and choice through a mix of compatible housing and building types and land uses. Through these measures residents of a neighborhood have the opportunity to age in place; going through all of their various life cycles without having to leave their community and breaking the social connections they have formed throughout their lifetime. This also combats growing public health concerns and impacts linked to loneliness.

Commercial services, school, parks, and residential neighborhoods should be situated within a close proximity to encourage walkability. Previous studies have shown that people will typically walk a quarter-mile (5-minute walk) or half-mile (10-minute walk) to go to school, work or shop if the environment is comfortable, pleasant and safe. Density and the mix of land uses can help foster a more walkable community.

PERFORMANCE STANDARDS

Dense and more compact communities with a mix of land uses should incorporate performance standards to ensure land use compatibility. Performance standards are essential for

regulating lighting, noise, odors, and unsightly views, which may be a nuisance for residential uses.

Existing sidewalk along Forest Bluff Road (major collector) in Live Oak

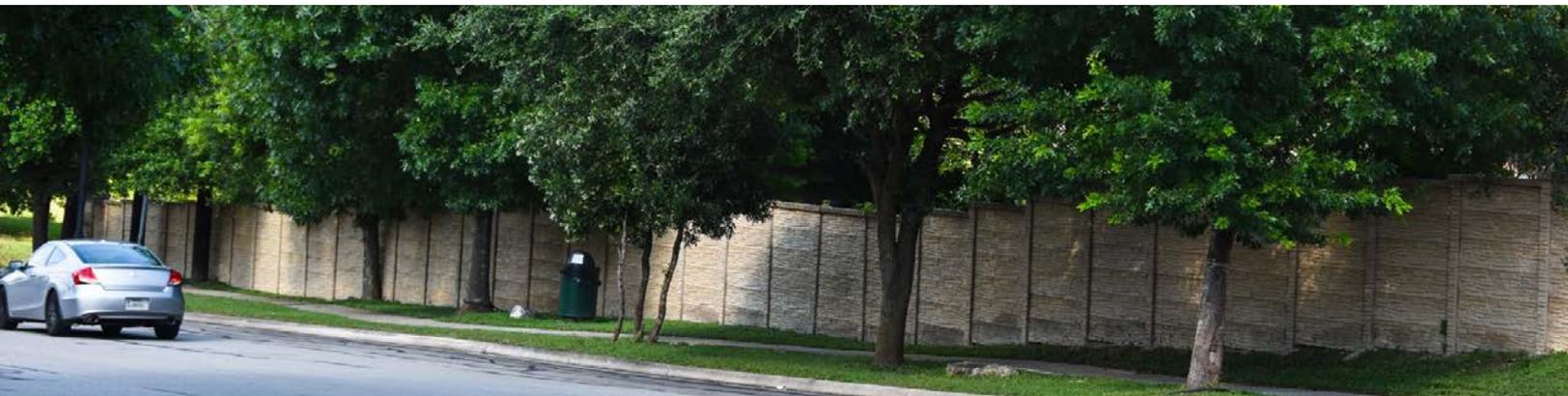


Figure 6.36: Form-Based Design Guideline Examples

Step-down Height Transition



Example of Screening and Buffering

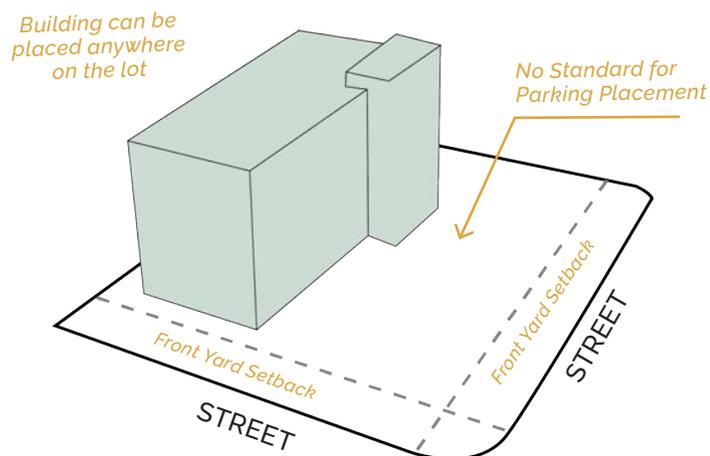


ADDRESS LAND USE TRANSITIONS

It will be important to address the transitions between different land uses as the City continues to grow and the amount of infill development continues to increase. Conventional zoning practices use land use charts to govern the type of land uses permitted within certain zoning categories. This effort can be further supplemented with form-based design guidelines which go into further detail to show

the physical scale and separation of buildings and land uses. Building height transition and use of screening devices in combination with landscaping can further mitigate the impacts of incompatible land uses. Refer to the examples shown in **Figure 6.36**. The land use categories were crafted in a way to create natural transitions in intensity to protect existing neighborhoods from incompatible use and design.

Figure 6.37: Example of Site Layout with Conventional Zoning



FORM-BASED DESIGN STANDARDS

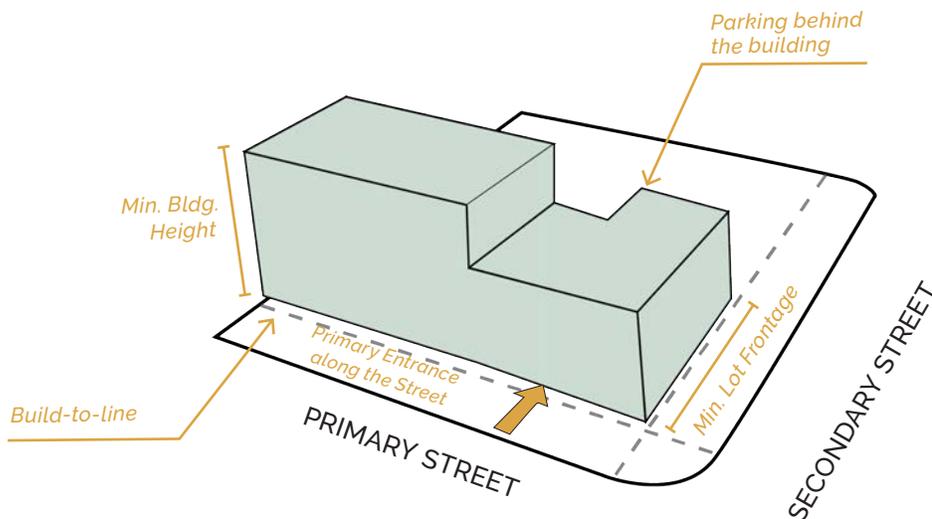
Form-based codes have risen in popularity in recent years due to their unique approach to provide criteria to govern the physical shape and placement of new development and greater flexibility to respond to market interest. Unlike conventional zoning ordinances they place more emphasis on the form and character of development as opposed to density and intensity of land uses.

Form-based codes have been successful due to implementation of diagrams and schematic layouts providing an illustrative example of the development criteria being conveyed in the code. For smaller communities, which have a limited City staff, form-based design standards may be a more practical and simple option. Similar to traditional form-based codes, they use several diagrams for buildings, parking, landscaping

and to show their relation to each other and the streets to create quality public spaces.

Illustrations are an effective tool to help local officials, staff, residents and developers better understand what new development should look like. Unlike conventional zoning, which tell people what they cannot do, form-based design standards show them what they should do, thereby ensuring more predictable results. This also helps set clear expectations to the City's development standards resulting in easy design, approval and implementation process for the development community. Refer to **Figure 6.37** to see an example of a layout using conventional zoning practices and refer to **Figure 6.38** to see an example of a layout using form-based design standards.

Figure 6.38: Example of a Site Layout with Form-Based Design Standards



Critical elements of form-based design standards include:

- Maximum front setbacks apply with some allowances for “alcoves” or small courtyards. Along highways, it is often 20 feet, enough for landscaped buffer, but no parking.
- Minimum building heights apply with requirements for functional upper floors and height proportional to the street width. Maximum height is also controlled with input from fire safety officials.
- Primary door entrances are required along the street side opening onto sidewalks or a street corner.
- Minimum glazing requirements apply along building facades oriented to the street for commercial buildings.
- On-lot parking requirements should be reduced and can be eliminated if situated near a public or private structured parking garage.
- Parking (and gas pumps) should be placed to the rear or side of the building. Side parking should be screened with walls, fences or landscaping. Parking lots should provide access to adjacent existing and future parking areas.
- Side parking is limited to a maximum length or percentage of street frontage to avoid small buildings with vast parking lots.
- New streets should be interconnected with a maximum block length of typically 400 to 500 feet.
- A broader mix of land uses are encouraged within buildings and blocks; mainly uses that work well together such as ground floor retail with offices or residential above.
- Shade trees should be planted along streets and in parking lots. Avoid suburban landscaping buffers. Existing lots can be redeveloped into an internal block structure with infill buildings.
- In residential areas, when lot width is less than 60 feet, garages should be accessed by alleys. When lots are wider, garages facing the street should be recessed at least 10 feet from house-fronts to avoid dominating the streetscape. J-swing garages are also great alternatives for front entry garages, because they conceal the garage from the front facade of the house.

Example of a J-Swing Garage in Live Oak





GATEWAYS

Gateways are features, landmarks or other streetscape elements that help to create an identity, orient visitors to an area and signify entrance to the City. Two distinct classes of gateway entries should be implemented to include regional gateways and local entry gateways. Refer to **Map 6.22** to view City gateway locations. Regional gateways are large in scale and typically situated near regional highway systems.

Local entry gateways are located in secondary points into the City and are intended to create identity at the city street level. Regional

gateways are recommended along Interstate 35 and Loop 1604 and local entry gateways are recommended along the Pat Booker Corridor and the Village at Forum Parkway.

Both regional and gateway features should be designed with a unified theme to enhance continuity and link elements to gateway features to create a recognizable community identity. Additionally, gateways are an opportunity to incorporate other beautification elements to supplement gateways monuments, such as enhanced landscaping and public art.

Example of a Regional Gateway



Example of a Local Gateway



PAT BOOKER GATEWAY

The Air Education and Training Command (AETC) at JBSA Randolph Air Force Base hosts one of the largest and finest flying schools in the world and was known as the "The West Point of the Air¹." Lieutenant Clark, in collaboration with the architects of the field, were so precise in the design of the Randolph Air Field that few changes have been made to the facility over the years, even though tremendous advances in aviation have occurred.

JBSA Randolph Air Force Base was designated as a National Historic Landmark on August 7, 2001, for its innovative airfield design and layout, which is the historical district's most striking and unique feature. It was reportedly the first and only American military airfield to be designed with a such an innovative layout².

The AETC at JBSA Randolph Air Force Base was intended to train the best aviators in the world, and it continues to drive the base's success and recognition today. Given that much of the City's growth and development has been attributed to

the military base, this serves as an opportunity to tie in the City's military roots to the City's identity.

Francis Pascal "Pat" Booker, a San Antonio native, served as a pilot at Randolph under the direction of Captain William Randolph, namesake of the Randolph Field. After his tour in Randolph, Booker attended the Air Corps Tactical School in Maxwell Field, Alabama, where he died in a plane crash (while flying a Boeing P-12C) on September 15, 1936. The Air Corps petitioned the Texas State Highway Commission to rename the newly completed Texas highway 218 in his honor. The highways commission approved the request on December 22, 1936.

An appropriate gateway element for the Pat Booker Corridor would be military themed elements to commemorate the person for whom the road was named. A sculpture or retired airplane most commonly used for training at Randolph can be used as the centerpiece of the Pat Booker Gateway. Refer to other military themed examples used in other Texas cities in **Figure 6.39**.

Figure 6.39: Examples of Military Themed Elements



Retired Plane on Display at Camp Mabry in Austin

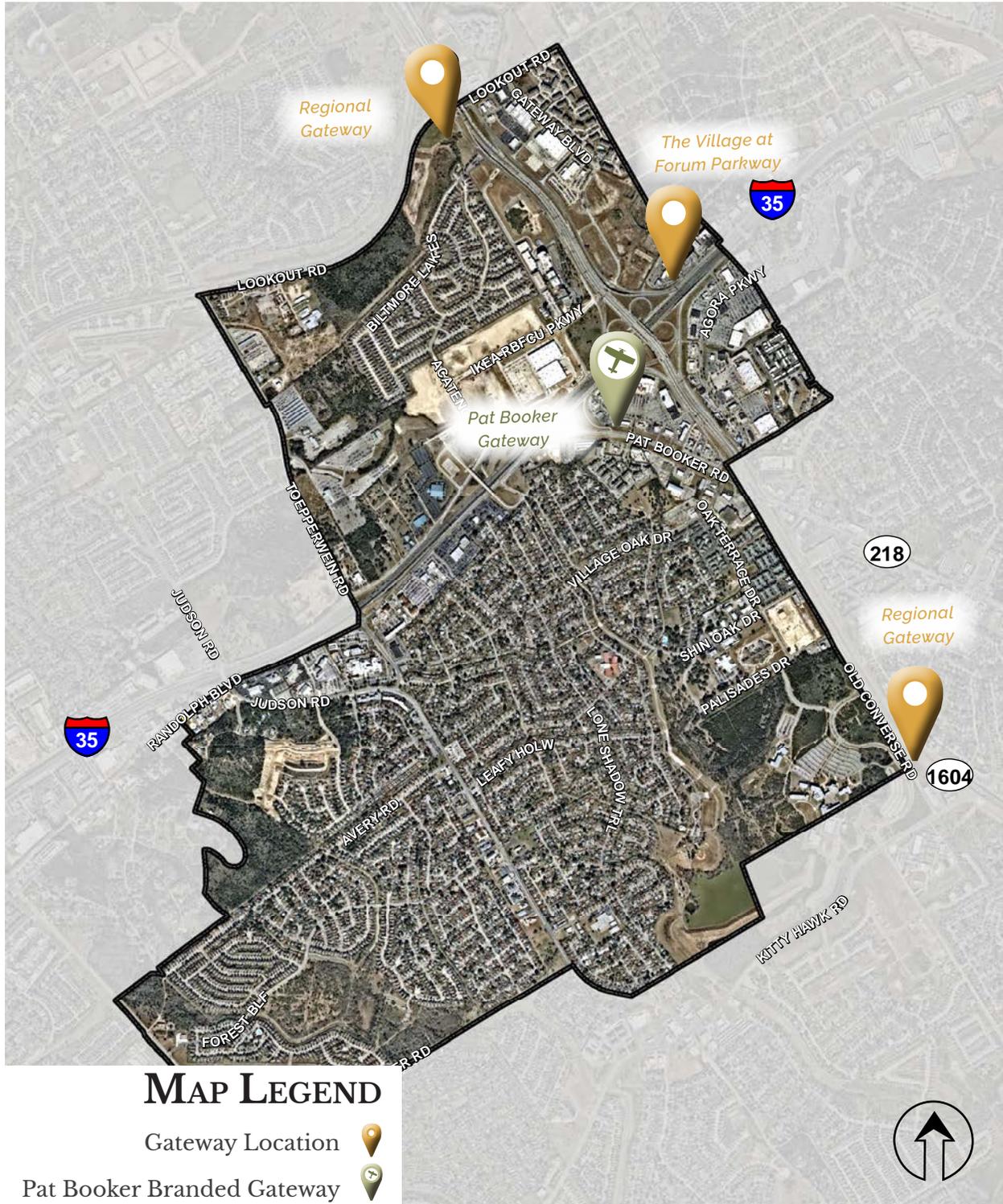


Military Overpass Enhancement in Kingsville similar improvements recommended for IH 35 and Loop 1604

1 "Tour of Historic Randolph." *Air Education and Training Command*, Office of History and Research HQ Air Education and Training Command, www.aetc.af.mil/Portals/88/Documents/history/AFD-070208-051.pdf?ver=2016-01-12-160013-580. Accessed 20 Nov. 2019.

2 "Randolph Field Historic District." *Texas Historical Sites Atlas*, United States Department of the Interior, National Park Service, atlas.thc.state.tx.us/NR/pdfs/96000753/96000753_NHL.pdf. Accessed 20 Nov. 2019.

Map 6.22: Gateway Map





BUILDING BETTER NEIGHBORHOODS

The City of Live Oak is a family-oriented community with great neighborhoods. The following recommendations are intended to help maintain and improve the quality of existing and future neighborhoods through the incorporation of neighborhood elements, subdivision design enhancements, interconnectivity of parks and

open spaces, and neighborhood improvements programs to incentivize residential improvements. These recommendations encompass elements that will ensure the long-term sustainability and vitality of neighborhoods by making neighborhoods attractive for investment and re-investment over the long-term.

Figure 6.40: Eligible Improvement Projects

NEIGHBORHOOD ASSOCIATION / ORGANIZATION ELIGIBLE PROJECTS:

- Street Sign Toppers
- Neighborhood Entry Features
- Screening walls
- Community Art
- Neighborhood Park Improvements
- Safety or Public Lighting
- Sidewalk Repair / Construction

INDIVIDUAL HOMEOWNER ELIGIBLE PROJECTS:

- Exterior Painting
- Exterior Window Treatment (trimming / shutters)
- Front Yard Landscaping (trees, shrubs and flower beds)
- Porch or Patio Additions
- Siding Repairs
- Code Violation Repairs
- Sidewalk Repair / Construction

NEIGHBORHOOD IMPROVEMENT PROGRAM

The City of Live Oak currently offers funding opportunities to local business owners for visual improvements to existing businesses in Live Oak through the Visual Improvement Program administered by the Live Oak EDC. Although there is some flexibility, qualifying improvements generally include facade, signage, landscaping, and parking lot enhancements for commercial, professional and retail. The Visual Improvement Program has had success in

encouraging a positive image through making visual improvements more accessible to the community.

Similar to the Visual Improvement Program the City of Live Oak should consider an incentive or funding program for residential uses. This will encourage personal upkeep and improve housing quality in Live Oak. Examples of eligible projects are shown in **Figure 6.40**.

NEIGHBORHOOD PARTNERSHIP PROGRAM

The City of Live Oak should consider creating a City Neighborhood Program to strengthen the City's relationship and foster a partnership with Live Oak residents. The purpose of this program would improve the quality of life for Live Oak residents by promoting and facilitating citizen communication, participation and involvement in local governance.

This program would entail designating a staff member to serve as the "neighborhood liaison" between the City and Live Oak neighborhoods to help better communicate and address community needs and issues. Through the Neighborhood Partnership Program, neighborhood organizations can become officially recognized by the City, and collaborate with City staff to identify solutions to community issues, give feedback on public improvements projects, receive information regarding city

services and participate in City sponsored programs and events. By bringing neighbors together and connecting them to services and information, the overall vibrancy and welfare of the City is enhanced. Most significantly, the City can leverage this resource to achieve common goals.

The City can organize community efforts to fund and construct community improvement projects, such as the examples listed in neighborhood association / organization eligible projects shown in **Figure 6.40**. The City's efforts to administer the Neighborhood Partnership Program would be minimal relative to the benefits that could result from the program. Below is an example of a list of services that can be offered through the Neighborhood Partnership Program.

Figure 6.41: Eligible Improvement Projects

SERVICES THE CITY CAN PROVIDE TO LIVE OAK NEIGHBORHOODS:

- Provide documentation describing how to form a neighborhood association and how to get the members of the neighborhood involved.
- Provide staff liaisons to answer questions, attend neighborhood meetings and assist the community in its effort to organize.
- Assist in the development of neighborhood signs for your community.
- Provide notification of upcoming neighborhood and community events.
- Welcome citizen feedback on new developments in the area.
- Provide planning and land use updates, including endeavors to provide prior notification of new developments.
- How to stage neighborhood events.
- Provide clarification of city codes and ordinances.
- Explain the current prioritization of city and street repairs.
- Provide emergency management information.
- Provide a list of service organizations that can help citizens find access to a range of services from utility assistance to leadership training.
- Provide access to land use studies conducted by the city.
- Help organize pro-active property maintenance and connect neighbors to help assist those struggling to care for homes.



Example of prominent entrance feature and sidewalk connectivity



CREATING DESIRABLE NEIGHBORHOODS

The most basic approach to ensure the long-term viability and sustainability of neighborhoods in Live Oak is the creation of quality and desirable neighborhoods. Quality neighborhoods are those which incorporate and consider number of different factors in neighborhoods design including park amenities, various housing types and sizes, ensuring that neighborhoods are connected to one another via pedestrian and roadway networks, and ultimately ensuring that residential areas are compatible to adjacent land uses.

Distinctive neighborhood characteristics should be utilized to create an individual "personality" within each neighborhood, further solidifying the creation of a sense of place. Below is a set of neighborhood elements that should be conveyed in the City's development code or in a Residential Design Book to show what quality residential design and development is for the City of Live Oak. For existing neighborhoods, this can take the form of a renovation and curb appeal idea book to help inspire residents, based on existing architectural character.

PROMINENT ENTRANCE FEATURES

Encourage new residential site design guidelines to pull residential dwellings closer to the street and contain prominent entry features, such as a porch or a patio to activate the public realm. In retrofit scenarios, this might take the form of new, extended patios and pergolas to better frame the street and encourage front yard interaction. Encourage rear entry garages, where

appropriate, to enhance street appearance and pedestrian connectivity. Additionally, require front entrance connectivity to the sidewalk. A sense of community is contributed by the social interaction between community members. This is a site element that can be incorporated to existing and future residential projects.

OPEN SPACE CONNECTIVITY AND STREETSCAPING

An important aspect of a desirable neighborhood is pedestrian and trail connectivity, making it easy and convenient for residents to get around without the use of a vehicle. The following are recommendations to help promote walkability and neighborhood connectivity.

- Maximize on existing park and trails by extending existing trail systems throughout the City.
- Use drainage corridors to link the City's trail system, being careful to maintain ADA and proper drainage plan and capacity.
- Invest in streetscaping improvements to plant trees along City pedestrian and bike facilities (as shown in the Pedestrian and Bicycle Plan) to provide shading and enhance pedestrian comfort.
- Require sidewalks to be constructed with all new development (commercial and residential).
- Require trees be planted at a distance of 30 to 40 feet along both sides of residential streets with the construction of residential subdivisions.
- Require the installation of light fixtures with the construction of residential subdivisions.
- Establish parkland dedication and development requirements so that new development pressures on the existing parks and trails can be offset.



Live Oak drainage corridors

HOUSING DIVERSITY

It is important for cities to provide a variety of housing for full-life cycle of its citizens and to meet the needs of different segments of the population, consisting of different ages, socioeconomic levels and employment levels. The “full-life cycle” is intended to describe all stages of life-young singles, professionals, families with children, families without children, singles, empty nesters, retirees and seniors. Full-life cycle housing incorporates homes of various

sizes including large lot, small lot, townhome, loft, condominiums, mother-in-law suites, carriage homes, garden homes and others. Most significantly, it is important to have a diversity of housing coexist in the same neighborhood. Consider incorporating examples and guidelines on how this can be achieved by the development community.

Figure 6.42: Life-Cycle Housing



MAXIMUM BLOCK LENGTHS

A simple method of establishing a connectivity standard in the City's development code is by establishing maximum block lengths. This means requiring no more than a set distance between intersections within a subdivision, which is usually measured from curb-to-curb along the block face or from the mid-point of an intersection to the next. Maximum block lengths

requires more internal street connectivity in residential subdivisions.

In conjunction with maximum block lengths, the City should also consider limiting cul-de-sac subdivisions which limit connectivity to other neighborhoods in the City.

COMMUNITY RECREATIONAL FACILITIES

A quality recreation center is a valuable asset to any community. A well-run community center serves as a thriving hub of activity for youth, families, senior citizens, civic organizations, and parks and recreation departments. For Live Oak, a family-oriented community, a vibrant community recreation center can have a stabilizing effect on kids and adolescents.

By providing safe and adequately equipped spaces for physical activities like dance, swimming, martial arts, yoga, basketball, and other sports, community centers instill discipline, healthy exercise habits, and teamwork. Community centers create the perfect setting for local mentorship programs, providing guidance and leadership development for the youth of the community and adults.

A community recreation center can foster community pride and bring people together. It

can also provide opportunities for interaction, inclusivity, and community learning as well as contribute to economic development. By providing a popular destination for social and athletic activities, an efficiently operated recreation center can make the community as a whole, more attractive and appealing to future residents, which can increase property values and tax revenues for the community.

The City should consider locating the City's recreational facility in a central location that is accessible from the City's Pedestrian and Trail System. This will increase connectivity and accessibility by all Live Oak residents. Additionally, the community recreation facility provides the opportunity to plan for other City facilities in a close proximity to strengthen local government presence in the Community.

Example of a Community Recreational Facility





LEVERAGING COMMUNITY ASSETS

Although education is not tied to the aesthetic or physical characteristics of Live Oak, it plays a significant role in the identity and image of the community. The quality of the community's educational system has the potential to impact the local economy by making Live Oak attractive to new residents, businesses and employers. For many families, the quality of the City's public schools are a major contributing factor in a family's decision on where to live. As a result, education is an important element in the quality of life for Live Oak residents, and the City should carefully cultivate and maintain relationships with education providers.

The public schools in Live Oak are part of the Judson Independent School District and the North East Independent School District. Judson Early College Academy (JECA) is one of the best performing high schools in the area. The success of the JECA is attributed to school district's partnership with Alamo Colleges. JECA is located on the Northeast Lakeview College campus and offers early college courses to enable students to earn an Associates of Arts in Liberal Arts and at the same time earn a high school diploma with Distinguished Level of Achievement. Northeast

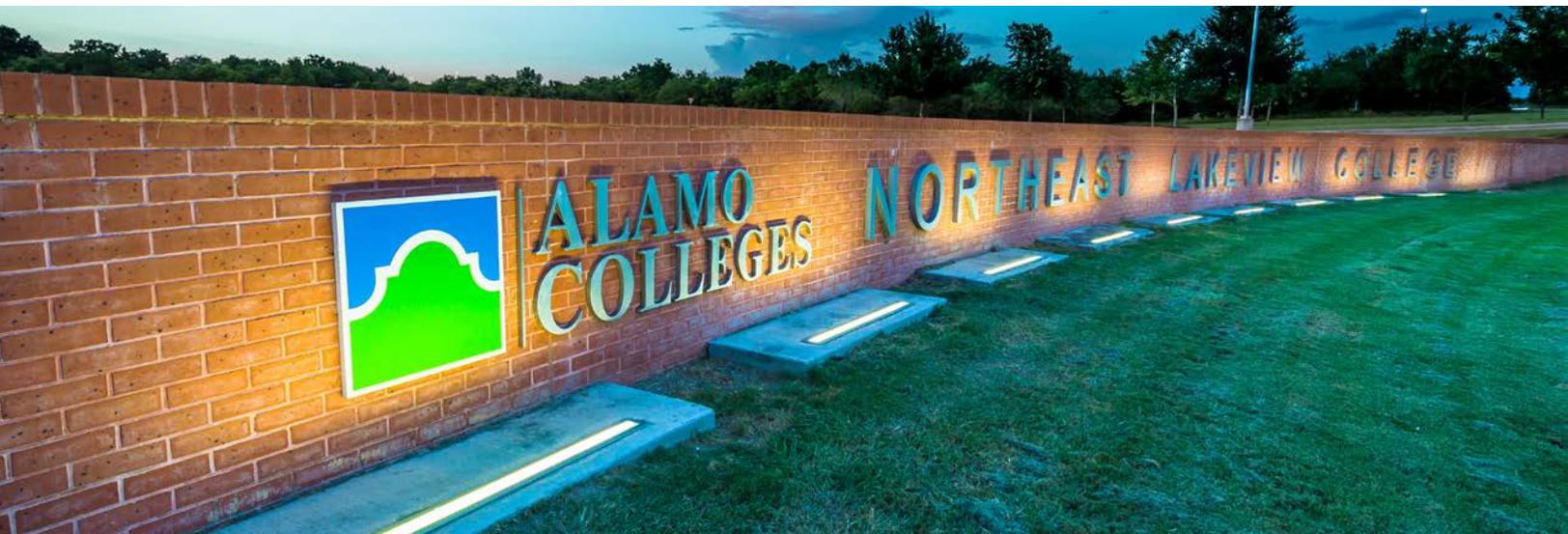
Lakeview College is a public community college within the system of Alamo Colleges offering 42 Associate degree programs and continuing education. The college was established in 2007 and offers 370,000 square feet of academic space and sits on 267 acres.

Education plays a critical role in securing economic and social progress by raising people's productivity and creativity, and promoting entrepreneurship and a more skilled workforce. The quality educational opportunities available in Live Oak are a tremendous asset that should be preserved and used to community advantage.

The City should consider partnering with Alamo Colleges to establish workforce training and educational programs that will continue to enhance the City's workforce. The expansion of Northeast Lakeview College is an opportunity for the City to target key employers and industries into the City. Institutional partnerships, such as these, can help foster a more resilient community by providing a stable source of employment, attracting new residents and commercial services to the City.

The campus mixed-use place type was designed to preserve future expansion area of the College and to foster a unique campus identity. The campus mixed place type can contribute to the success of the college by fostering a unique environment and atmosphere for students. The intent of the campus mixed-use place type is to preserve the campus area for land uses that will compliment the campus and provide essential services to students. For example, allowing for

diverse housing options to develop around the campus area will facilitate housing options for students. Public-private partnerships can help attract the type of development that is envisioned in the campus area, including the campus itself. It is recommended that staff update the City's development code to define the land uses that are appropriate for the campus mixed-use place type in order to preserve the campus area vision.



CREATING A ROBUST LOCAL ECONOMY

The Live Oak 2040 Comprehensive Plan establishes the policy framework to achieve sustained development and redevelopment over the next 20 plus years. It's intent is to provide the "road map" for ensuring the City utilizes its land use resources to strengthen and propel Live Oak's economy over the near-, mid-and long-term.

Following adoption of the comprehensive plan the City should consider conducting a target industry analysis to determine Live Oak's most viable prospects for investment. This process will entail evaluating two critical components, research of industry trends and analysis of market capacity. The study will determine which industries are already present Live Oak, the San Antonio metropolitan area, state of Texas and the nation.

The other half of the study will investigate the City's assets (or attributes) in terms of the City's ability to accommodate trending industries. Industries tend to be highly concentrated due to supporting infrastructure, knowledge or workforce from which they can draw from.

Determining the City's attributes will offer a competitive advantage over surrounding cities for business development and private sector investment. Most significantly, this study will align

the goals of the with those of the comprehensive plan.

Live Oak is at an important junction today, where it must start making decisions about the growing demand for public services for an increasing population and growing community expectations. Policies must be created that support a sustainable local economy. These decisions for economic development cannot be made independent of other community decisions about transportation, quality of life and other development decisions.

The economic development strategic plan should be updated to also capture economic development initiatives presented in the comprehensive plan including:

- Business attraction;
- Business growth and retention;
- Issuance of economic incentives and financing;
- Workforce education and training;
- Infrastructure and public improvement plans; and
- Targeted local entrepreneurship.

ECONOMIC DEVELOPMENT FUNDING MECHANISMS

The City of Live Oak currently offers variety of economic development incentives designed to create jobs, spur redevelopment and create new capital investment in the City, including Chapter 380 Economic Development Grants, Infrastructure Participation & Performance Agreements, Tax Rebates and Abatements, Tax Increment Reinvestment Zones (TIRZ) and the Visual Improvement Program (VIP). The

City should continue using these resources to facilitate growth and development in strategic areas of the City as outlined in the Land Use and Development and Transportation chapters of the comprehensive plan. Other economic development resources the City can consider is the Tax Increment Financing tool and the Hotel Occupancy Tax.

TAX INCREMENT REINVESTMENT ZONES

Tax increment financing is a tool that local government can use to publicly finance needed structural improvements and enhance infrastructure within a defined area or zone. They are enabled and governed by the statutes contained [Chapter 311 of the Texas Tax Code](#). When a local jurisdiction selects an area needing development or redevelopment, the assessed property valuation is frozen for a specific period of time, usually referred to as the “duration” of the zone. The initial property valuation is the tax increment base value.

The TIRZ authority then develops and redevelops the area by improving the

infrastructure. As new construction occurs in the zone and private investment is attracted, the resulting annual incremental increase in tax revenue above the base is directed to the TIRZ fund. This revenue is either used to repay bonds that financed improvements up-front, or can be used to pay for improvements as it is raised.

This tool can be used to fund improvements to Pat Booker Road as discussed for gateways and complete street improvements discussed in the transportation chapter. Public investments, such as these can help attract new businesses and revitalize underutilized sites in the corridor.

HOTEL OCCUPANCY TAX

Most cities are eligible to adopt a hotel occupancy tax at a rate up to 7 percent of the price paid for the use of a hotel room to help fund and increase hotel and convention activity in their community. The hotel occupancy tax is enabled by [Chapter 156 of the Tax Code](#). Under the tax code, any building or buildings in which members of the public obtain sleeping accommodations for consideration for less than 30 days, including a hotel, motel, tourist home,

tourist house, tourist court, lodging house, inn, rooming house or bed and breakfast facilities. These establishment would be required to collect hotel occupancy tax from their guests. Additionally, a “short-term rental,” defined as the rental of all or part of a residential property to a person, who is not a permanent resident, is subject to hotel occupancy taxes.

Although there are great local benefits for communities, Live Oak must also consider that all lodging properties operating in Texas will also be subject to a 6 percent state hotel occupancy tax. Additionally, the tax code requires that all funds collected from the hotel occupancy tax program be contributed to an event, program or facility to directly promote tourism, and directly promote the convention and hotel industry. A direct promotion of the convention and hotel industry has been consistently interpreted by the Texas Attorney General as a program, event or facility likely to cause an increase in hotel or convention activity.

Given the City's proximity to JBSA Randolph Air Force Base and central location within the San Antonio Metropolitan Area, the Hotel Occupancy Tax is another revenue source for the City to invest in the creation of the City's convention and hotel industry. Many cities in Texas have also taken advantage of this funding mechanism to capitalize on short-term rentals, such as Airbnb. Given that some of the City's prime commercial corridors are located along IH-35 and Loop 1604, this is a viable opportunity to spur development and enhance the City's strategic development areas, such as the mixed-use place types.

OTHER FUNDING MECHANISMS

DEVELOPMENT INCENTIVES

Development incentives, such as fee waivers and density bonuses, can help encourage developers to construct amenities or improvements that are desirable to the community.

Consider waiving development fees or allowing for density bonuses if developer meets or provides the following criteria:

- Creates publicly accessible open spaces, plazas and similar improved public spaces;
- Enhances or improves existing parks with City approved amenities;
- Constructs an additional segment or portion beyond what is required (length to be determined by City staff) of the Pedestrian and Bicycle Plan;
- Constructs a quality mixed-use development satisfying the City's Mixed-Use Standards;
- Revitalizes an underutilized and under-performing property;
- Incorporates access management improvements.



**GROWING
LOCAL
BUSINESSES
IN LIVE OAK**

EMPOWER LOCAL BUSINESSES

Locally owned businesses play a central role in healthy communities by advancing economic opportunity. Small business ownership has been a pathway to the middle class for generations of Americans and continues to be crucial for building wealth and community self-determination. The City of Live Oak EDC should consider expanding program initiatives to provide local businesses the resources to become successful. Strong networks of local businesses can result in higher rates of job creation, less income inequality and stronger social networks in the community. It keeps more money locally in the community as opposed to shipping profits to a national office.

Contrary to popular perception, start-up businesses have a high failure rate during their first four years of operation, usually because of poor management, poor marketing, or lack of funding, as opposed to issues of competitiveness. In many cases, it is also because zoning policies, soaring real estate costs and financing terms that make it harder for local entrepreneurs to find suitable spaces to start or run their business. Additionally, financial resources and economic incentives have historically favored larger corporations, placing small businesses at a higher disadvantage.

Below are seven strategies that the City of Live Oak can incorporate in the City's Economic Development Strategies to strengthen local entrepreneurship in Live Oak.

Incorporate Zoning Flexibility for Small Businesses - Allow for small commercial spaces, such as incubators, in the City's land use chart to accommodate small local businesses. A small business incubator is a facility that provides small, start-up businesses with affordable space and shared business support services with the common goal of enhancing the entrepreneurial climate and creating jobs in a community. Incubators provide much of the support services to help a new firm take off, such as affordable office space, office services (copying, printing, faxing, etc.), financial assistance, and management training. In some cases this can be accomplished through co-working spaces that share resources or makerspaces that share capital-intensive equipment.

Set Aside Space for Local Businesses in New Development - Cities can require development projects to reserve a portion of their first floor space for small storefronts and for locally owned businesses. This would be an ideal scenario for future buildings developed or redeveloped in the City's mixed-use place types.

Adopt a Business Diversity Ordinance - A Business Diversity Ordinance can ensure or encourage a target distribution of local and big chain businesses in the City. Other Texas cities, such as Fredericksburg, Texas have implemented similar initiatives.

Facilitate Adaptive Reuse of Vacant Buildings - Given the rise of infill development in the City of Live Oak, the City can create an adaptive reuse program offering permit fee waivers and a faster timeline for eligible projects to redevelop the interior of existing buildings for small business space.

Restructure Economic Development Incentives - Economic development incentive programs disproportionately favor big companies. Revisit the EDC's strategic plan to incorporate initiatives to help grow local businesses in Live Oak. Consider expanding the Visual Improvement Program to include funding resources for business capital.

Open a Small Business Program - The City of Live Oak should create a small business program to guide business owners through the local permitting requirements, and to serve as a liaison between small businesses and policy makers.

Live Oak is fortunate to have access to a number of potential partners to assist the City or provide services on behalf of the City, such as the UTSA Small Business Development Center, various resources at Northeast Lakeview College, Bexar County economic development initiatives and support services, and federal programs, such as the Small Business Administration program. There is no need for Live Oak to duplicate such services or "go at it alone." Live Oak can, however, serve as a critical conduit for individuals to access these resources through the City's relationships.

Expand Access to Capital - Community banks supply a majority of small business loans. With the Randolph Brooks Financial Credit Union (RBFCU) headquarters located in Live Oak, consider partnering with RBFCU to expand access to capital for local businesses. This has many positive benefits, including strengthening the City's relationship with a major business in the City, expanding business clientele for RBFCU,

and growing the number of local businesses in the City.

The last three items are unique in that the City does not need to "go at it alone." In all three cases, partnering with other organizations can access greater resources and expertise. This reduces pressure on the City staff and budget, improves the service provided and avoids duplication.

Along with this effort the City should consider working with local Community Development Financial Institutions (CDFI) to leverage resources and funding for development and support of local, small-business, minority-owned and women-owned businesses in Live Oak. CDFIs help promote local economic growth by improving access to capital to support small and local businesses in communities across the nation. They are specialized financial institutions that work in markets that are under served by traditional financial institutions, including financial assistance to small start up or expanding businesses. CDFIs are supported by the CDFI Fund, a program of the US Department of Treasury whose mission is to expand the capacity of financial institutions to under served population and communities.

MARKETING STRATEGIES

The City of Live Oak should also strengthen their e-marketing efforts to tell Live Oak's story. Society today is extremely mobile and tech savvy, making the Internet and social media sites very effective marketing tools. One of the biggest benefits of e-marketing is the reach it has over traditional print marketing. E-marketing has the potential to reach a global audience.

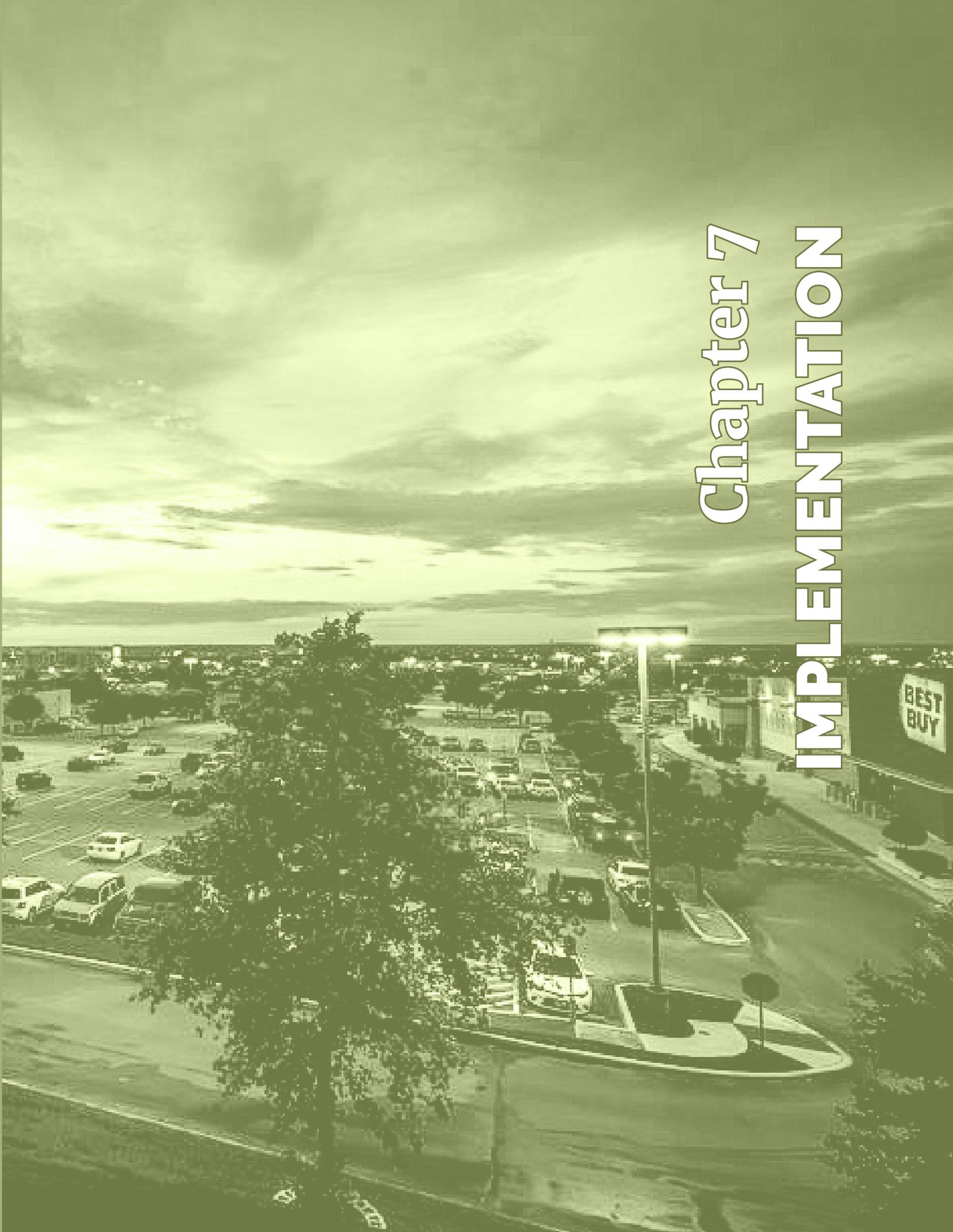
The critical first step in revamping City and EDC websites as marketing tools full of information about why Live Oak is a great place to live and do business, with a robust resources inventory

and easily accessed information on programs and management practices that make Live Oak special. Information such as the target industry analysis should be made available on the EDC website. We heard many stories of Live Oak being the best City in the region to do business, but such testimonies cannot be found online. Use current business owners as ambassadors in telling this story.



PLANNING FOR THE BEST FUTURE



An aerial photograph of a city street at dusk. The sky is filled with soft, grey clouds, and the sun is low on the horizon, casting a warm glow. In the foreground, a large, leafy tree stands on the left side of the road. A tall street lamp with two glowing lights is positioned on the right side of the road. In the background, a large commercial building with a "BEST BUY" sign is visible. The overall scene is a mix of urban infrastructure and natural elements.

Chapter 7 IMPLEMENTATION



IMPLEMENTATION

IMPLEMENTATION STRATEGY

Successful communities establish a clear vision for the future and identify the steps necessary to achieve that vision. This section completes the Live Oak 2040 Comprehensive Plan by establishing an action plan to achieve the recommendations of the plan. The implementation strategy is the most important components of the comprehensive plan, because it is where ideas turn into policies and actions. The implementation strategy will consist of a two step process, which consists of 1) defining priorities, and 2) measuring progress and success.

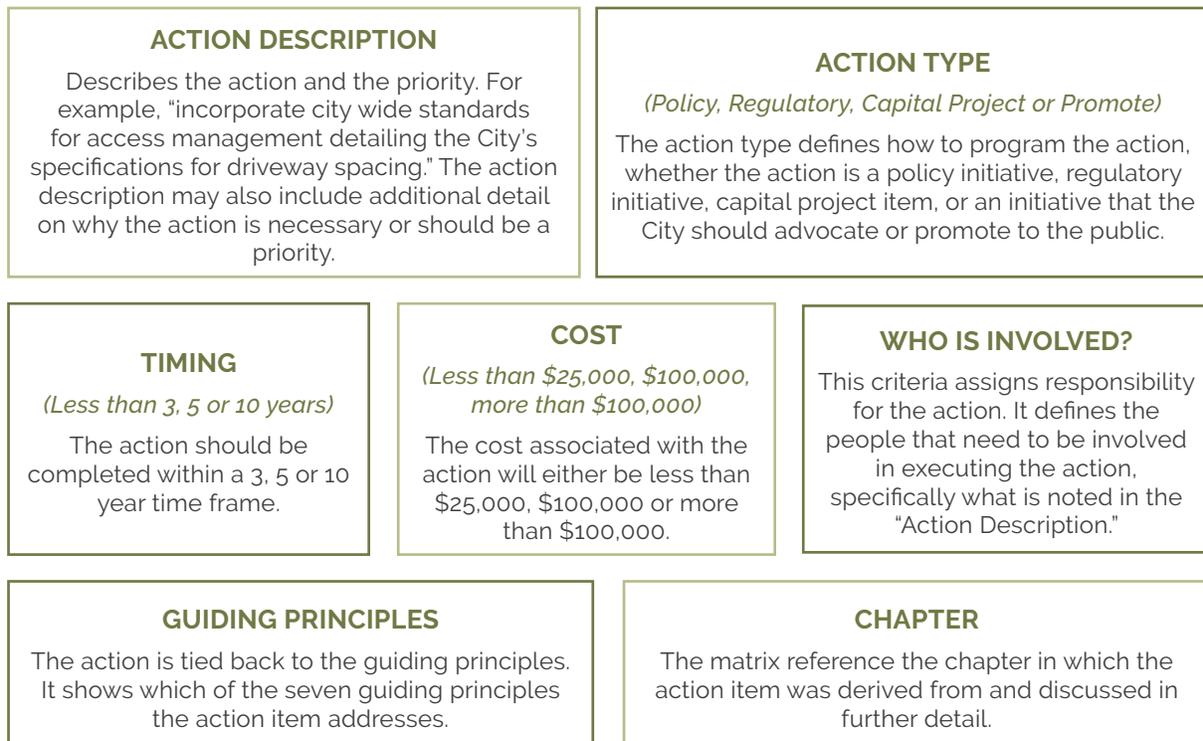
The implementation matrix, shown in **Table 7.10**, defines the City's priorities to achieve the recommendations of the plan. The implementation metrics, shown in **Table 7.11**, shows the metrics to measure progress for each action item. The implementation metrics are essential to measure success and to be able make any necessary adjustments along the way to stay on track. If you can't measure it, you can't improve it.

IMPLEMENTATION MATRIX

The priorities listed in the implementation matrix are recommendations from the following chapters; Land Use and Development (Chapter 4), Transportation and Access (Chapter 5), and Resiliency and Livability (Chapter 6). Recommendations made in the comprehensive plans are derived from the guiding principles established in the "Vision and Guiding Principles," chapter (Chapter 3). The guiding principles are the building blocks to achieve the vision, representative of Live Oak's goals and aspirations. The guiding principles provide overall direction across all plan components and should be referenced often when making policy and land use decisions.

The implementation matrix has seven important elements to achieve each priority in the implementation matrix, including the actions to achieve each priority (Action Description), the action type (Action Type), the people that must be involved to execute the action (Who is involved?), the time frame in which the action must be completed (Timing), and the cost bracket to achieve the priority (Cost). For reference, the matrix includes the chapter of the comprehensive plan in which priority was discussed in further detail. Last, but not least each priority is tied back to the City's guiding principles.

IMPLEMENTATION MATRIX CRITERIA



KEY POLICY RECOMMENDATIONS

Several elements of the implementation matrix are comprised of policy and regulatory initiatives that would typically found in the City's development code, specifically the City's zoning and subdivision ordinance. It is recommended that rather than addressing each priority item in a piecemeal fashion, that the City instead choose to completely rewrite the zoning and subdivision ordinances. Both ordinances have not undergone comprehensive revision in decades, resulting in inconsistent policies in regards to the goals of the comprehensive plan. Additionally, the regulatory environment in the State of Texas has changed in the intervening years.

A code update will be the most cost-effective approach, which can also accelerate implementation of the Comprehensive Plan. Based on the implementation matrix cost and timing criteria, most priority items associated with

updating segments of the City's development code were affiliated with improvements costing less than \$100,000 (\$\$) each, and targeting a 3-year completion time frame (<3 yrs). Revising the zoning ordinance and subdivision ordinance, respectively, to include all of the listed changes would be <\$100,000 each.

Prior to undergoing the development code update process, a comprehensive diagnostic assessment of the City's current development code and development review practices is recommended. This assessment will determine where the City's code is adequate and deficient and what new standards will be incorporated based on the recommendations of the comprehensive plan. This exercise will not only streamline the code update process, but will also inform the cost for the City's development code update in greater detail.



Plan recommendations included in the implementation matrix that will consist of updates to the City's development Code:

- Align zoning districts with Future Land Use Plan place types
- Incorporate standards for Access Management
- Develop standards to facilitate adaptive reuse
- Incorporate design standards for mixed-use
- Adopt complete streets policy
- Establish bicycle and improve neighborhood connectivity
- Establish Bicycle and pedestrian infrastructure standards
- Adopt local policy and programs to support the growth of local/small businesses
- Allow for zoning flexibility for small business
- Incorporate development guidelines to address screening and buffering and height transition from non-residential to residential land uses
- Update tree preservation standards
- Incorporate development incentives to encourage quality development beyond minimum standards
- Address block length and connectivity through subdivision design guidelines
- Update residential zoning district to allow for diverse housing types
- Update parking standards mixed-use development
- Incorporate design standards for placemaking elements, such as wayfinding, public art, streetscaping, etc.
- Promote pedestrian oriented design
- Update street cross sections
- Require sidewalk and trail system with incoming development
- Integrate traffic calming elements through updated street standards
- Establish/update landscaping standards for commercial and residential uses
- Establish parkland requirement & fee-in-lieu
- Establish standards for public/private parkland
- Adopt neighborhood improvement program to encourage neighborhood revitalization

Table 7.10: Implementation Matrix

No.	Action Type	Action Description	Chapter	Who is involved?	Timing (Less than 3, 5, or 10 yrs)	Cost (\$, \$\$, or \$\$\$)	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
1	Regulatory Initiative	Align zoning districts with the place types designated in the Future Land Use Plan. The City's zoning districts should allow for the type of development envisioned for each place type.	Ch. 4 Land Use	City staff, P&Z Commission & City Council	<3 yrs.	\$\$	●						●
2	Regulatory Initiative	Revisit zoning categories to allow for diverse housing options. The ordinances currently prescribes the standard single-family home. And while it allows for a variety of other housing types like townhomes, garden homes, mixed use developments, and cluster developments, there is no mechanism(s) to encourage them. Incorporate more descriptive and visual examples of desired development types into the development code. This will encourage builders to develop desirable housing types.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission & City Council	<3 yrs.	\$\$	●		●	●			●

No.	Action Type	Action Description	Chapter	Who is involved?	Timing (Less than 3, 5, or 10 yrs)	Cost (\$, \$\$, or \$\$\$)	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
3	Policy Initiative	Coordinate and implement small area plans for key focus areas to address access management, pedestrian connectivity, and re-evaluate development standards to facilitate adaptive reuse of key infill sites in each focus area. Implementing a small area plan for each focus area will define a vision and narrow down the issues / solutions to achieve the type of development that is desired in each focus area.	Ch. 4 Land Use	City staff, P&Z Commission & City Council	<5 yrs.	\$\$	●		●	●		●	●
4	Regulatory Initiative	Incorporate city wide standards for access management detailing the City's specifications for driveway, intersection and median spacing. Implementing access management standards will encourage the use of internal cross access and limit the number of driveways on roadways with high traffic volumes.	Ch. 4 Land Use	City staff, P&Z Commission & City Council	<3 yrs.	\$\$	●		●	●	●	●	●

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5	Policy Initiative	Create an “Adaptive Reuse Program” to retrofit and improve existing commercial sites. Implementing an incentive or funding program to improve conditions of an existing commercial sites, including driveway, access and landscaping improvements, can encourage quality redevelopment. This program can also help small business owners improve a business/office space within an existing building that needs improvement. Refer to “ <i>Empower Local Business</i> ,” section in chapter 6,	Ch. 5 Transportation & Access / Ch. 6 Resiliency & Livability	City staff, EDC, P&Z Commission & City Council	<5 yrs.	\$\$ (Scalable)			●	●		●	●
6	Regulatory Initiative	Redefine parking standards for mixed-use place types by allowing for shared parking agreements or lessening the number of parking spaces required for mixed-use districts. A high number of parking spaces results in underutilized sites and detracts from the pedestrian oriented development desired for mixed-use place types. Take this opportunity to also address the location of parking in reference to the building and site.	Ch. 4 Land Use	City staff, P&Z Commission & City Council	<3 yrs.	\$\$	●					●	

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7	Policy Initiative	Focus on infrastructure improvements and amenities, such as, streetscaping, wayfinding, public art, and landscaping, which are “place-making” elements that help define Live Oak as a unique destinations to visit and live.	Ch. 4 Land Use	City staff, P&Z Commission & City Council	On-Going	\$\$\$	●			●		●	●
8	Policy Initiative	Identify opportunities to develop plazas and other “urban spaces” in Live Oak, particularly in the identified mixed use areas. Investing on catalyst sites can propel development in mixed-use place types.	Ch. 4 Land Use	City staff, P&Z Commission & City Council	<5 yrs.	\$\$\$ (Scalable)	●		●	●		●	●

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9	Policy Initiative	<p>Identify opportunities to educate local developers, business owners, and citizens on the benefits of mixed-use projects to the transportation system, tax base, and housing goals of the city. Mixed-use is still a relatively new concept to the San Antonio area, though it is growing in popularity. Maximize opportunities to bring in local and national experts on developing the subject by partnering with local development and professional organizations. Market workshops to local developers, business owners, and citizens to broaden the knowledge of the benefits of mixed-use projects.</p>	Ch. 4 Land Use	City staff, P&Z Commission & City Council	On-Going	\$	●		●	●	●	●	●

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10	Regulatory Initiative	Update development regulations to incorporate design standards for mixed use development. Design guidelines are a way for a community to address issues related to the visual qualities of the built environment. They are intended to assist architects, developers, and designers to understand the character, identity, and type of development desired to achieve the goals and objectives of the community. For example, building articulation, streetscaping, street design, window types, location of store fronts, balconies, signs, awnings, location of parking and loading zones, gathering places, the location of residential units. All elements are addressed in the design guidelines.	Ch. 4 Land Use	City staff, P&Z Commission & City Council	<3 yrs.	\$\$	●		●	●		●	●

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11	Promote	Promote the design of buildings, streets, and subdivisions that focus on people rather than vehicles. Buildings are highly influential on the physical realm and help shape the character of an area; therefore, consider incorporating form based design standards in the City's development code to emphasize the design of buildings.	Ch. 6 Resiliency and Livability	City staff, P&Z Commission & City Council	<3 yrs.	\$\$	●		●	●		●	●
12	Policy Initiative	Encourage medium and high-density mixed use development in target mixed-use zones. The nodes identified in the Future Land Use Plan are established as places where more intense, mixed-use development should occur. They are located at the junction of major roads and are natural occurrences of activity. They will be the ideal location for denser mixed-use development.	Ch. 4 Land Use	City staff, P&Z Commission & City Council	<5 yrs.	\$\$							
13	Policy Initiative	Adopt a complete street policy to design, construct, operate and maintain the region's roadway system to promote safe, and convenient access and travel for all users.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<3 yrs.	\$				●		●	

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14	Regulatory Initiative	Develop design guidelines for Live Oak street types as discussed in the Transportation chapter. Design guidelines should emphasize the character of the roadway as much as it addresses access and mobility. Guidelines should include landscaping, streetscaping, and describe how buildings should relate to the street. See concepts presented in this comprehensive plan for guidance.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<3 yrs.	\$\$			●			●	●
15	Policy Initiative	Establish a plan to prioritize complete street improvements as discussed in "Implementing Complete Streets," section in chapter 5. Streets that have a high contribution value to the community and improvements are less complex should be on top of the street priority list since they are low hanging fruit. Refer to the "Complete Street Map," in Map 5.4 for guidance.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<10 yrs.	\$\$\$ (Scalable)	●	●	●	●	●	●	●
16	Capital Projects	Prioritize pedestrian and bike facilities. Below are recommendations for pedestrian and bike facilities to be prioritized since they contribute high value to the community.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<3 yrs.	\$\$			●	●		●	

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17	—	Install bike lane or cycle track along Forest Bluff. There are no driveway conflicts, the pavement section is wide, and the traffic is primarily local.	—	—	—	—			●	●		●	
18	—	Install bike lane and sidewalk retrofit on Village Oak from Pat Booker to Old Spanish Trail. There are no driveway conflicts, Pavement section is wide enough. The project can continue beyond Old Spanish Trail, but there will be need to consider on-street parking in front of houses for convenience.	—	—	—	—			●	●		●	
19	—	Install bike lane on Shin Oak from Loop 1604 to Old Spanish Trail. There are no driveway conflicts and the pavement section is wide enough.	—	—	—	—			●	●		●	
20	—	Install bike lane on Oak Terrace. There are no driveway conflicts and the pavement section is wide enough.	—	—	—	—			●	●		●	
21	—	Install bike lane on Palisades. There are no driveway conflicts and the pavement section is wide enough.	—	—	—	—			●	●		●	

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22	—	Install bike lane on Old Spanish Trail. The pavement section is wide enough, though coordination will be necessary to address on-street parking.	—	—	—	—			●	●		●	
23	—	Install bike lane from Shin Oak Drive to IH-35 bridge overpass to provide north-south connectivity. Refer to Map 5.4 (#2) to view overpass improvement along Shin Oak.	—	—	—	—			●	●		●	
24	—	Install underpass bike lane on Loop 1604 from IKEA-RB-FCU to Gateway Boulevard to provide east-west connectivity. Refer to Map 5.4 (#7) to view Loop 1604 underpass improvement.	—	—	—	—			●	●		●	
25	Capital Projects	Hire a consultant to redesign Pat Booker Boulevard. Improve Pat Booker Boulevard to improve connectivity and revitalize the Pat Booker Corridor. Coordinate with TxDOT on future roadway improvements.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<5 yrs.	\$\$				●		●	●
26	Policy Initiative	Improve pedestrian and bicycle access to existing main city park facilities to accommodate users of all skill/comfort levels. Prioritize trails and sidewalks to City parks.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<5 yrs.	\$\$\$ (Scalable)			●	●		●	●

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27	Capital Projects / Development Review	Improve the connectivity of existing neighborhoods by constructing additional vehicle, bicycle, and pedestrian connections between established and future neighborhoods. A well-connected transportation system reduces congestion along major streets, is friendlier to pedestrians and bicyclists, facilitates alternative transportation, and leads to higher levels of physical activity. Consider pedestrian and bike improvements in the City's CIP and require developers to construct pedestrian or bike facilities when developing a property abutting or bordering the trail system.	Ch. 5 Transportation and Access	City staff, P&Z Commission & City Council	<5 yrs.	\$\$\$ (Scalable)			●	●		●	●

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28	Regulatory Initiative	Develop sidewalk and trail standards, including width, materials and construction materials. Trails and sidewalks need to be able to accommodate many types of users, including walkers, joggers, people with baby strollers, and citizens with disabilities. There are a variety of publications that outline different design guidelines for developing multi-use trails and sidewalks. In all cases, the design of a facility must adhere to the Texas requirements for ADA accessibility.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<3 yrs.	\$\$			●	●			●
29	Regulatory Initiative	Require the installation / design of bike and pedestrian facilities in mixed-use place types. The Future Land Use Plan identifies nodes of dense, mixed use developments. In these developments, walking and bicycling are the preferred mode of transportation within the node. Because of this, bicycle and pedestrian facilities should be installed to the greatest extent possible, and designed at the highest standard.	Ch. 4 Land Use	City staff, P&Z Commission & City Council	<3 yrs.	\$\$	●	●	●	●	●	●	●

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30	Promote	Work with land owners to develop large parcels of vacant or under utilized land that are located in the City's commercial corridors. By being proactive, the City and EDC should work with property owners of these sites to develop a vision and master plan for each property and help market properties to developers and businesses.	Ch. 4 Land Use and Development	City staff, P&Z Commission and City Council	On-Going	\$\$ (Scalable)	●	●	●	●	●	●	●
31	Policy Initiative	Develop and routinely update a formal Park and Recreation Master Plan for the City of Live Oak. The plan should address park and recreation demand, park types, park standards, park and facility inventory, park land dedication, and funding needs/resources to develop and maintain parks to provide a superior park system for Live Oak. A formal Park and Recreation Master Plan will help the City create a system and identify a plan of action to guide direction and focus resources for the Live Oak Park System.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<10 yrs.	\$\$			●	●		●	●

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32	Capital Projects	Utilize traffic calming techniques where necessary to ensure resident safety and maintain appropriate traffic volumes and speeds. Traffic calming is a technique to reinforce the residential nature of specific roadways and combat roadway congestion and accidents. As a component of this action, the City must continually monitor traffic volumes and speeds. Where excessive volumes or speeds occur, traffic calming measures to help address these issues.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	On-Going	\$\$ (Scalable)			●			●	●
33	On-going	Maintain physical elements of the transportation infrastructure. Most municipal agencies prefer to schedule routine repairs and inspections instead of patching and repairing on an as-needed basis. A schedule for inspection, cleaning, and street repairs will enable city personnel to efficiently use limited resources. The expectancy of regularly scheduling of the repairs will also be appreciated by concerned citizenry.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	On-Going	\$\$\$			●			●	●

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34	Policy Initiative	Partner with VIA or other transit agencies to provide Live Oak residents with public transit options, such as the VIALink micro-transit service. Refer to "Implementation of Complete Street" section in chapter 5.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<10 yrs.	\$-\$\$\$		●	●	●		●	●
35	Policy Initiative	Apply for AAMPO Funding Opportunities. Refer to "Apply for Regional Funding Opportunities," in chapter 5. Multiple transportation and bike/pedestrian funding opportunities are available.	Ch. 5 Transportation & Access	City staff, P&Z Commission & City Council	<3 yrs.	\$-\$\$\$			●	●		●	●
36	Promote	Build a relationship / partnership with TxDOT and AAMPO to coordinate efforts on future roadway improvements, specifically as it may pertain to the expansion of Pat Booker.	Ch. 5 Transportation & Access	TxDOT, AAMPO, City staff, P&Z Commission & City Council	On-Going	\$-\$\$\$			●	●		●	●
37	Promote	Work with TXDOT to further enhance Live Oak's bridges, underpasses, and intersections along the Interstate 35 and Loop 1604 corridors. Planned construction along Interstate 35 and Loop 1604 to increase capacity introduces the opportunity to install beautification elements such as landscaping, color, and other features to enhance the bridges, underpasses, and intersections	Ch. 5 Transportation & Access	TxDOT, City staff, P&Z Commission & City Council	<5 yrs.	\$\$\$			●	●		●	●

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38	Promote	Preserve and enhance access to IH 35 and Loop 1604. Efforts are underway to enhance the volume of vehicles passing through, but not stopping in, Live Oak. Live Oak should emphasize the economic productivity of this area and ensure adequate access is maintained.	Ch. 5 Transportation and Access	City staff, P&Z Commission and City Council	<5 yrs.	\$\$\$	●	●	●	●	●	●	●
39	Policy Initiative	Establish a Tax Increment Reinvestment Zone (TIRZ) district along Pat Booker Road to help fund infrastructure improvements that will serve and attract new businesses to the corridor. A TIRZ district can provide the needed revenue to finance public investments such as infrastructure, streetscape and integrated public spaces.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission and City Council	<5 yrs.	\$	●	●	●	●	●	●	●
40	Policy Initiative	Expand the EDC VIP Program to also incentivize residential improvement or establish a new program to encourage residents to make home improvements and enhance curb appeal. Refer to "Neighborhood Improvement Program" section in chapter 6.	Ch. 6 Resiliency & Livability	City staff, EDC, P&Z Commission & City Council	<3 yrs.	\$\$			●	●		●	●

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41	Promote	Create a residential design guideline book for residents to learn how to upgrade and improve their residence. This can be used to supplement the extension of the VIP program to cover residential uses, by establishing expectations of the residential improvements that will qualify for program incentives.	Ch. 6 Resiliency & Livability	City staff, EDC, P&Z Commission & City Council	<10 yrs.	\$-\$\$			●	●		●	●
42	Policy Initiative	Update the Economic Development Strategic Plan to bring together priorities, fact-based research (Target Industry Analysis), and incorporate the goals of the comprehensive plan. This initiative will enhance the economic vitality of Live Oak and identify target employment industries to grow in Live Oak.	Ch. 6 Resiliency & Livability	City EDC, P&Z Commission and City Council	<3 yrs.	\$-\$\$	●	●	●	●	●	●	●

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43	Policy Initiative	Selectively use funding mechanisms (tax abatements, tax increment financing, public improvement districts, etc.) to encourage desirable economic development. While many may feel that now is not the time to be passing on cost savings and spending money for private development, the community must recognize the long-term impact in economic development and growth these investments provide.	Ch. 6 Resiliency & Livability	City EDC, P&Z Commission and City Council	On-Going	\$\$-\$	●	●	●	●	●	●	●
44	Promote	Work with Alamo Community College District to promote and capitalize on the growing Northeast Lakeview higher education campus. Partner with the College to provide affordable education and training to build the type of workforce that is desirable to target industries.	Ch. 6 Resiliency & Livability	Alamo College District, Northeast Lakeview Campus Administrators, City staff, & City Council	On-Going	\$	●	●	●	●	●	●	●
45	Promote	Work with the Texas Workforce Commission and/or Northeast Lakeview College to establish workforce training and educational programs supportive of Live Oak's citizens and desired economy. A trained and highly qualified workforce is a valuable asset to employers and companies looking to locate in Live Oak.	Ch. 6 Resiliency & Livability	AAMPO Workforce, City staff, & City Council	On-Going	\$	●	●	●	●	●	●	●

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46	Promote	Coordinate with Judson ISD to establish a Safe Routes to School Program. Where necessary, create Safe Routes to Schools for each elementary and middle school in Live Oak's city limits. Making walking and bicycling a safe and viable option for children is more than having the proper infrastructure - although that is extremely important. It also includes promotion and education programs to encourage children and families to walk and ride their bike to school.	Ch. 6 Resiliency & Livability	Judson ISD, Northeast ISD, City staff, P&Z Commission and City Council	<3 yrs.	\$-\$\$\$ (Scalable)			●	●		●	●
47	Promote	Enhance recreational programming in Live Oak by partnering with other community institutions and organizations, such as Judson ISD, Bexar County, YMCA and other private recreation organizations to use existing facilities in the City of Live Oak to enhance recreational programming opportunities	Ch. 6 Resiliency & Livability	Judson ISD, Northeast ISD, YMCA, City staff, P&Z Commission and City Council	<5 yrs.	\$-\$\$\$			●	●		●	●

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48	Policy Initiative	Support the growth of local businesses through a small business program. As discussed in the, " <i>Empower Local Business,</i> " section in chapter 6, the City in collaboration with EDC can establish a small business program to provide local entrepreneurs with the resources they need to start / manage their business in Live Oak.	Ch. 6 Resiliency & Livability	EDC, P&Z Commission and City Council	<5 yrs.	\$\$-	●	●	●	●	●	●	●
49	Policy Initiative	Partner with RBFCU to provide local business financing. Community banks supply majority of small business loans therefore the City should take advantage local resources and assets to further strengthen local businesses in the community.	Ch. 6 Resiliency & Livability	EDC, P&Z Commission, RBFCU, and City Council	<3 yrs.	\$		●			●		●
50	Regulatory Initiative	Revisit zoning regulations to allow zoning flexibility for small businesses. Revisit zoning policies to allow for smaller commercial spaces, such as incubators. Encourage small commercial spaces in mixed-use buildings.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<3 yrs.	\$\$	●	●			●		●
51	Policy Initiative	Adopt a Business Diversity Ordinance to encourage a target distribution of local and big chain businesses in Live Oak. Refer to " <i>Empower Local Business,</i> " section in chapter 6.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<10 yrs.	\$\$	●	●			●		●

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52	Policy Initiative	Work with local Community Development Financial Institutions (CDFI) to leverage resources and funding for development and support of local, small-business, minority-owned, and women-owned businesses in Live Oak. Community Development Financial Institutions (CDFIs) help promote local economic growth by improving access to capital to support small and local businesses in communities across the nation.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<5 yrs.	\$	●			●	●		●
53	Promote	Strengthen E-marketing efforts to tell Live Oak's story. Society today is extremely mobile and tech savvy, making the Internet and social media sites very effective marketing tools. The critical first step in revamping City and EDC websites as marketing tools full of information about why Live Oak is a great place to live and do business, with a robust resources inventory and easily accessed information on programs and management practices that make Live Oak special.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<3 yrs.	\$			●	●	●	●	●

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54	Capital Projects	Incorporate regional local gateways monuments as shown in the Map 6.2 (Gateway Map) in chapter 6. Come up with a cohesive design for City gateways to strengthen the City's identity for residents and visitors. Coordinate with TxDOT and JBSA-Randolph liaison regarding the Pat Booker military themed Gateway.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<10 yrs.	\$\$\$ (Scalable)				●			●
55	Capital Project	Install masonry fencing along areas where residential lots back up to a collector or arterial. This will initiative will improve aesthetics and neighborhood livability, specifically for homes adjacent to Toepperwein.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<3 yrs.	\$\$\$ (Scalable)	●		●	●			●
56	Regulatory Initiative	Incorporate height transition, lighting, and screening and buffering standards to address land use transition and compatibility.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<3 yrs.	\$\$	●		●	●		●	●

No.	Action Type	Action Description	Chapter	Who is involved?	Timing (Less than 3, 5, or 10 yrs)	Cost (\$, \$\$, or \$\$\$)	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
57	Regulatory Initiative	Along with the incorporation of form based design standards and mixed-use design guidelines, City staff will need to update landscaping standards. Update commercial and residential landscaping standards to higher quality and aesthetically pleasing streetscaping standards to coincide mixed-use guidelines.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<3 yrs.	\$\$			●	●		●	●
58	Regulatory Initiative	Require parkland dedication for new residential development consisting of single family and multifamily projects. Parkland dedication requires developers to dedicate a minimum area of land (typically 5-8 ac minimum) or pay a fee-in-lieu of parkland dedication. The land and fees collected from this initiative are used to create City parks and fund future park improvements.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<3 yrs.	\$\$	●		●	●		●	●

No.	Action Type	Action Description	Chapter	Who is involved?	Timing (Less than 3, 5, or 10 yrs)	Cost (\$, \$\$, or \$\$\$)	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
59	Regulatory Initiative	Incorporate development incentives to encourage developers to provide /build beyond the City's development standards. Refer to " <i>Development Incentives</i> ," section in chapter 6. Development incentives can be issued for open space enhancements and quality mixed-use development satisfying the City's mixed-use standards.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<3 yrs.	\$\$	●		●	●		●	●
60	Regulatory Initiative	Incorporate design standards for public and private parks to set expectations. Since park enhancements will be offered as an option in the development incentives, it is important to establish guidelines on the size and the type of amenities it should offer to the public in order to qualify for the incentive.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<3 yrs.	\$\$	●		●	●		●	●

No.	Action Type	Action Description	Chapter	Who is involved?	Timing (Less than 3, 5, or 10 yrs)	Cost (\$, \$\$, or \$\$\$)	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
61	Policy Initiative	Create a Neighborhood Partnership Program to strengthen the City's relationship and foster a partnership with Live Oak residents. This initiative increases citizen participation / communication in local governance and allows for opportunities for the City to partner with residents to tackle community improvement projects, such park or neighborhood enhancement initiatives, Refer to " <i>Neighborhood Partnership Program</i> ," in chapter 6.	Ch. 6 Resiliency & Livability	Residents, City staff, P&Z Commission, and City Council	<5 yrs.	\$			●	●			●
62	Promote	Use drainage corridors to connect pedestrian and bike facilities. Drainage corridors are underutilized sites that can facilitate connectivity.	Ch. 6 Resiliency & Livability	Residents, City staff, P&Z Commission, and City Council	<10 yrs.	\$\$\$ (Scalable)	●	●	●	●	●	●	●
63	Regulatory Initiative	Incorporate tree preservation and mitigation standards in the City's development code. This initiative will discourage the removal of trees and offer an opportunity to collect funds from tree mitigation to fund tree planting and park beautification initiatives, such as a City initiated tree planting program.	Ch. 6 Resiliency & Livability	Residents, City staff, P&Z Commission, and City Council	<3 yrs.	\$\$			●	●		●	●

No.	Action Type	Action Description	Chapter	Who is involved?	Timing (Less than 3, 5, or 10 yrs)	Cost (\$, \$\$, or \$\$\$)	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
64	Regulatory Initiative	Enhance subdivision standards to incorporate maximum block lengths and design guidelines on how to layout a diverse housing mix in a subdivision. Additionally, review the development code to ensure that there are no deterrents to mixing compatible housing types.	Ch. 6 Resiliency & Livability	Residents, City staff, P&Z Commission, and City Council	<3 yrs.	\$\$	●	●	●	●			●
65	Regulatory Initiative	Develop neighborhood revitalization plans. Prioritize neighborhood improvements for older / established neighborhoods in the City. This initiative will help program neighborhood improvements on an annual or more frequent basis.	Ch. 6 Resiliency & Livability	Residents, City staff, P&Z Commission, and City Council	<10 yrs.	\$\$	●		●	●		●	●
66	Regulatory Initiative	Encourage the formation of neighborhood association. Community-based organizations such as homeowner and neighborhood associations are valuable entities to oversee the quality of life in neighborhoods and to communicate their needs to the City.	Ch. 6 Resiliency & Livability	Residents, City staff, P&Z Commission, and City Council	<3 yrs.	\$	●	●	●	●	●	●	●

No.	Action Type	Action Description	Chapter	Who is involved?	Timing (Less than 3, 5, or 10 yrs)	Cost (\$, \$\$, or \$\$\$)	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
67	On-going	Provide proper training for code / ordinance enforcement to City staff, including building and other development review staff. Use proactive code enforcement to maintain the aesthetic appeal of Live Oak and its neighborhoods.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	On-Going	\$			●	●			●
68	Capital Projects	Program the City's Recreational Facility in the City's CIP and conduct a facility needs assessment. The community REC should be well planned to accommodate all facility needs. Additionally, the REC is an opportunity to plan for future City facilities in a close proximity and plan for a city complex, if desired.	Ch. 6 Resiliency & Livability	City staff, P&Z Commission, and City Council	<5 yrs.	\$\$			●	●		●	●

Table 7.11: Implementation Metrics

Metric No.	Data Source	Metric Description	Desired Trend	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
1	U.S. Census & American Community Survey	Number of Jobs per Household	Trend upward; Trend Upward at Faster Rate than State of Texas, Bexar County and San Antonio MSA	●	●	●	●	●		●
2	Judson ISD	Number of students with Live Oak addresses enrolled in Judson Higher Education Center	Trend Upward		●	●		●		●
3	Alamo Community Colleges District	Number of students with Live Oak addresses enrolled in Northeast Lakeview College	Trend Upward		●	●		●		●
4	Alamo Community Colleges District	Number of students enrolled in Northeast Lakeview College STEM-related programs	Trend Upward		●	●		●		●
5	City GIS Analysis	Percentage of all residences within 1/4 mile of a park or open space	Trend Upward			●	●		●	●
6	City GIS Analysis	Percentage of new residences within 1/4 mile of a park or open space	Trend Upward			●	●		●	●
7	City GIS Analysis	Percentage of all housing units within 1 mile of a full-service grocery store or pharmacy.	Trend Upward	●		●		●	●	●

Metric No.	Data Source	Metric Description	Desired Trend	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
8	City GIS Analysis	Percentage of new housing units within 1 mile of a full-service grocery store or pharmacy.	Trend Upward	●		●		●	●	●
9	U.S. Census & American Community Survey; Bexar Central Appraisal District; Bexar County Tax Office	Percentage of owner-occupied properties with homestead exemptions	Trend Upward			●				●
10	U.S. Census & American Community Survey	Percentage of commute transportation modal share driving alone	Trend Downward; Trend Downward at Faster Rate than State of Texas, Bexar County and San Antonio MSA			●	●		●	●
11	U.S. Census & American Community Survey	Commute Time	Trend Downward; Trend Downward at Faster Rate than State of Texas, Bexar County and San Antonio MSA			●	●		●	●
12	"U.S. Census & American Community Survey Williamson Central Appraisal District and Nielson/Claritas"	Percentage of households considered "cost burdened," broken down by owner versus renter, and by income groups within ownership class (<\$50K, \$50K-\$75K, >\$75K)	Trend Downward	●		●				●

Metric No.	Data Source	Metric Description	Desired Trend	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
13	U.S. Census & American Community Survey; U.S. Bureau of Labor Statistics; Texas Workforce Commission	Percentage of households earning a living wage	Trend Upward	●	●	●				●
14	U.S. Census & American Community Survey; U.S. Bureau of Labor Statistics; Texas Workforce Commission	Percentage of employment and income from small businesses; Alternative metric of number of small businesses per 1,000 population	Trend Upward	●		●	●	●		●
15	NAICS	Percentage of employment and payroll represented by small business	Trend Upward	●		●	●	●		●
16	"U.S. Census & American Community Survey Williamson Central Appraisal District and Nielson/Claritas"	Percentage of all housing identified as single family detached housing type for all housing	Trend Downward; Trend Downward at Faster Rate than State of Texas, Bexar County and San Antonio MSA	●		●				●
17	U.S. Census & American Community Survey	Percentage of all housing identified as single family detached housing type for new housing	Trend Downward	●		●				●

Metric No.	Data Source	Metric Description	Desired Trend	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
18	City reporting data and City GIS Analysis	Median gross density of new/redevelopment projects	Trend Upward	●		●	●	●	●	●
19	City reporting data	Emergency services response time for police and fire/EMS	Respond to 90% of life-threatening emergency calls within 5 minutes			●	●			●
20	City GIS Analysis and Bexar Central Appraisal District	Appraised value per acre growth by percentage	Trend upward; trend upward at faster rate than Bexar County	●		●	●	●		●
21	City reporting data and City GIS Analysis	Percentage of parcels (by acreage) in key corridors and mixed use areas developed or redeveloped under new standards	Trend upward	●		●	●	●	●	●
22	City GIS Analysis	Zoning alignment to Future Land Use Map	Percentage of land which the zoning is misaligned with the future land use category; desired trend downward	●	●	●	●	●	●	●
23	City reporting data	Linear feet of arterial or higher roadways included in beautification projects	Trend upward			●	●		●	●
24	City GIS Analysis	Ratio of sidewalk linear feet to roadway linear feet	Trend upward (perfect would be 2.0, indicating sidewalks on both sides of all streets)			●	●		●	●

Metric No.	Data Source	Metric Description	Desired Trend	GP 1: Land Use Mix / Balance	GP 2: STEM	GP 3: Housing / Neighborhood Quality	GP 4: Infrastructure / Quality of Life	GP 5: Grow Local Businesses	GP 6: Open Space Enhancements / Connectivity / Public Spaces	GP 7: Long term social and economic benefits
25	City GIS Analysis	Ratio of bike facility linear feet to roadway linear feet	Trend upward			●	●		●	●
26	City GIS Analysis	Percentage of ADA compliant crossings	Trend upward			●	●		●	●
27	City GIS Analysis	Percentage of residences within 1/4 mile of designated safe bicycle facility	Trend upward			●	●		●	●
28	City reporting data and local speed studies	85th percentile speeds from local traffic studies; consider differentiating by thoroughfare classification, and goal speed should be 25 m.p.h. or less on local.	Trend downward			●	●			●
29	City GIS Analysis	Curb cuts per street segment on collector and higher classification streets	Trend downward			●	●		●	●



LIVE OAK
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Chapter 8

APPENDIX

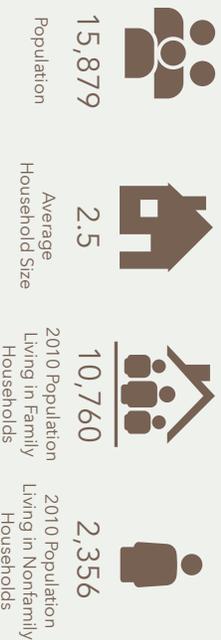




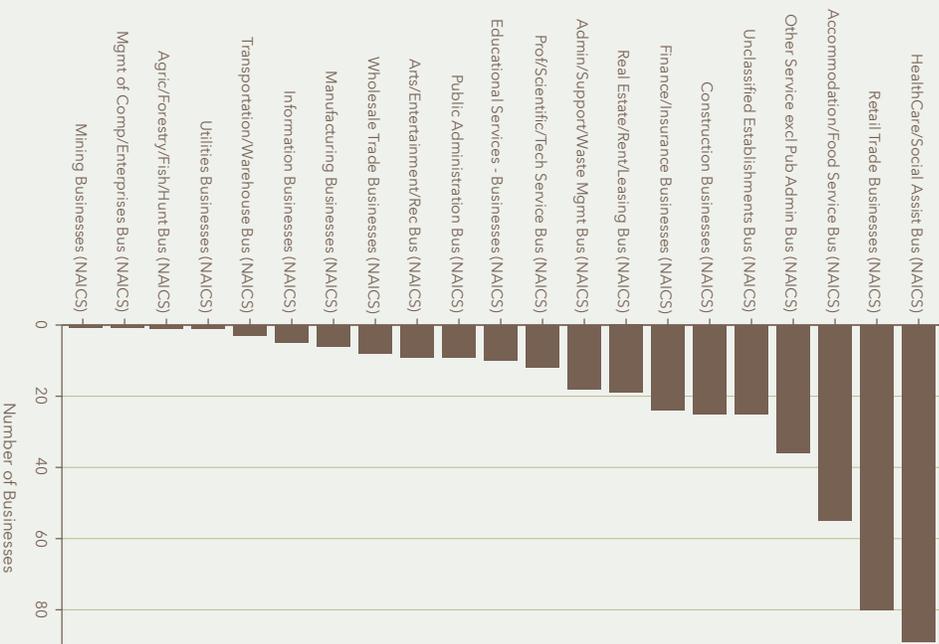
DEMOGRAPHIC SUMMARY



POPULATION



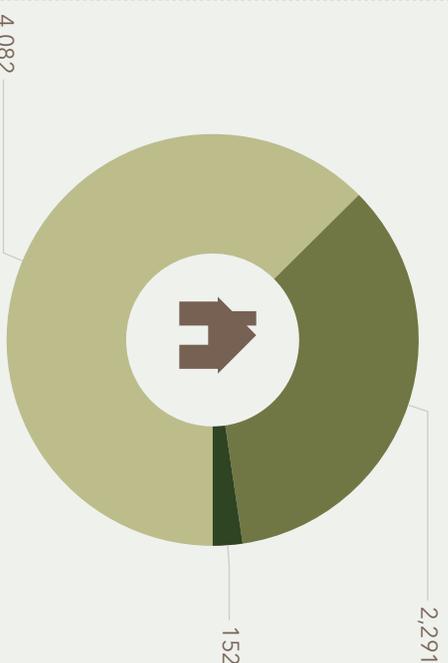
BUSINESS



INCOME



HOUSING



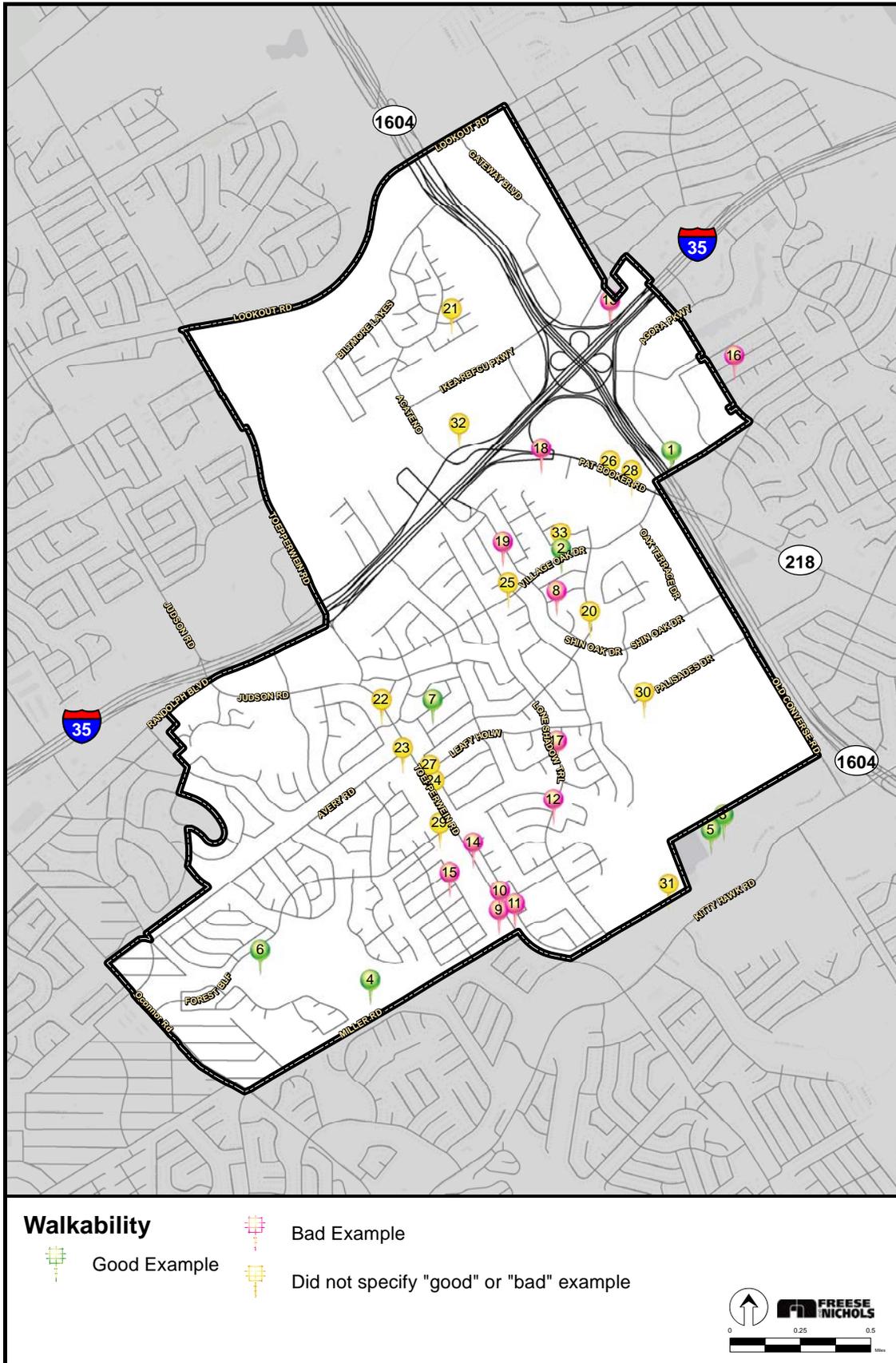
EDUCATION



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Good and Bad Examples of Walkability Map

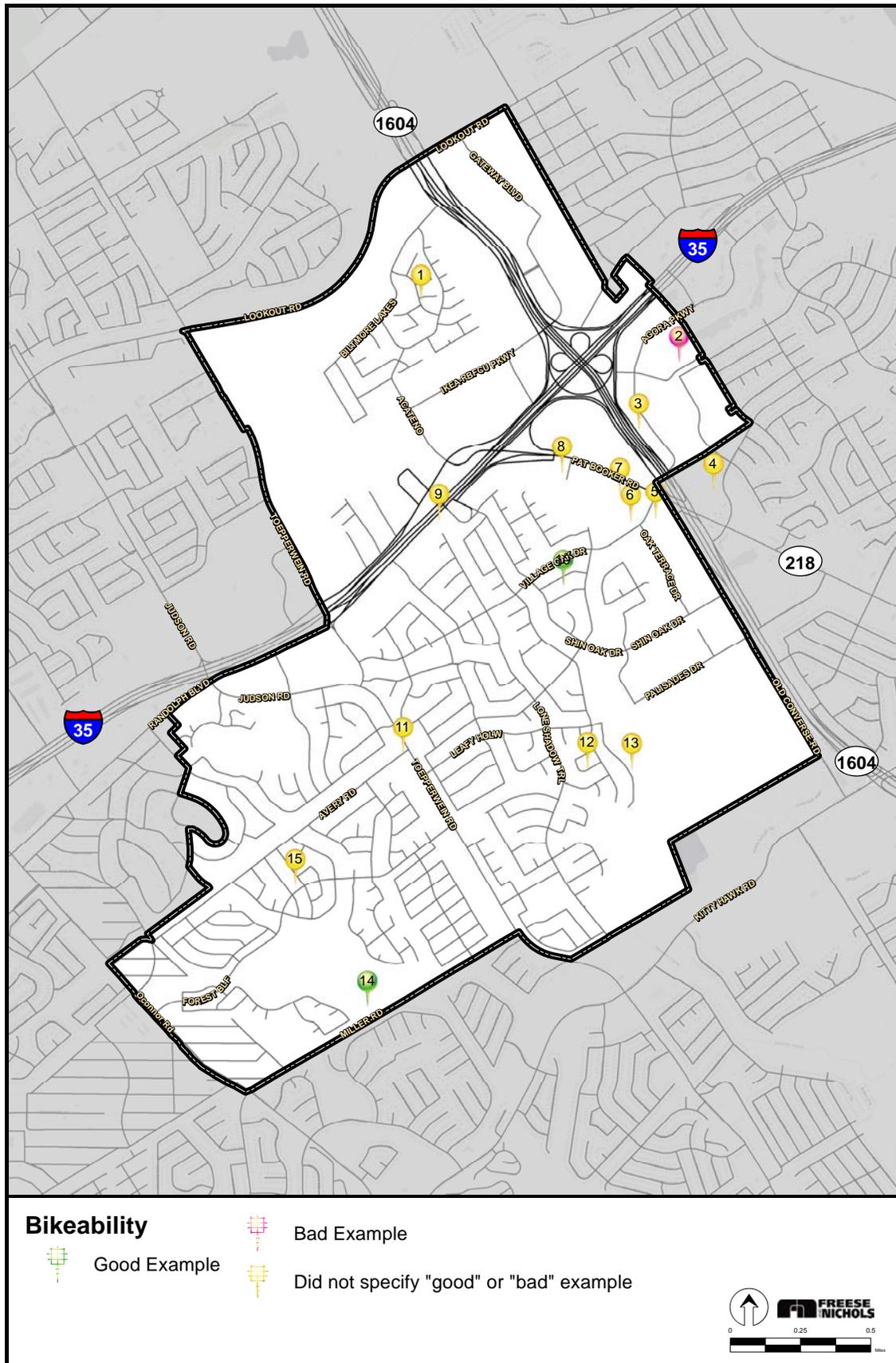


Walkability Comments

Marker Type	Good or Bad Example	Comments	Marker No.
Walkability	Bad	Literally this entire neighborhood is a bad example of walkability because there are very few sidewalks. Village Oak is one of the busiest streets and there are virtually no sidewalks.	8
Walkability	Bad	Need sidewalks	9
Walkability	Bad	Need sidewalks for walkers...it is very dangerous especially in early morning or rainy weather	10
Walkability	Bad	Need sidewalks for walkers	11
Walkability	Good	Walking from the neighborhood to the forum would be nice. Or just having more sidewalks to walk around the forum.	1
Walkability	-----	Side walks on both sides of ALL Old Spanish trail to get to pat booker	20
Walkability	Bad	We need sidewalks here on the main road of Lone Shadow.	12
Walkability	-----	No sidewalk along access road	21
Walkability	-----	Better side walks down Toepperwein would be great for folks who like to walk/run	22
Walkability	Bad	Would have be nice if this area flowed together somehow.	13
Walkability	-----	No sidewalks on Toepperwein for walking	23
Walkability	-----	Badly needs sidewalks on each side of Toepperwein road. Complete length!	24
Walkability	-----	Toepperwein not safe for walking or biking!	25
Walkability	Good	There should be sidewalks on busy streets like Village Oak Dr. Since it connects from one major roadway to another.	2
Walkability	Bad	There should be sidewalks on this busy street so it'll be easier to walk and too be seen walking by drivers, people shouldn't have to walk in a ditch and around brush etc. coming from the City Of Converse to the City Of Live Oak, and have the sidewalks o	14
Walkability	-----	Sidewalks should be added on both side of the major roadway.	26
Walkability	-----	Crossing Toepperwein - not good, need button activated signal, cross walk	27
Walkability	Bad	Most of road has no sidewalks	15
Walkability	Bad	Horrible	16
Walkability	-----	See comments in park/landscape flag	28
Walkability	-----	Would love to be able to safely walk/bike all the way down Toepperwein	29
Walkability	-----	Finish the sidewalk here. It just ends.	30

Marker Type	Good or Bad Example	Comments	Marker No.
Walkability	Bad	No sidewalk	17
Walkability	Good	Nice trail	3
Walkability	-----	Walking trail is rough and uneven. Not safe for elderly or disadvantaged people	31
Walkability	Good	Walking trails	4
Walkability	Bad	Need better sidewalks.	18
Walkability	Good	Walking trail	5
Walkability	Good	Peaceful residential area still suitable for walking	6
Walkability	Good	Sidewalks are always need for people to work whether it is for pleasure or because they do not have a vehicle.	7
Walkability	-----	Added walk and bike-ability here would be excellent to reduce auto traffic.	32
Walkability	Bad	There are no sidewalks in the neighborhood	19
	-----	Why does this sidewalk stop? Would be nice if it continued..	33

Good and Bad Examples of Bikeability Map



Bikeability Comments

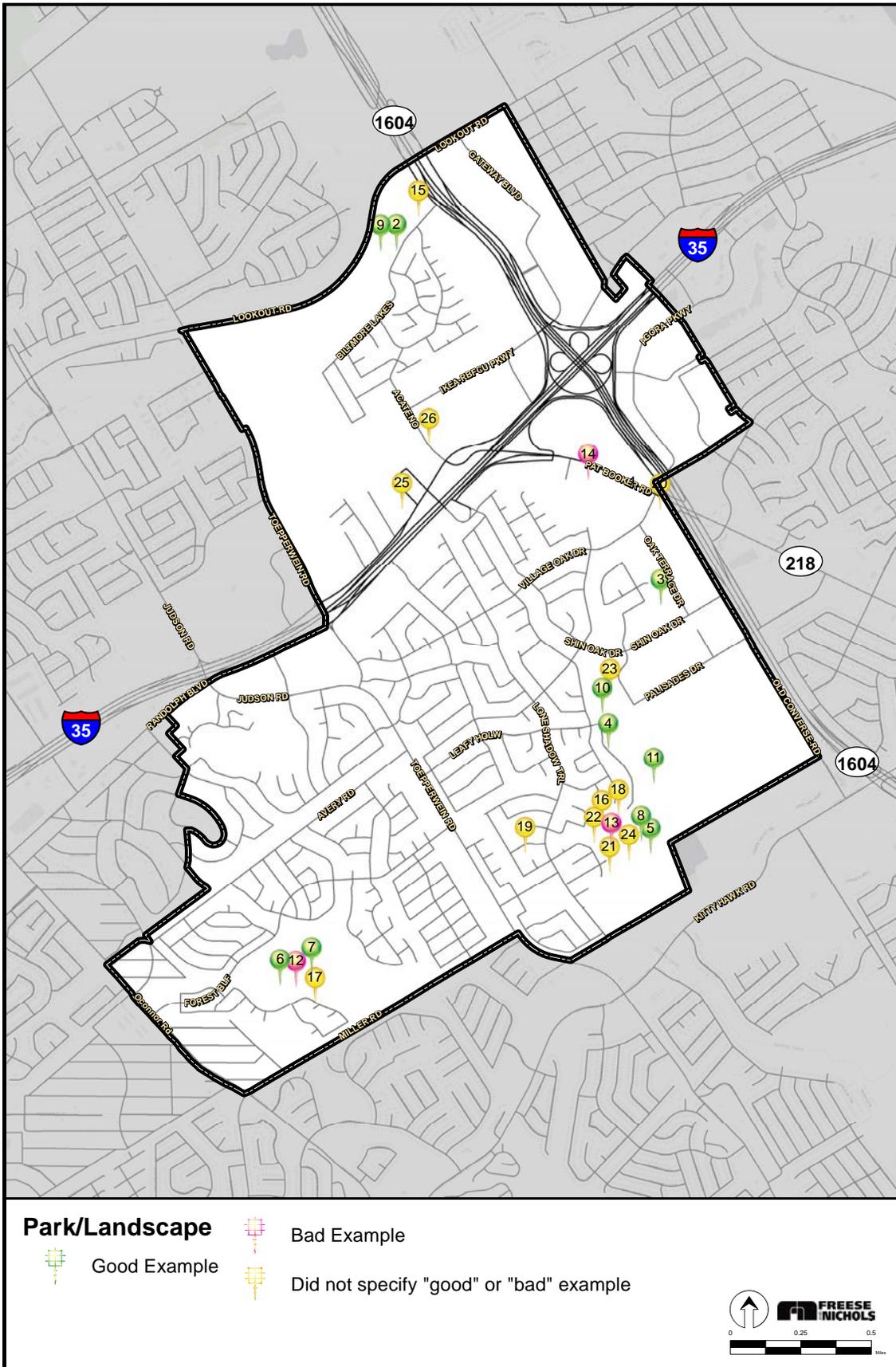
Marker Type	Good or Bad Example	Comments	Marker No.
Bikeability	-----	Good	1
Bikeability	-----	Bike lanes in the neighborhood and pat booker	7
Bikeability	-----	Bike lanes on shin oak to the town center would great	9
Bikeability	-----	Bike lanes in the forum	3
Bikeability	-----	Unsafe to ride from our house to royal ridge Elementary not safe crossing of O'Connor nor cut across through forest streets to nearest cross to royal	15
Bikeability	-----	Bike behind houses beside dry creek	12
Bikeability	-----	not good - bike lane along major roads (kitty hawk, toepperwein, pat booker, Judson...)	11
Bikeability	-----	Bad. Traffic on Booker consistently blocks the intersection with Village Oak.	5
Bikeability	Bad	Horrible	2
Bikeability	-----	See comments in park/landscape flag	6
Bikeability	Good	Walking trails	14
Bikeability	-----	Good, could be improved	13
Bikeability	Good	Good example. We need more accessibility for people to ride bikes and walk to their destination.	10
Bikeability	-----	There's a severe lack of bikeability in these popular areas.	4
Bikeability	-----	Can bike to cool areas!	8

Land Use Comments

Marker Type	Good or Bad Example	Comments	Marker No.
Land Use	-----	Another park or high dollar single family housing. NO more cheap or multi family housing.	23
Land Use	Bad	Completely cleared land with NO plan aside from IKEA, only added ONE lane to get to IKEA from Pat Booker, with no direct path to I-35 North from IKEA.	10
Land Use	Bad	Unnecessary development	11
Land Use	Bad	Just empty field that gets overgrown. Not sure what the zoning is, but its not working	12
Land Use	-----	Bad example, we need a street here that connects to Kitty Hawk Rd	24
Land Use	-----	Just sad to see this hill go!! :(25
Land Use	-----	We do not need more apartments!!!	26
Land Use	Good	Love the shopping options at the forum.	1
Land Use	Good	Would be great to have a Trader Joe's, Aldi, Lidl here. We have a large native German and military community, who would appreciate this option. Other than TJ, our closest Aldi is in Georgetown.	2
Land Use	-----	The incomplete building on this property is an eyesore.	27
Land Use	Good	Excited for this development, but what's going here?	3
Land Use	-----	Better accessibility also easier.	28
Land Use	-----	Too slow with development.	29
Land Use	-----	No development in 5 years	30
Land Use	Good	But add more businesses or at least announce who is coming.	4
Land Use	Bad	Why empty?	13
Land Use	-----	Police substation / good	31
Land Use	-----	Good, need another; maybe host park activities like at Hardberger, other city parks e.g. kayak class, yoga in the park, etc.	32
Land Use	-----	Yet more apartments. We are losing our quiet, peaceful isolation from San Antonio and becoming part of the same rat race as the city.	33
Land Use	Bad	Yet more unwanted housing. Bringing more congestion to our roads and crime to our town.	14
Land Use	Bad	More congestion, less greenbelt. You can smell all the pollution from motor exhaust. Have been here 30 years, but it's turning to crap.	15
Land Use	-----	Add more disc golf holes in vacant land	34
Land Use	-----	Add new disc golf course	35
Land Use	-----	Add another disc golf course	36
Land Use	Good	VA clinic	5

Marker Type	Good or Bad Example	Comments	Marker No.
Land Use	Good	Better restaurants	6
Land Use	Bad	No car dealers!!!	16
Land Use	Bad	Roundabout is going to cause a ton of problems. People don't know how to properly use it	17
Land Use	-----	Individuals are often sacrificed for business. Homeowners take a back seat ALWAYS.	37
Land Use	Bad	Should be a park or recreational use	18
Land Use	-----	Make into senior housing 2 Bed 2 Bath 2 Car Garage	38
Land Use	-----	Bad	39
Land Use	Good	Hilton redevelopment	7
Land Use	Good	Town center master development	8
Land Use	Bad	Nice area, poorly used	19
Land Use	-----	Bad example to put more housing and disturbing the little land left to wildlife.	40
Land Use	Bad	The retention pond here needs work to keep it from running into Bridlewood park. The berm needs to be higher or something because it keeps flooding our land	20
Land Use	Good	There's a lot of promise here and the road and landscape design are very appealing. We're excited to see how this development enhances Live Oak.	9
Land Use	-----	Good! Need more retail space.	41
Land Use	-----	Whatever you are doing stop it now, it is ruining a great area to keep undeveloped	42
Land Use	Bad	Whatever you are doing stop it now, it is ruining a great area to keep undeveloped	21

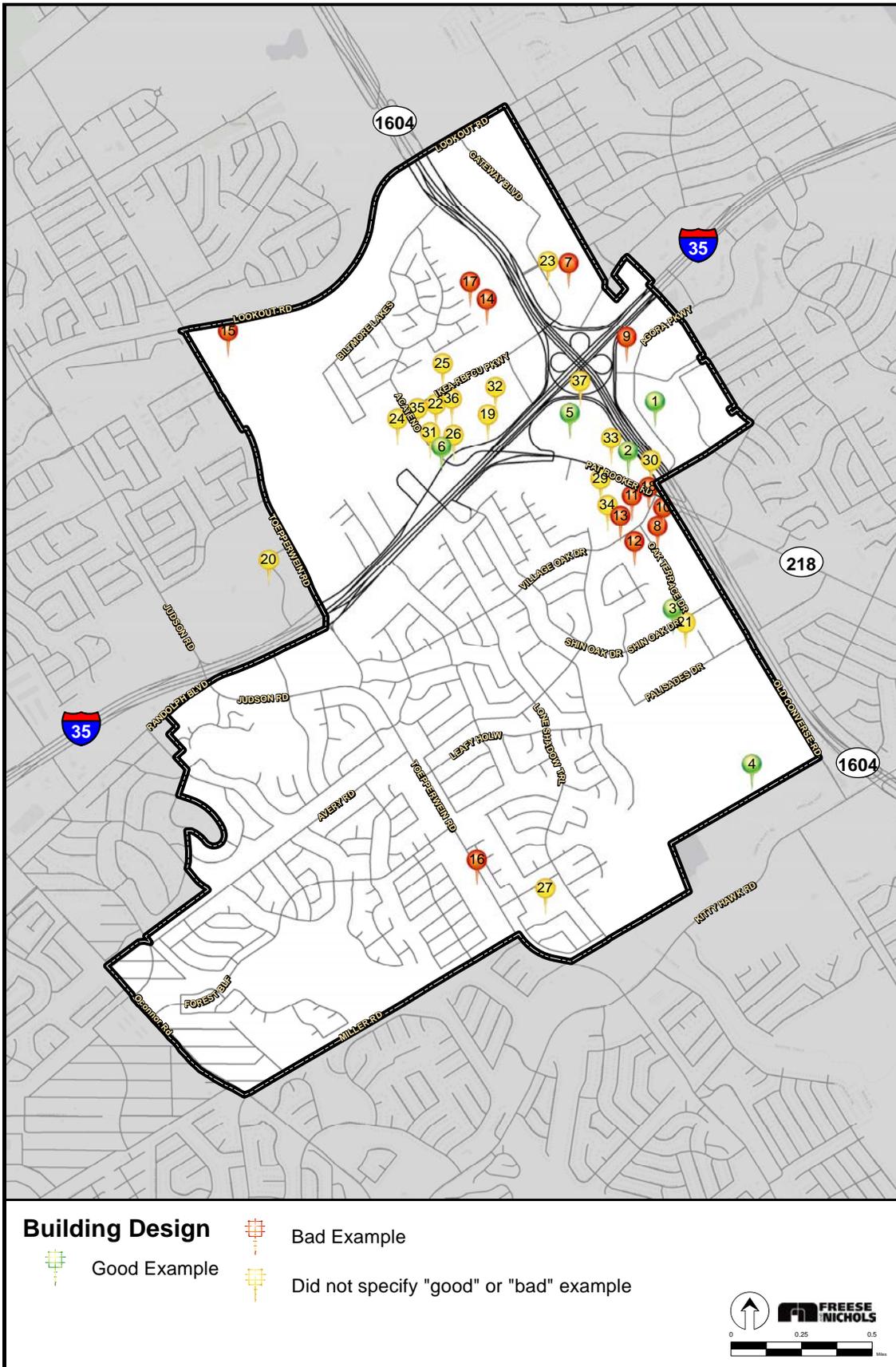
Good and Bad Examples of Park and Landscape Map



Park/Landscape Comments

Marker Type	Good or Bad Example	Comments	Marker No.
Park/Landscape	Good	Make Bridlewood Park a true park with trails and wildlife signs/information. Maybe even a community butterfly garden trail	2
Park/Landscape	Good	Splash pad?	3
Park/Landscape	-----	Would be nice to have a park on this side of 35	15
Park/Landscape	Good	"Trees and natural trails plus disc golf Kids enjoy the ditch for skateboarding"	4
Park/Landscape	Good	Nice start for a skate park but gets boring fast	5
Park/Landscape	Good	Nice park & nice walking trails	6
Park/Landscape	-----	Tennis courts in the park	16
Park/Landscape	-----	All the additional land near the park looks forgotten.	17
Park/Landscape	Bad	Need all of the dead trees bulldozed and left laying cleaned out.	12
Park/Landscape	Bad	Improve trails for walking around live oak park/lake	13
Park/Landscape	Good	We love the trails and park here, but could use a covering	7
Park/Landscape	-----	More picnic tables and trash cans	18
Park/Landscape	-----	Good, need more trees and parks that are safe for everyone	19
Park/Landscape	-----	I think we could really improve this strip all along Pat Booker in Live Oak by lining the street with trees on both sides, and making this a bike/walking friendly area. We are getting more and more traffic through here and while developments have been go	1
Park/Landscape	-----	Green space would be good here	20
Park/Landscape	Good	Great park	8
Park/Landscape	-----	Disc golf course, great example!	21
Park/Landscape	-----	Add a dog park here! Be sure to add sun coverage	22
Park/Landscape	-----	Love the Hillside disc golf course!	23
Park/Landscape	-----	Good! Great job on the park!	24
Park/Landscape	Good	This area should be turned into a park for the kids....	9
Park/Landscape	Good	Two good disc golf courses, could be improved to bring in large national tournaments	10
Park/Landscape	Bad	Need better landscaping.	14
Park/Landscape	-----	Food store	25
Park/Landscape	Good	Good features, congested parking during busy events	11
Park/Landscape	-----	A green space for outdoor congregating via meeting up on foot or bike to exercise or lounge or shop is needed.	26

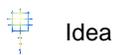
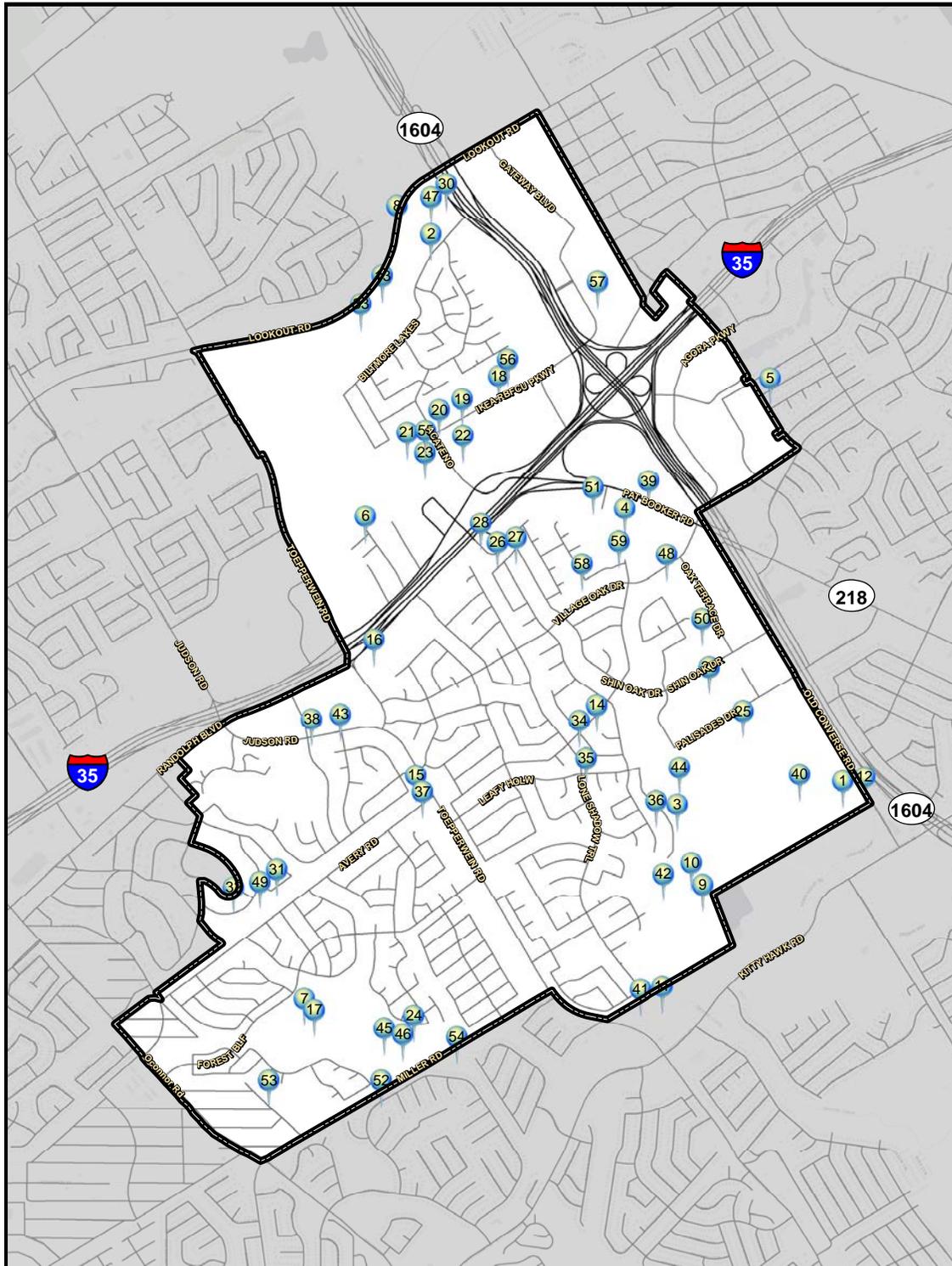
Good and Bad Examples of Building Design Map



Building Design Comments

Marker Type	Good or Bad Example	Comments	Marker No.
Building Design	Bad	Open area can be used to bring in additional businesses. Great location!	7
Building Design	-----	Big, bad and ugly	19
Building Design	-----	Again big, bad and ugly	20
Building Design	-----	Since there is a park and pool and college etc, maybe having a cute little shopping center that has a cafe with salads and coffee, and a yoga studio or soul cycle or art store	21
Building Design	-----	Book store. We need a book store on this side of town. Can be Barnes and noble can be half priced books, anything.	22
Building Design	-----	This would be a great place for finer dining or corporate office, next to Cavenders	23
Building Design	-----	Entertainment would be nice near IKEA	24
Building Design	-----	Healthy grocery would be ideal here.	25
Building Design	-----	Nightlife and fancy restaurants too	26
Building Design	-----	This whole school needs renovating desperately.	27
Building Design	Good	Love the proximity of the forum/highway	1
Building Design	Bad	Very outdated.	8
Building Design	Good	New, in-demand restaurants, etc	2
Building Design	-----	Medical building that has accessibility for all	28
Building Design	Bad	Strip mall at pat booker/ village oak is really shabby looking	9
Building Design	-----	Bad example	29
Building Design	-----	Overall good. While the redevelopment of the old civic center area was overall positive, I believe that there should be more of a focus natural aesthetics. The entrance area with the old parking lot, with the concrete wall, old sick trees, and lack of la	30
Building Design	-----	Off to a good start, but the stall in development is taking some of the shine off. Also, With as many trees that were taken down from this land--I'm curious about how many will be planted when this is developed. With the current overgrowth of sunflowers/	31
Building Design	-----	Good overall for the community--but again, would like to see more trees. Traffic patterns here are much better than I expected--good work by whoever worked that out!	32
Building Design	Bad	I see they did a little update to this strip center--but quite frankly I'm not sure what's up with all the led lighted panels and odd colors in developments in our area. I'm not seeing things like this in other modern commercial developments as a whole.	10

Marker Type	Good or Bad Example	Comments	Marker No.
Building Design	-----	Really nice hotel--great addition to Live Oak	33
Building Design	Bad	Old run down shopping center with a bar (not sure if they're still there), laundry mat, tattoo parlor, and drug shop. Not sure what could be done to improve this--but as a main entrance to our city it tends to set a certain tone.	11
Building Design	-----	Nice addition to Live Oak	34
Building Design	Bad	The colors of this place look a bit trashy. I'm not advocating, by the way, that the city makes the decision on color choices for private property, but I wonder if there is a way to guide better choices for a more cohesive overall feel to our community.	12
Building Design	Good	This whole area of our city (fire/police/city offices) has a very cohesive feel to it. Nice building design, etc.	3
Building Design	Good	Overall very nice college development, with a nice focus on green spaces and tree plantings throughout parking areas.	4
Building Design	Good	Need more entertainment and shopping areas	5
Building Design	-----	More options like Trader Joe's, Pottery Barn, entertainment, etc.	35
Building Design	Bad	under used	13
Building Design	Bad	RBFCU has bright lights in the parking garages that bother and irritate residents of Bridlewood Park.	14
Building Design	Bad	This whole corner is an eyesore.	15
Building Design	-----	Good, master planned community	36
Building Design	Bad	Unattractive area	16
Building Design	Bad	Seriously, these lights make it like daylight for the poor people who live near this parking garage. They should do something to make sure the lights from the garage don't go past their road	17
Building Design	Bad	This whole area needs a face lift, it's looking really old and run down	18
Building Design	Good	This is a great opportunity to make the area of IKEA a residential and a commercial area.	6
Building Design	-----	Would be good with new paint and lighting!	37



Idea Comments

Marker Type	Comments	Marker No.
Idea	Need streets from 1064 going west to get to Look Out Road during congestion, construction, and car accidents.	1
Idea	Walking trails being adding here would be great for the Bridlewood Park area. Making this a true park would be a great addition to Live Oak.	2
Idea	Tennis courts	3
Idea	"Like the farmers market. Would be good to set up in the now abandoned Alamo Colleges building/parking lot. That particular building/area would be good to house a small gathering place (look up The Forks in Winnipeg, CA)"	4
Idea	Run a non tracked trolley through The Forum to reduce vehicle traffic and encourage more foot traffic. Make more pet/walk friendly	5
Idea	Either at the "carpool lot," The Forum, the new IKEA money sink, or shopping center next to QT, make a VIA bus stop. With added living spaces, this is starting to become necessary	6
Idea	Suggestion to buy up some land and increase city park space instead of housing	7
Idea	Poor job of reconstructing look out road. The curb there is ridiculous	8
Idea	Put more equipment in this area for skaters	9
Idea	More skate equipment	10
Idea	Make a street connecting to Kitty Hawk	11
Idea	Add an entrance to the college	12
Idea	Add an entrance to the subdivision	13
Idea	Expanding the street in front of Old Spanish trail and Ed Franz for better traffic flow. Maybe doing what they did in front of Judson high school where there's a line that the residents can park in the street for since most of the homes in front of the	14
Idea	Update this shopping center with a cute farmhouse style	15
Idea	Remodel this place.	16
Idea	Dog park	17
Idea	Trader Joes PLEASE	18
Idea	Half price books please	19
Idea	HomeGoods please	20
Idea	SouperSalad please	21
Idea	Olive Garden please	22
Idea	Five Below please	23
Idea	Repave Forest Pass	24
Idea	Library and/or community center	25
Idea	Stop sign	26

Marker Type	Comments	Marker No.
Idea	Stop sign	27
Idea	Turn only lane	28
Idea	Expand the Police Department as they get more Patrol vehicles and employees working there and add a extra parking lot for the employees.	29
Idea	Build a Live Oak Fire Department Substation, so the Fire Dept. will have easier access to Loop 1604 and other business / residential places.	30
Idea	Build a Live Oak Fire Department Substation, so the Fire Dept. will have easier access to Residential / business & IH-35.	31
Idea	Build Live Oak Police Department Substation, so the Police Dept. will have a faster response to an incident.	32
Idea	Build Live Oak Police Department Substation, so the Police Dept. will have a faster response to an incident.	33
Idea	More Building design for seniors who are on fixed incomes , that has worked hard, but need affordable housing .	34
Idea	hard to know if the NE Lakeview has community ed offerings, where and how to park if a permit is needed	35
Idea	I like that a dog bowl was added to the fountain here, but it's broken/clogged so it's useless at this point	36
Idea	Fire station #2	37
Idea	Add a BUS STOP	38
Idea	Add a bus stop	39
Idea	Add a BUS STOP	40
Idea	Add entrance to this subdivision	41
Idea	Add more skate/bike equipment	42
Idea	Please fix northeast Methodist reputation. I will drive 30 min across town before going to this hospital. My children cannot go here at all	43
Idea	Community splash pad would be very nice.	44
Idea	Basketball court	45
Idea	Multi-purpose field	46
Idea	Perhaps this lake can be developed into a park along with the adjacent land.	47
Idea	Opportunity for improved walkable business community	48
Idea	Stop tearing up the land for apartments, track homes, etc. Leave the land for our wildlife that so many of us enjoy watching and photographing. Fix up the houses and apartments already here. Leave some land for future generations to appreciate and enjoy.	49
Idea	Make this into a nice amphitheater and park but try not to spend so much money as was proposed before	50

Marker Type	Comments	Marker No.
Idea	What is it about this location that makes restaurants continue to fail?	51
Idea	Renovate and reopen this road.	52
Idea	An interconnected bike/walk side walks that utilize existing green belts and connect to neighboring city's recreational areas.	53
Idea	An interconnected bike/walk side walks that utilize existing green belts and connect to neighboring city's recreational areas.	54
Idea	Push this road through to Toepperwein.	55
Idea	Local restaurants like Bakery Lorraine, Tito's, Rosella.	56
Idea	Apartment	57
Idea	Would be nice if residents could have their own personal mailbox in this area.	58
Idea	Potential location for tennis courts?	59

Big Ideas Workshop July 18, 2019

**Hilton Garden Inn
Conference Center**

5 Public Input Stations

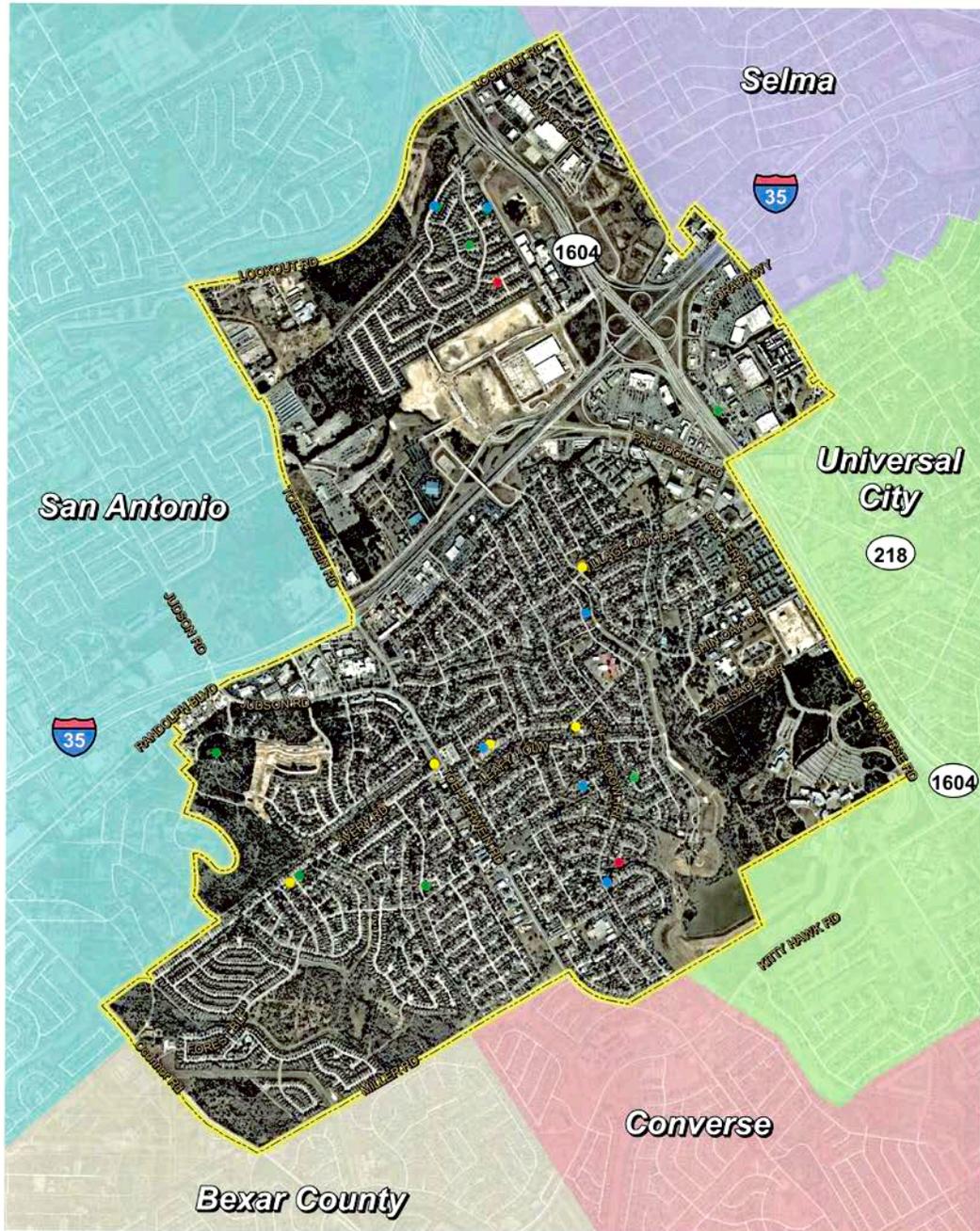
39 Attendees

14 Comments Cards

Live Oak Comprehensive Plan

WHERE DO YOU LIVE?

PLACE A STICKER ON THE MAP WHERE YOU LIVE?



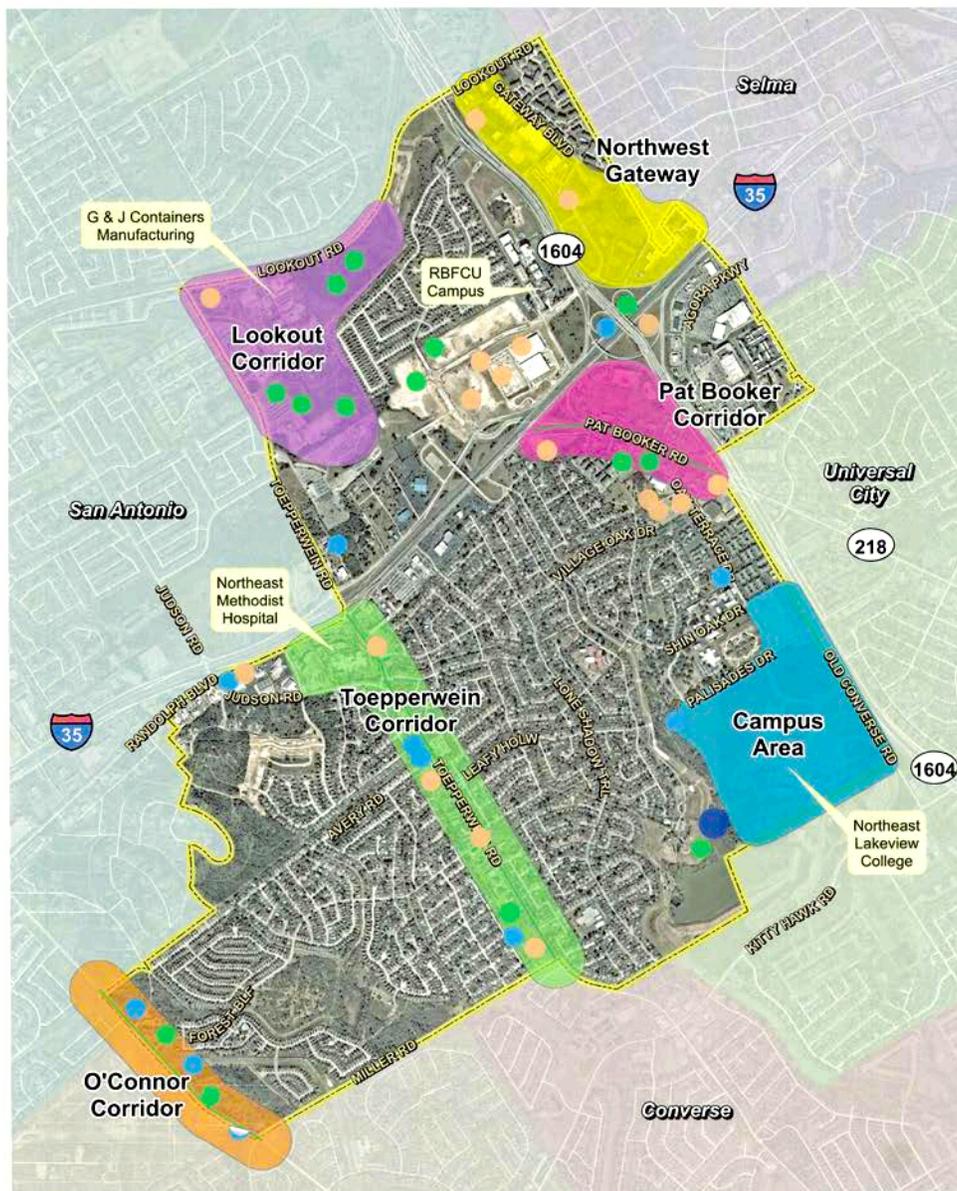
Live Oak Comprehensive Plan

WHAT ARE THE FOCUS AREAS?

PLACE A DOT ON THE TOP **THREE AREAS** YOU BELIEVE ARE IMPORTANT FOR REDEVELOPMENT OR NEW DEVELOPMENT.

RANK YOUR **TOP THREE CHOICES** USING THE CORRESPONDING DOTS

- 1 1ST 2 2ND 3 3RD



Live Oak Comprehensive Plan

WHAT IS YOUR VISION FOR THE CITY'S CORRIDORS?

PLACE A COLORED STICKER FOR THE LAND USES YOU ENVISION WITHIN EACH CORRIDOR.

- Multi-Family
- Medical Office
- Commercial
- Townhomes
- Mixed-Use
- Restaurants
- Professional Office
- Employment Center
- Retail

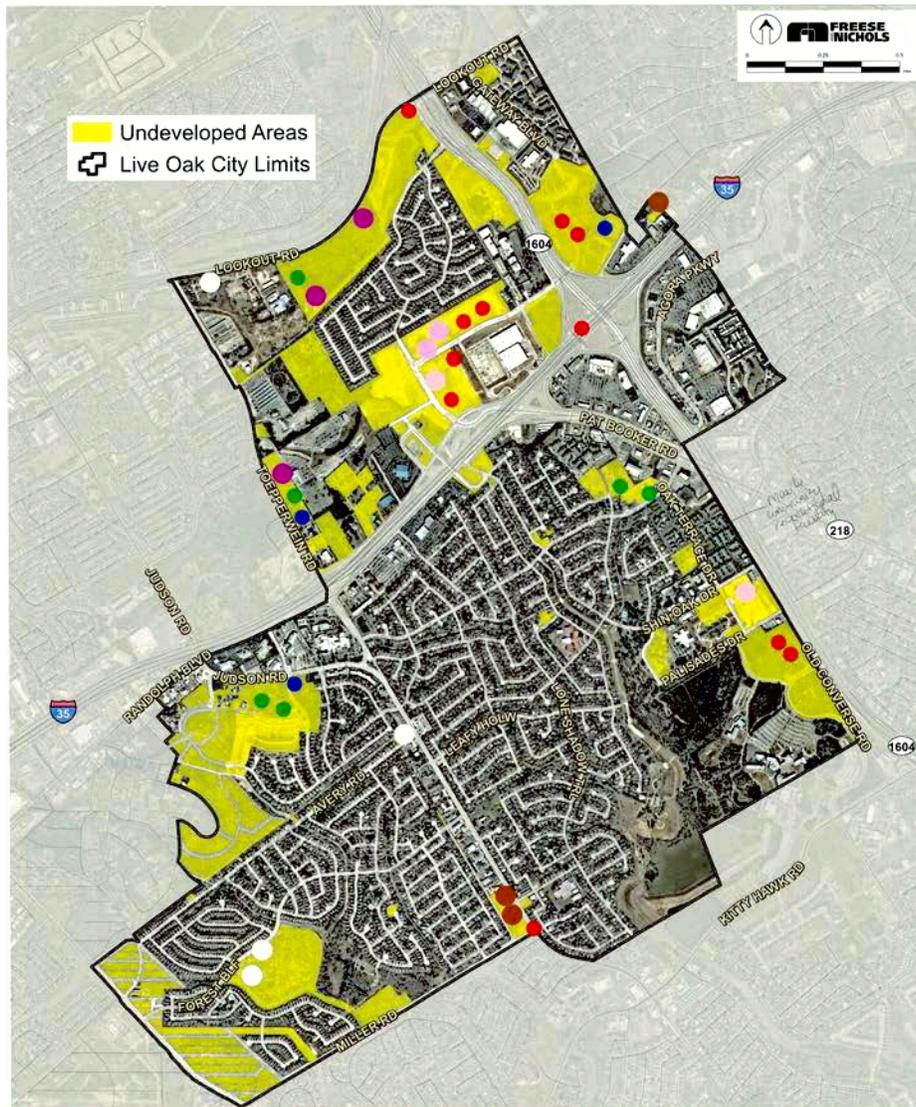


Live Oak Comprehensive Plan

WHAT LAND USES WOULD YOU LIKE TO SEE IN UNDEVELOPED AREAS OF THE CITY?

PLACE A COLOR COORDINATED STICKER ON THE MAP OVER VACANT OR REDEVELOPMENT AREAS OF THE CITY.

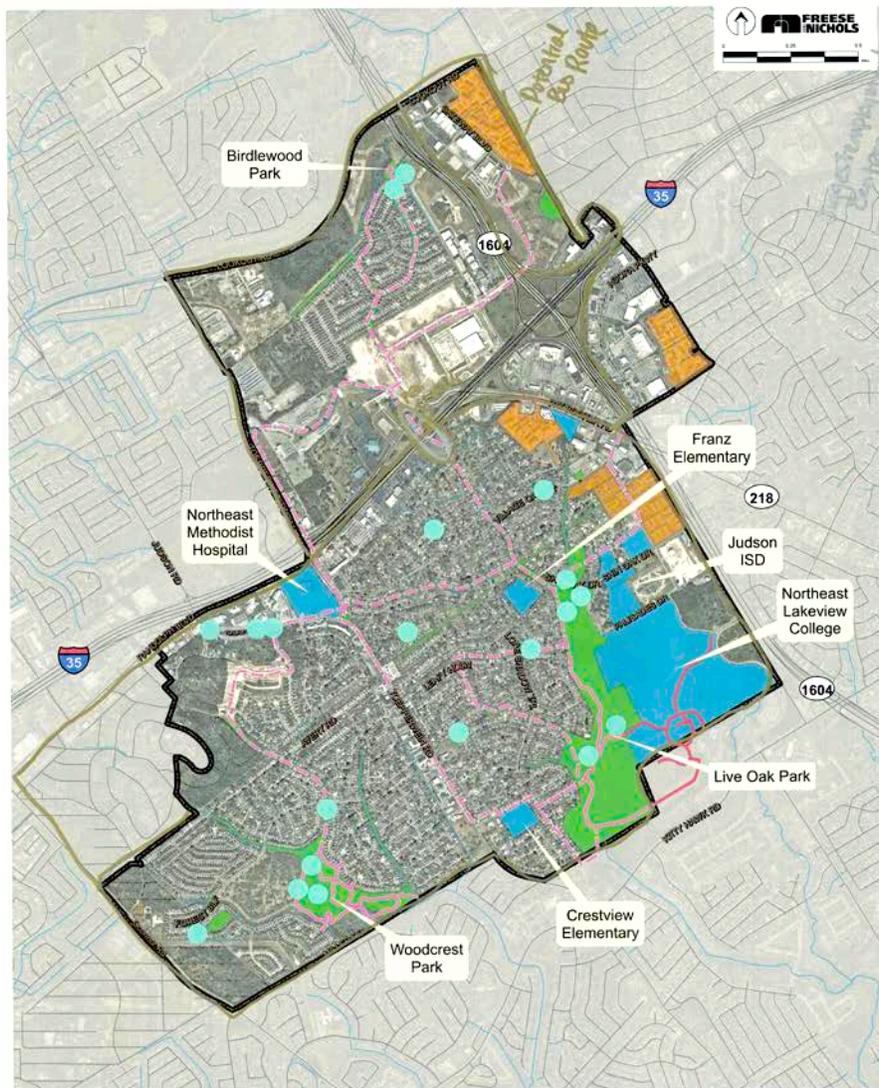
- Multifamily
- Single-Family
- Commercial
- Townhomes
- Mixed-Use
- Restaurants
- Office
- Shopping
- Light Industrial



Live Oak Comprehensive Plan

HELP US IMPROVE PEDESTRIAN CONNECTIVITY IN LIVE OAK!

- STEP 1:** PLACE A [●] DOT AT LOCATIONS YOU BELIEVE ARE PEDESTRIAN-FRIENDLY AND ENJOYABLE PLACES TO WALK
- STEP 2:** USE A MARKER TO TELL US WHERE NEW PEDESTRIAN/BIKE TRAILS SHOULD BE LOCATED



- | | | |
|---------------------|--------------------|---------------------|
| Trail Type | Existing Parks | 100 Year Floodplain |
| Proposed City Trail | Public/Semi-Public | Channels |
| Existing City Trail | Multifamily Areas | City Limits |
| Trails by others | | |

Live Oak Comprehensive Plan

WHAT WOULD YOU LIKE TO SEE MORE OF IN LIVE OAK?

PICK YOUR PREFERENCES BY PLACING A DOT IN THE BOX NEXT TO THE CORRESPONDING IMAGE



Parks

10 blue dots in a rounded rectangular box (top row: 5 dots, bottom row: 5 dots)



Mix of Housing Options

4 blue dots in a rounded rectangular box (top row: 4 dots)



Recreational Facilities

(Playgrounds, sport complexes, public gathering spaces, etc.)

15 blue dots in a rounded rectangular box (top row: 5 dots, middle row: 5 dots, bottom row: 5 dots)



Employment Opportunities

2 blue dots in a rounded rectangular box (top row: 2 dots)



Shopping/Retail

4 blue dots in a rounded rectangular box (top row: 4 dots)

Live Oak Comprehensive Plan

WHAT PHRASES BEST DESCRIBE LIVE OAK IN 2040?

PLACE A STICKER NEXT TO THE STATEMENT(S) YOU BELIEVE WILL BEST DESCRIBE LIVE OAK IN 2040

Values regional partnerships



Provides access to education and training



Fosters local entrepreneurs



Attracts corporate employers



Provides competitive housing options



PROVIDE ADDITIONAL SUGGESTIONS BELOW

*Temporary options? YES!!
- Provide opportunities for active senior; i.e golf + services (garden homes)*

Live Oak Comprehensive Plan

WHAT PHRASES BEST DESCRIBE LIVE OAK IN 2040?

PLACE A STICKER NEXT TO THE STATEMENT(S) YOU BELIEVE WILL BEST DESCRIBE LIVE OAK IN 2040

PROVIDE ADDITIONAL SUGGESTIONS BELOW

Has recreational opportunities for all

Achieves a tax base that sustains and enhances quality of life

Has diverse transportation options to improve access to opportunities

Is a great place to do business

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

Good housing options, variety of businesses - no need to go into San Antonio,

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

Both Live Oak & Guadalupe make us enjoyable to live. The variety of wildlife is refreshing

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

Is anything planned for transportation as we have to give up driving?

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

Green, relaxed, comfortable place to live & work

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

Small town feel, neighborhoodly people

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

Mass transit for North east Lake view

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

To remain safe + comfortable while earning enough to pay for ever increasing costs of resources

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

Our bedroom community outlook. Let's not get too big and too complicated to manage

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

A sort of wonder if the people who read this will actually respond in a positive manner.

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

Will already have full 55+ housing that people are waiting to get it!
with play areas for all, cards, pool, table tennis, indoor pickleball, senior lunches -

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

City Gov't that is people driven by the all the people.
Keeping taxes low

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

Much better forcing bad wood should go with better material used will
take time replacement will have new type materials -

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

Public transportation, handicap-friendly options in city parks, multi-use community center, adult-education classes, first-class dog park, indoor swimming pool, bowling alley

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

Small-town friendliness, friendly + helpful public employees, low crime

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

Great place to live families, retain, stop & play, and have access to wide range of educational facilities & activities; and attract professional gatherings/ conferences, and visitors to the local area.

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

Family-oriented community

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

Small, walking trails, and public transportation are very needed.

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

*A community center for all ages
Library*

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

Our Police & Fire Department Parks, ~~Swimming Pool~~ Swimming Pool

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

We need more Police Officers, Fire Fighters

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

*Multi-family housing / increased jobs
Multi-use transportation*

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

*Community commercial
Good city leadership*

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

*Transportation
Civic Center*

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

Peaceful place to live with access to restaurants & shopping

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

Nearby to Sun Antonio

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

*Need to have more input about L.O. city center
Need access to mass transportation*

*If another event like this occurs better communication to public
is needed.*

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

A great place to live with transportation options, low taxes, and variety of shopping options and higher end restaurants

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

Make The Town Center a prize of the city. More upscale options

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

Keep changing to keep up with changing demographics and desires.

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

SUSTAINABLE DEVELOPMENT - STRONG SENSE OF COMMUNITY - MORE GREEN SPACES
& FOCUS ON LOW CRIMES. WOULD LOVE TO SEE ~~SEVERAL~~ LIVE OAK AS A
PLACE WHERE FAMILIES PLANT ROOTS (AS MINE HAS)

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

WE HAVE A GREAT POLICE DEPARTMENT & OUR OWN CITY SERVICES. WE SEEM TO BE STRONG
TO FOCUS MORE ON PARKS, ETC. - WHICH WOULD BE GREAT ADDITION TO OUR ALREADY
GREAT CITY PARKS).

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

~~RECOMMENDATION~~ (DIDNT SEE ANY FOCUS ON PUBLIC GREEN SPACES. WOULD
LOVE TO SEE OUR CITY ~~CONSIDER~~ CREATING GREEN/TREE SPACES
THROUGHTOUT THE CITY - ~~THROUGHOUT~~. ALSO SOME INITIATIVES TO
ENCOURAGE HOMEOWNERS TO PLANT TREES ON THEIR PROPERTY.

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

*Great Police Force, - great response - Very Curious - Very Professional
Clean Street cleaning - great garbage & collection.*

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

✱

Live Oak Comprehensive Plan COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

"Small town" Feel.
Easy Access to local government, and services

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

Fry's Electronics in Gateway Plaza.
Whole Foods in Ikea Plaza.
Central Market in Ikea Plaza.

Live Oak Comprehensive Plan

COMMENT CARD

What is your vision for Live Oak in 2040? Provide your response in the comment box below.

Multi-family uses
Medical, professional area for various levels of income
Very transportation options but control traffic

What is Live Oak's greatest asset that should be maintained? Help us identify places, qualities and characteristics that make Live Oak a great place to live. Provide your response in the comment box below.

Separate from San Antonio
Small / medium town atmosphere
Family oriented

If you have any other thoughts on the comprehensive plan update, please provide your comments in the box below.

Try to AVOID creating a "Rushed" atmosphere
Live Oak should be HOME

