



# UNIVERSAL CITY VISION 35



**Comprehensive Plan**  
Final Draft November 2025

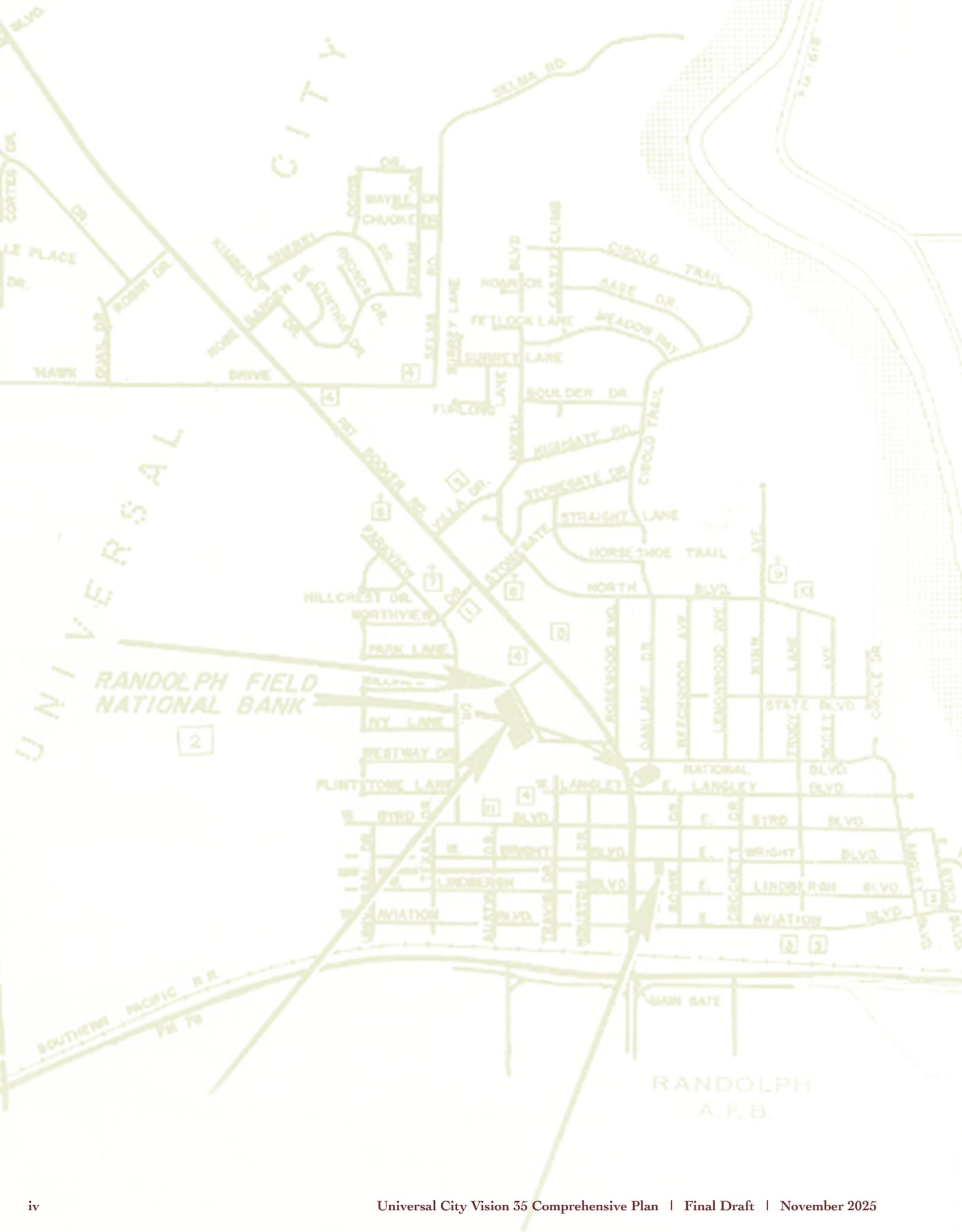
*The Universal City Vision 35 Comprehensive Plan serves as an advisory document to be utilized by the Community in guiding growth over the next decade .*



# UNIVERSAL CITY VISION 35

Comprehensive Plan  
Final Draft November 2025

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UNIVERSAL CITY

UNIVERSAL CITY

RANDOLPH FIELD NATIONAL BANK

RANDOLPH A.F.B.

SOUTHERN PACIFIC R.R.  
FM 78

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# Vision Statement

Universal City is a versatile, leading-edge and forward-looking community that honors its military heritage while embracing innovation, revitalization, and fiscally responsible growth. It offers vibrant public spaces, diverse housing, and a resilient economy that supports connection and opportunity for all who live, work, and visit—today and for generations to come.

*The Vision Statement outlines the preferred future for Universal City and reflects the collective aspirations of its residents, property owners, leaders, and other stakeholders. It serves as both inspiration and a guiding framework for the Universal City Vision 35 Comprehensive Plan, embedding the core values that shape the Plan's goals, policies, and actions for implementation.*

# 1 introduction

This Comprehensive Plan is the **playbook** by which refined **policies, regulations, programs, and initiatives** should be pursued.

## What is a Comprehensive Plan?

This Comprehensive Plan is a long-range, broad policy document that outlines Universal City’s vision, goals, and strategies for future development and growth. Universal City’s previous Comprehensive Plan was the 2018-2022 Plan, which was a concise strategic plan that set out a vision and several strategic goals and actions to be implemented through 2022. Although Texas Law doesn’t require a community to prepare or update a Comprehensive Plan on a regular schedule, Universal City elected to

reevaluate and enhance the Comprehensive Plan into this refined long-term vision. The Comprehensive Plan update initiated in April 2024 and was approved in December 2025 providing truly comprehensive long-term guidance for the community.

Importantly, the Plan is not a zoning ordinance, a tool to promote special interests, a static, detailed policy for specific properties or areas, a capital improvement program, or a regulatory document. Below includes the **distinct qualities** of the Comprehensive Plan.



### General

It provides overarching, citizen-driven policy guidance that can be used to direct future land use and resource decisions.



### Broad Scope

It encompasses a wide range of community aspects, including land use, transportation, environmental protection, economic development, housing, public services, and community amenities, providing a complete framework for strategic community growth.



### Long Range

The Plan’s horizon extends 10 years, providing long-range guidance on how Universal City’s vision can be attained.

## Who should use the Comprehensive Plan?

### CITY STAFF

The Plan brings together and builds on strategies from City departments and community partners. City staff will use it as a reference when assessing changes to development rules, rezoning requests, and proposing upgrades to facilities, services, and capital investments. Furthermore, the Comprehensive Plan offers a strategic structure that aligns local development objectives with wider regional and national priorities, serving as a key resource for justifying grant requests and obtaining funding for different initiatives. Department leaders will rely on the Plan to guide their work plans, budgets, and improvements to capital projects.

### CITY COUNCIL

The City Council will rely on this Plan as a framework for decision-making, ensuring the City's long-term vision remains a consistent anchor point.

### BOARDS AND COMMISSIONS

Members of appointed boards and commissions will leverage the Comprehensive Plan to fulfill their duties and objectives. Certain boards, such as the Planning and Zoning Commission, will regularly consult the Plan for direction in decision-making processes.

### RESIDENTS

Residents will use the Vision Statement, goals, policies, illustrative maps, and implementation plan to assess growth possibilities in various parts of the city. They'll consult it when considering proposals or issues presented to the City Council or appointed boards and commissions. Acting as a common point of reference, the Plan will support productive discussions about the advantages and challenges of growth and development, promoting the well-being of Universal City.

### DEVELOPERS

Property owners, developers, builders, and other stakeholders contributing to Universal City's progress will refer to the Plan when creating projects and site plans that consider the broader community setting rather than concentrating on individual properties. The Plan will spark conversations on important topics and considerations to guide decisions on land use changes.

## Comprehensive Plan Development Process

The development of the Vision 35 Comprehensive Plan followed a six-task process, integrating extensive public engagement to guide the community's future.

**Task 1** **PROJECT MANAGEMENT**  
This foundational task established project specifics, including the schedule, branding, and website for the planning process.

**Task 2** **COMMUNITY ENGAGEMENT**  
Public participation was a cornerstone of the Plan's success. A dedicated Public Participation Plan ensured engagement at each stage, with regular project updates provided on the website to keep the community informed.

**Task 3** **COMMUNITY ASSESSMENT**  
This task involved public workshops, Commission and Council workshops, and multiple interviews with community leaders and stakeholders to identify growth opportunities and challenges for Universal City. This collected data, along with additional demographic and economic analysis, was documented in an existing conditions background report, which informed the Comprehensive Plan's goals and policies.

**Task 4** **ALTERNATIVES DEVELOPMENT**  
Based on community input, collected data, and planning concepts, various alternatives for future land uses and other scenarios were developed. These alternatives were presented to community members at public workshops and through surveys, allowing them to provide feedback and indicate their preferred option.

**Task 5** **PLAN DOCUMENT DEVELOPMENT**  
The draft and final Comprehensive Plan documents were developed using community input and all other information gathered throughout the process, then distributed for public review.

**Task 6** **FORMAL ADOPTION PROCESS**  
The completed Plan was presented to the Planning & Zoning Commission for review and recommendation to the City Council for formal adoption.

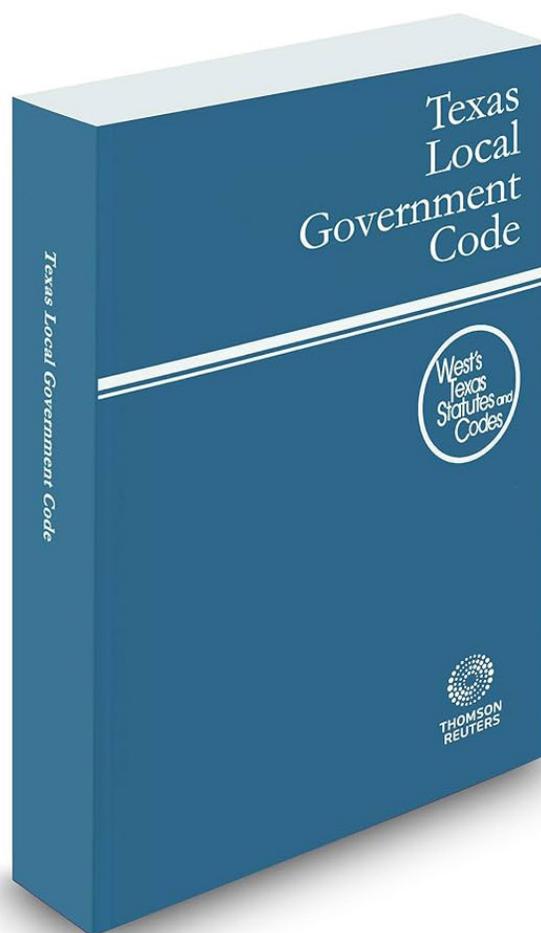
## Relationship to Other City Plans and Regulations

City planning documents and regulations are not standalone; instead, they function as an interconnected system where each piece influences the others. At the heart of this system is the Comprehensive Plan, which provides policy guidance for managing growth and development. Although it doesn't specifically define other planning documents or regulatory frameworks, it may include directions that inform or alter them. A well-developed Comprehensive Plan lays the foundation for a community's future, paving the way for a consistent set of more focused plans and regulations. This unified structure is vital for building a sustainable and prosperous community.



## Why is a Comprehensive Plan Important?

**Chapter 213 of the Texas Local Government Code** empowers municipalities to adopt comprehensive plans for their long-range development, promoting “sound development” and “public health, safety, and welfare”. While the state law allows municipalities to define the specific content and design of their plans, it broadly states that a comprehensive plan “may include but is not limited to provisions on land use, transportation, and public facilities”. These plans can be a single document, or a coordinated set of plans organized by subject and geographic area, and they are used to coordinate and guide the establishment of development regulations. It’s crucial to note that the Local Government Code directs that a comprehensive plan “shall not constitute zoning regulations or establish zoning district boundaries”. The adoption or amendment of a comprehensive plan requires a public hearing and review by the municipality’s planning commission and adoption by the city council.





*This photo is of the first four blocks of Pat Booker Road in 1948.*

## Universal City History

The land that would one day become Universal City initially began as quiet farmland, purchased by three enterprising physicians: Henry H. Ogilvie (1885 to 1945), Witten B. Russ (1874 to 1964), and Samuel P. Cunningham (1876 to 1930). These men saw more than just crops and pasture as they looked across the Union Pacific railroad, and imagined that the incoming military airfield could help to transform quiet countryside into a place of opportunity. Their foresight was realized in the early 1930s with the creation of Randolph Field, later known as JBSA Randolph, which quickly became a cornerstone of the region.

In 1931, developer Aubrey Milner gave the budding community its name, choosing “Universal City” to reflect his belief that Randolph Field would carry universal significance not only to Texas, but to the entire nation. This strategic marketing plan helped create a strong link between the new community and the base, becoming a key part of Universal City’s identity. That same year, surveyors laid out plats of land, carving the first lines of a City map that would guide future generations.

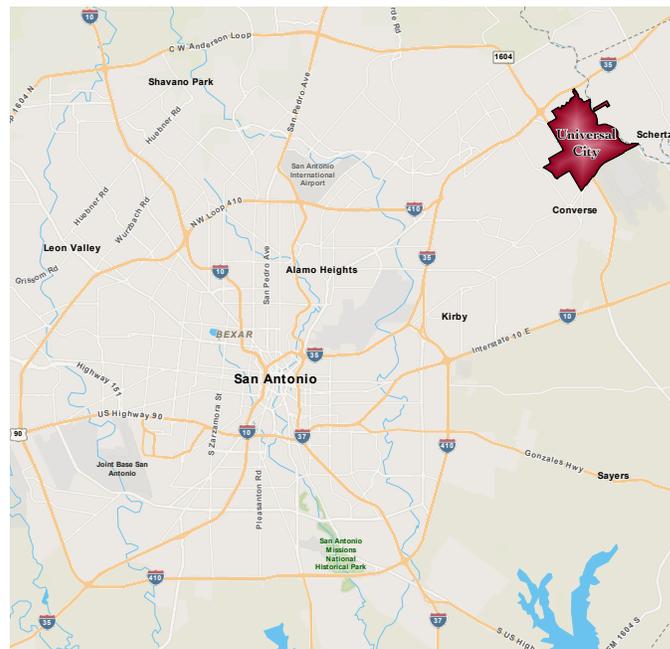
Joint Base San Antonio–Randolph (JBSA–Randolph) quickly became the heartbeat of the area, earning the nickname the “Showplace of the Air Force” for its distinctive circular layout and role in training generations of military aviators. The airfield and its community of service members, civilian employees, and families have deeply influenced Universal City’s economy, culture, and growth for nearly a century.

By 1960, Universal City had fewer than 1,000 residents. That same year, on April 20, it officially incorporated as a home-rule city, signaling its intent to govern and grow as a distinct community. Growth remained slow initially but accelerated mid-decade. By the 1970s, the population increased to around 7,500, and Universal City had firmly established itself as a growing suburban community.

By the 2020 census, Universal City had soared to approximately 19,720 residents. Many households include active-duty or retired military members, emphasizing the City's strong historical military connection.

Situated in northeast Bexar County, with a small portion extending into Guadalupe County, Universal City lies approximately 17 miles northeast of downtown San Antonio. The City covers 5.7 square miles and is considered "land locked," surrounded by JBSA-Randolph and the neighboring communities of Converse, Live Oak, Selma, and Schertz. Its location at the southern edge of the Texas Hill Country shapes the local landscape: limestone and clay soils create rolling ridges and shallow valleys, while elevations range from 935 feet near the Library and Comanche Loop to 682 feet at lower points in the community.

Throughout its history, transportation corridors have been defining features of Universal City. The Union Pacific Railroad and FM 78 established early commercial and residential patterns, marking the boundary with Randolph. Over time, major highways including I-35, Loop 1604, and FM 1518 have reinforced Universal City's role as a connected hub within the growing San Antonio metropolitan region. Pat Booker Road, in particular, developed as the historic commercial spine, lined with local businesses that served both residents and the Randolph community.



The City's growth in the mid-20th century mirrored broader trends in postwar America: military expansion, suburbanization, and regional highway development. As San Antonio grew outward, Universal City evolved from a modest settlement adjacent to Randolph Field into a distinct municipality with a strong sense of community. Families of military personnel often settled permanently in the area, creating a diverse and resilient population with ties to both local traditions and global experiences.

From its earliest days, Universal City's identity has been tied to Randolph. Families moved in, businesses opened their doors, and the once-quiet farmland became a community with deep roots in civic pride. Today, Universal City honors its heritage as a military-connected community while also celebrating its role as a gateway to the Hill Country and a key player in the Northeast San Antonio region. Its early agricultural roots, aviation heritage, transportation corridors, and suburban development form a foundation for the community's identity, guiding its future growth.

## Plan Structure and Chapters

The Comprehensive Plan provides guidance and valuable insights to support informed decisions and contribute to the ongoing dialogue shaping the City's future from vision goals to each chapter's specific goals and policies. The Plan is organized into a series of chapters with similar themes, goals, and policies to improve readability and usability.

### What are the Goals and Policies?

Each component contains a set of goals and policies aimed at addressing the future needs of the City and its residents and fulfilling the Vision Statement. For ease of reference, each goal and policy is labeled with an alphanumeric code.

**Goals:** Each goal describes the desired future outcome. Some goals are accompanied by a more detailed explanatory statement or specific metrics to further define the goal's intent.

**Policies:** Each goal is backed by one or more policies outlining the specific methods and actions needed to achieve it. Some policies come with an explanatory statement, while others are clear on their own.

The Comprehensive Plan is organized into the following **chapters**:



**Introduction:** Provides an overview of the Comprehensive Plan and its use and the community's vision.



**Land Use:** This chapter includes the Future Land Use Plan (FLUP) and addresses future land uses, housing, commercial and employment goals, and military compatibility.



**Transportation and Mobility:** Discusses circulation throughout Universal City and modes of transportation for the City's residents. This chapter covers the existing transportation network and approaches to improve circulation, congestion and transportation choices and manage emerging technologies such as autonomous vehicles and drones.



**Economic Development:** Provides context for future land uses and development considerations for economic prosperity as the City continues to evolve. This chapter covers the local workforce, growth areas, programs for business growth and retention, and the fiscal value of the future land use plan.



**Parks, Open Space and the Environment:** Identifies existing and future recreational features that contribute to the well-being of the Universal City community members. This includes parks, natural open spaces, and other community recreation facilities



**Community Facilities and Infrastructure:** This pivotal chapter identifies, evaluates, and plans for the essential public services and physical infrastructure systems that support Universal City's population and anticipated growth. It includes facilities for City administration and public safety, along with critical infrastructure and facilities such as water, wastewater, and storm water infrastructure, administrative city facilities, libraries, and other civic facilities.



**Image, Identity and Community Character:** Provides guidance for unifying the community's character and identity through City communications, public signage and monumentation, and neighborhood and urban design aspects.



**Administration and Implementation:** Includes implementable actions for the City that help accomplish the goals and policies and, ultimately, the Comprehensive Plan's vision. Chapters, relevant goals, and timeframe for completion are used to organize the implementable actions. This chapter also addresses how the Comprehensive Plan is administered and amended.



**Community Involvement and Engagement:** Describes the community outreach that went into developing the Plan and the role that the City Staff, the Steering Committee, and residents played in shaping the Plan.



*A rich patchwork of land uses span across Universal City from the I-35 and 1604 Loop interchange to Randolph AFB.*

# 2 land use

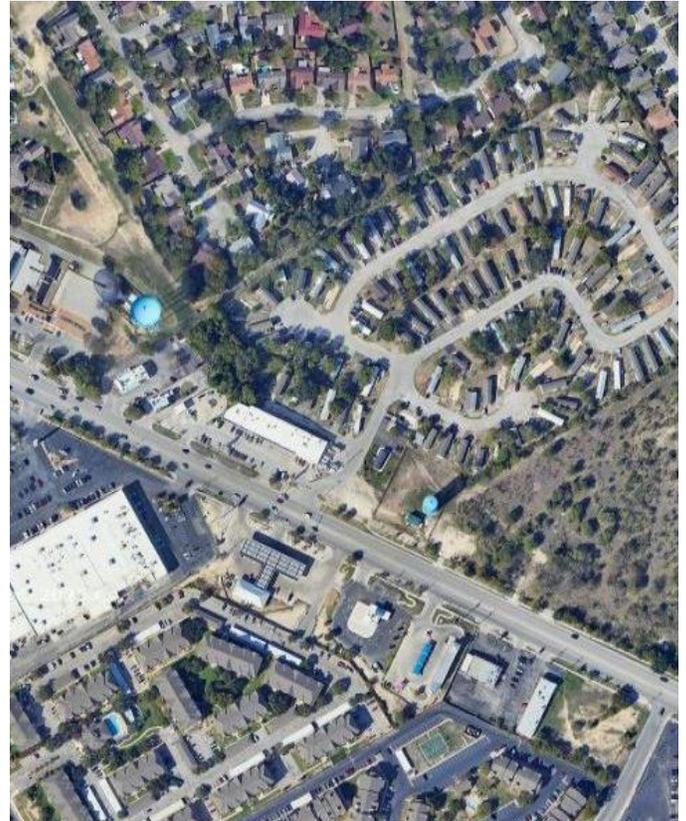
The Land Use Chapter for the Universal City Comprehensive Plan provides a **strategic framework** for **managing the City's future development**.

## Chapter Overview

This chapter is designed to guide how Universal City's existing development patterns, zoning regulations, and strategic plans will shape future growth opportunities. Contents of this chapter reflect the City's priorities for balanced development, diverse quality housing, economic growth, the preservation of open spaces, and alignment with military compatibility requirements due to its proximity to JBSA-Randolph Air Force Base.

The chapter leverages insights from the Future Land Use Plan Map (FLUP), the Aviation District Masterplan, and JBSA-Randolph's Clear Zone and Accident Potential Zones (APZs) to establish a baseline for planning the community's future strategic growth.

While this section outlines key considerations and provides goals and policies, it is important to remember that the Comprehensive Plan itself is not a zoning ordinance or regulatory document, but rather a strategic guide for future growth and resource allocation.



*Universal City's mix of land uses and the way they are configured and organized create the DNA that defines community character.*

## Existing Land Use

Universal City stands at a pivotal moment in its redevelopment and revitalization efforts. The City is largely built out, predominantly characterized by single-family residential neighborhoods and auto-oriented commercial development along key corridors like Pat Booker Road. While limited undeveloped land remains, particularly within its extraterritorial jurisdiction in Guadalupe County, future growth will primarily center on infill and redevelopment within the established municipal boundaries. Remaining development and revitalization sites often face constraints due to varying topography, stormwater management challenges, and the Accident Potential Zones (APZs) associated with Joint Base San Antonio (JBSA)-Randolph, which directly influence compatible land uses and development intensity.

The Universal City Vision 35 Comprehensive Plan recognizes these existing circumstances and embraces a transformative vision, striving to enhance the City's inherent family-oriented appeal and realize the community's highest economic, fiscal, and recreational aspirations to provide an incomparable quality of life for its residents today and in the future.



*Cibolo Creek*

## Meeting Diverse Housing Needs

Universal City's housing landscape is at a critical juncture, directly impacting its ability to foster a vibrant community and robust economy. As the City continues to experience growth and redevelopment, particularly influenced by Joint Base San Antonio (JBSA)-Randolph, the demand for diverse workforce housing is increasingly imperative. The current market is characterized by low vacancy rates and rapidly rising housing costs. From 2010 to 2023, the total housing units in Universal City increased only modestly from 7,314 to 7,770, while the overall vacancy rate sharply declined from 8% in 2010 to a mere 3%

in 2023, falling well below the healthy range of 5% to 10% considered ideal by housing experts. This tightening market is further evidenced by homeowner and rental vacancy rates that have fallen regularly in the last decade, signifying severe constraints on available housing for both purchase and rent.

Furthermore, as the population ages, providing diverse housing options that allow residents to "age in place" is a critical community priority. "Senior or age-restricted housing" was the single most requested housing type in the community questionnaire, highlighting the urgent need for more suitable living arrangements for older adults.





This includes not only dedicated senior living facilities but also a greater variety of smaller, more accessible housing types, such as townhomes, garden homes, or accessory dwelling units, that would allow long-term residents to downsize without leaving the neighborhoods they have been a part of for decades.

Manufactured housing that is existing and properties that are zoned for mobile/ manufactured home development are critical components of the community's housing mix and may continue to be utilized in accordance with any state laws.

With a significant portion of the population having lived in the City for over 20 years, ensuring that housing options are available for every stage of life is fundamental to the long-term vitality of the community.

To meet these pressing needs, it is essential to encourage a variety of “missing middle” housing options, such as:

- **Apartment Buildings**
- **Townhomes**
- **Tiny homes**
- **Accessory Dwelling Units**

These diversified housing types can bridge the gap between traditional single-family homes, which comprised approximately 67% of the total occupied housing units in 2023, and larger apartment complexes, which held steady at just over 16%.

The cost of housing has seen substantial increases, with the median value of homes with a mortgage rising by 85% from \$137,400 in 2010 to \$254,700 in 2023, and median gross rent increasing by 51% from \$805 to \$1,213 over the same period. These rapid increases, combined with existing income disparities, illustrate the potential for Universal City's housing costs to price out new buyers, young professionals, and essential workers from the local market.

Addressing housing availability and attainability for all residents, including seniors and military families, is not just a social imperative but a crucial economic one, as accessible housing options are vital for recruiting and retaining the diverse workforce that supports the City's long-term vitality and resilience. Strategic review of zoning regulations and the exploration of incentive programs will be vital to encouraging the development of these much-needed, diverse housing options.

## Commercial and Employment Uses

The commercial landscape of Universal City, anchored by Pat Booker Road and Kitty Hawk Road, is currently characterized by a need for strategic evolution. While these corridors serve as the City's primary commercial hubs, the current land use pattern, specifically the types and quantity of retail services, results in significant commercial leakage to adjacent regional centers. With limited vacant land available, the existing challenge is one of optimization, not expansion. Therefore, the City's land use focus must be on proactively positioning the few remaining parcels for high-value, needed commercial uses and supporting the continuation and redevelopment of existing developed commercial properties. Opportunities such as the Aviation District represent the proactive planning needed for long term community health.

The City's existing land use framework positions employment and industrial uses in areas impacted by JBSA-Randolph Accident Potential Zones (APZs) and near the Union Pacific Railroad. These areas feature growing employment opportunities, such as the Northlake Business Park. These areas are vital for securing the City's future economic resilience by accommodating diverse industrial, office, and light manufacturing operations that generate high-wage jobs and reduce reliance on any single sector. This commitment to maintaining a robust, strategically located employment land base is essential for balancing the residential growth near JBSA and ensuring long-term community vitality. Additional information regarding commercial and employment land use opportunities can be found in Chapter 4, Economic Development.



*Triangle Shopping Center*

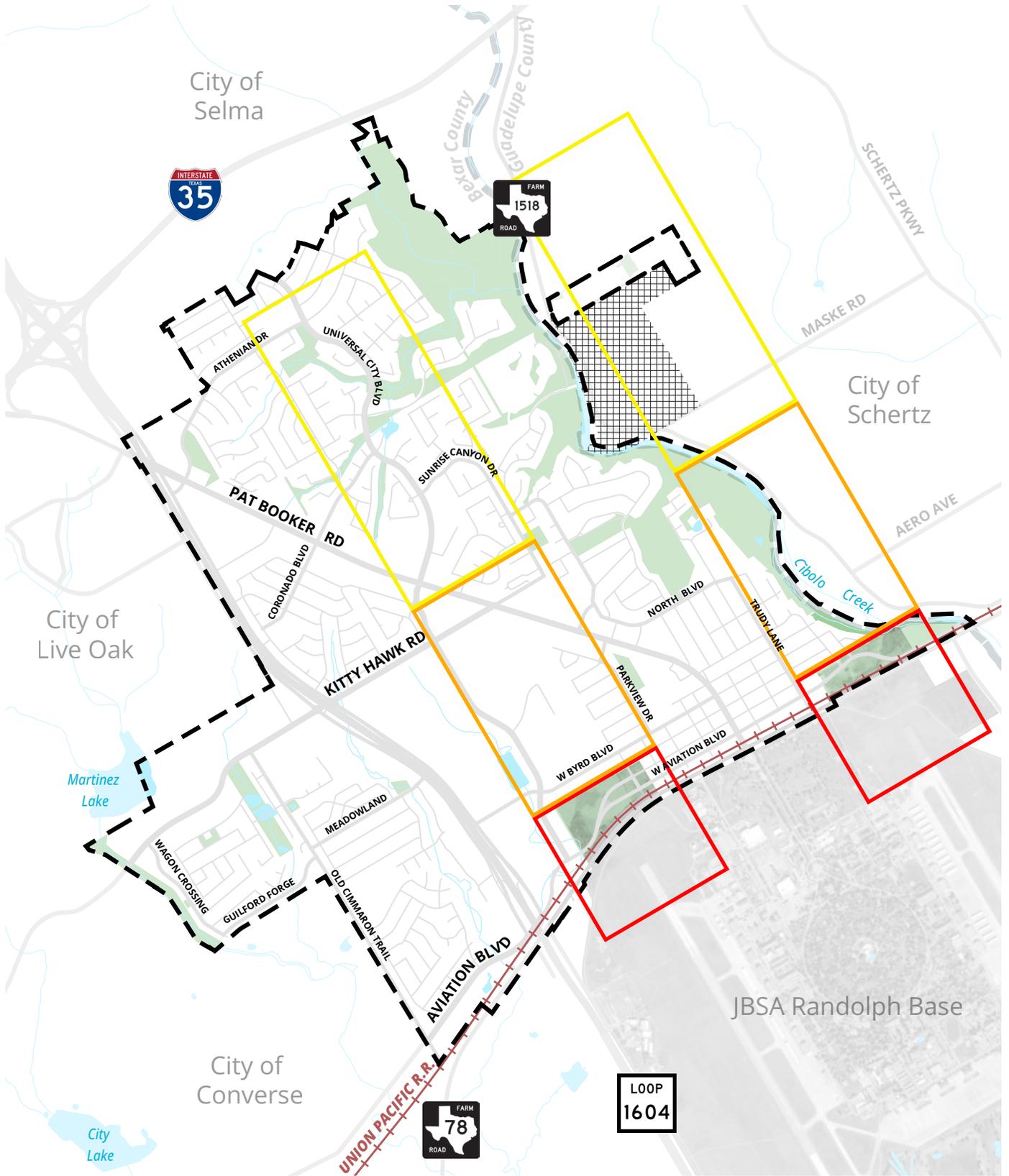


## Military Compatibility Planning

JBSA-Randolph is the primary economic driver and a foundational element of Universal City's identity and prosperity. The presence of JBSA generates substantial employment, drives the local housing market (especially the rental sector fueled by BAH stipends), and stabilizes the local economy. As JBSA-Randolph adapts to the nation's evolving defense needs, Universal City remains a dedicated partner, recognizing the imperative to support the base's foundational mission while preparing for its future trajectory. This includes proactively aligning its planning and infrastructure decisions to maximize operational flexibility for JBSA-Randolph. This ensures that UC Vision 35 not only safeguards base operations today but also positions Universal City for maximum economic growth and resilience tomorrow.

The maintenance of military-compatible land use is guided by federal and local regulations designed to protect public safety and the mission airspaces. The Clear Zones and Accident Potential Zones (APZ I and APZ II), which delineate areas with the highest risk of aircraft incidents, are featured prominently on the Future Land Use Plan (FLUP) as an essential component of the regulatory framework. The City of Universal City will continue its regular coordination and consultation with JBSA-Randolph officials for all land use planning, zoning changes, and development proposals located within the mapped Clear Zones and APZs to ensure all development is rigorously reviewed for compatibility.

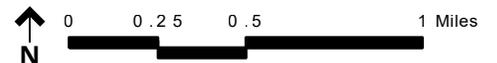
# Military Compatibility Zone Map



### Legend

- |  |          |  |                      |  |                    |
|--|----------|--|----------------------|--|--------------------|
|  | City     |  | Parks and Open Space |  | Highway            |
|  | County   |  | Water                |  | Arterial/Collector |
|  | ETJ      |  | JBSA Randolph        |  | Local Road         |
|  | Railroad |  |                      |  |                    |

- MILITARY**
- APZ 2
  - APZ 1
  - CLEAR ZONE



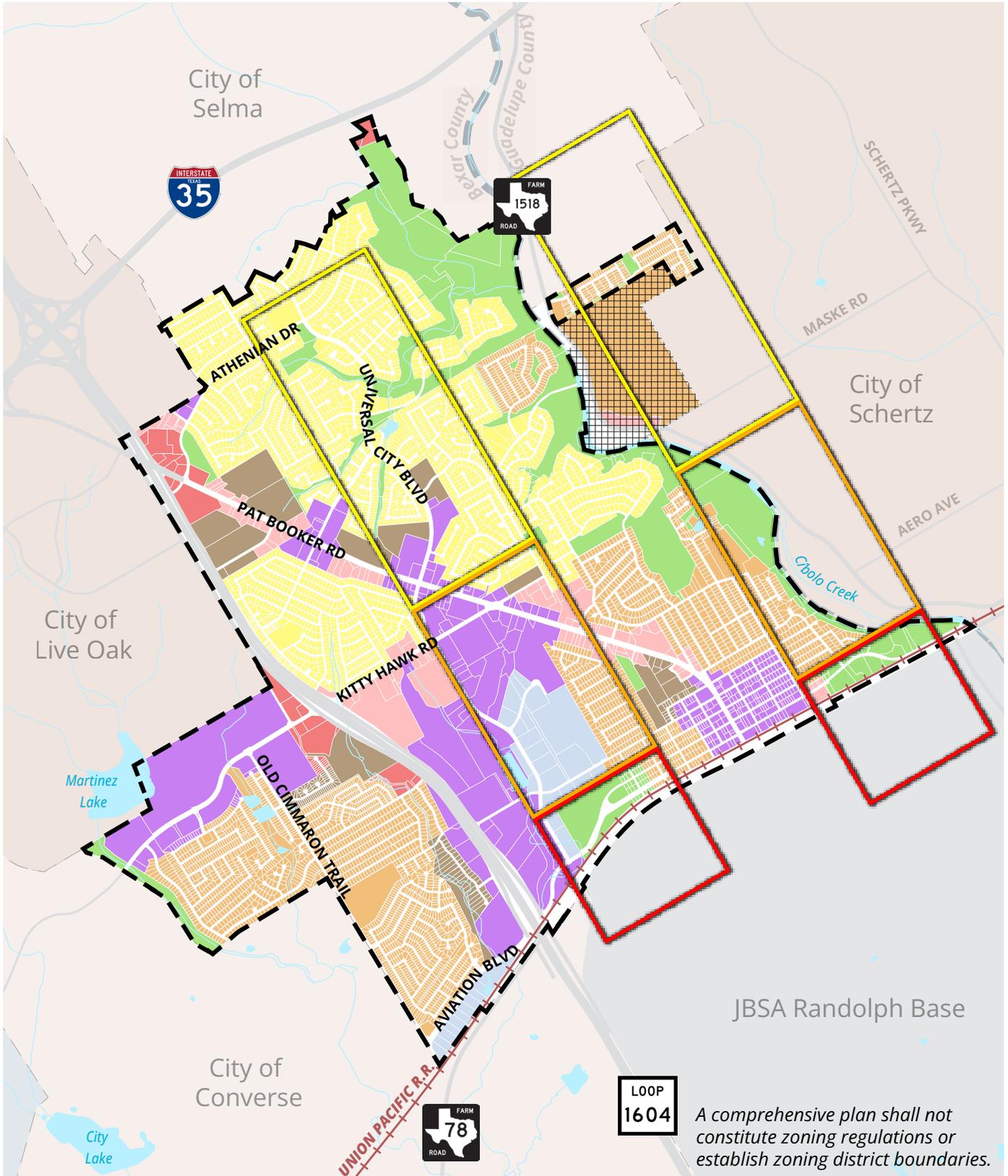
## Future Land Use Categories

The Future Land Use Categories are the cornerstone of Universal City’s Comprehensive Plan, illustrating the community’s desired long-term development vision. They are the blueprint for where and how the community wants the City to grow.

It’s crucial to understand that **these categories are forward-looking and do not directly change current zoning**. Instead, they provide the essential framework. As new development proposals come forward and properties seek rezoning, the principles, descriptions, goals, and policies within these land use categories become the direct guide for site planning, platting, and rezoning decisions. This ensures that new growth is orderly, aligns with community priorities, and contributes to the City’s long-term vitality and resilience.

	Low Density Residential
	Medium Density Residential
	Multi-Family Residential
	Mixed Use
	Community Commercial
	Highway Commercial
	Employment
	Open Space and Parks

Future Land Use Plan (FLUP)

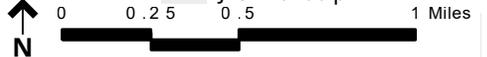


**Legend**

- |   |  |   |  |  |
|---|--|---|--|--|
| <ul style="list-style-type: none"> <li> City</li> <li> Other Cities</li> <li> County</li> </ul> | <ul style="list-style-type: none"> <li> LIVING (Residential) Low Density</li> <li> Medium Density</li> <li> Multi-Family</li> <li> Open Space and Parks</li> <li> Water</li> </ul> | <ul style="list-style-type: none"> <li> WORKING Highway Commercial</li> <li> Community Commercial</li> <li> Mixed Use</li> <li> Employment</li> <li> ETJ</li> </ul> | <ul style="list-style-type: none"> <li> CIRCULATION Highway</li> <li> Arterial/Collector</li> <li> Railroad</li> </ul> | <ul style="list-style-type: none"> <li> MILITARY APZ 2</li> <li> APZ 1</li> <li> CLEAR ZONE</li> <li> JBSA Randolph</li> </ul> |
|---|--|---|--|--|

**LOOP 1604**

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



## What is Land Use Density?

Land use density defines the maximum number of residential units permitted per gross acre for each Future Land Use category. We calculate density by dividing the total number of residential units by the gross acreage of the designated land use area.

While individual developments are generally expected to adhere to these density ranges, the City may grant flexibility for large-scale, master-planned, or mixed-use developments. For these projects, the overall average density across the entire development area, or a clearly defined phase, must comply with the established range, allowing for variations in density distribution within the project. This flexibility aims to foster innovative design and comprehensive planning outcomes.



## Future Land Use Mix

Well-planned communities plan for a balance of land uses to maximize long-term economic prosperity, neighborhood desirability, and quality of life. The mix of land use varies considerably between communities. The community's regional importance, physical size, geographic context, and historic development pattern all result in sometimes wildly different land use patterns. This variance is more amplified for smaller communities, under 50,000, where the types of industries and the community's original development plans can result in an unbalanced or unexpected land use mix. This comprehensive plan charts a new era for Universal City by prioritizing preservation of parks and open space, diverse housing choices, fiscal resilience, and a balanced job-to-housing ratio. The benchmark data used for comparison below reflects generalized averages and should not be interpreted as a mandated planning standard for Universal City. The future land use mix in Table 1-2 shows the planned future land use mix and how it compares to typical small communities.

**Table 1-2 Future Land Use Mix and Acreages**

Future Land Use Designation	Total Area (Acres)	Total Area (% of Total)	Total By Land Use Type	Typical Nationwide Land Use Mix (cities under 50,000)
Low Density Residential	992.94	16.12%	<b>37.26%</b>	<b>72%</b>
Medium Density Residential	1112.13	18.05%		
Multi-Family Residential	190.05	3.08%		
Mixed Use <sup>2</sup>	948.19	15.39%	<b>30.06%</b>	<b>11%</b>
Community Commercial	810.73	13.16%		
Highway Commercial	92.75	1.51%		
Employment	132.22	2.15%	<b>2.15%</b>	<b>8%</b>
Open Space and Parks	1881.49	30.54%	<b>30.54%</b>	<b>9%</b>
<b>Total</b>	<b>6160.50</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<sup>1</sup> Typical land use mix percentages are provided for comparison only. The land use mix can vary significantly between communities. This is driven by the era of community growth and preferred transportation systems ( e.g. auto , transit, train, walking), location (e.g. suburb, city, rural), and settlement context (e.g. geologic/enviornmental resources, “company/mining town”, historic transportation system confluence, planned community)

<sup>2</sup> Mixed Use Land Use can be 30% - 60% residential land uses

## Future Land Use Categories

**LOW DENSITY RESIDENTIAL (LDR)**  
DENSITY: >0 - 4 DU/AC

**Intent & Character:** This category is intended to preserve and create traditional, quiet residential neighborhoods primarily composed of detached single-family homes on larger lots. Development should respect existing neighborhood character and scale, contributing to the City's welcoming, family-focused atmosphere.

**Context:** Typically located away from major thoroughfares, potentially serving as transitions or buffers to more sensitive areas or lower-density existing development.

### Compatible Zoning Districts:

- **R1** – Large Lot Residential
- **R2** – Low Density Residential
- **PUD** – Planned Unit Development



**MEDIUM DENSITY RESIDENTIAL (MDR)**  
DENSITY: >4 - 8 DU/AC

**Intent & Character:** This category aims to provide diverse single-family housing choices, accommodating a mix of housing types such as single-family homes on moderate lots, duplexes, and cluster cottage courts. Development should be context-sensitive, integrating well with adjacent neighborhoods and contributing to housing variety for different life stages and incomes.

**Context:** Serves as a transition between lower and higher-density residential areas or near community facilities, parks, and neighborhood commercial nodes. Supports walkability where appropriate.

### Compatible Zoning Districts:

- R2** – Low Density Residential
- R3** – Medium Density Residential
- R-OT** – Old Town Residential
- PUD** – Planned Unit Development





**MULTIFAMILY RESIDENTIAL (MFR)**  
**DENSITY: >8 - 40 DU/AC**

**Intent & Character:** This category is intended to accommodate more intensive residential development, such as townhomes, apartment buildings, and condominiums, providing a major component of the City’s housing stock. It supports a more urban living environment with modern amenities, often catering to young professionals, workforce housing needs, or seniors seeking accessible living options.

**Context:** Strategically located near employment centers (including JBSA-Randolph), major transportation corridors (like Loop 1604), post-secondary campuses, and areas planned for mixed-use development to leverage infrastructure and promote multi-modal transportation options.

**Compatible Zoning Districts:**

- **R4** – High Density Residential
- **R5** – Multifamily Residential
- **R-OT** – Old Town Residential
- **PUD** – Planned Unit Development



**MIXED USE (MU)**  
**DENSITY: UP TO 40 DU/AC**

**Intent & Character:** This category provides a flexible framework for developing large, comprehensively planned areas with an integrated mix of land uses (residential, commercial, employment, civic, parks/open space). Mixed Use Designations support a balance of residential and nonresidential land uses, with residential land uses composing 30% to 60% of the gross floor area or net site development area. Planned Unit Development (PUD) zoning is encouraged for Mixed Use designated property to facilitate innovative site design, tailored development standards, efficient infrastructure use, preservation of natural features, and the creation of unique community character, such as in the Aviation District or other strategic redevelopment sites; however, PUD zoning is not required.

**Context:** Mainly applied to large tracts of land suitable for master planning, often in areas targeted for significant growth, redevelopment, or specialized uses like the Aviation District and the Northeast Lakeview College campus.

**Compatible Zoning Districts:**

- **Any Zoning District**
- **PUD** – Planned Unit Development



**COMMUNITY COMMERCIAL  
DENSITY: UP TO 20 DU/AC**

**Intent & Character:** This category is intended to provide convenient access to a range of retail, service, and office uses that serve the daily needs of nearby residents and contribute to complete neighborhoods. Development should emphasize pedestrian comfort, human scale, attractive design, and compatibility with adjacent residential areas. It supports local business growth and can incorporate limited residential uses (e.g., above ground-floor commercial) to enhance vibrancy.

**Context:** Located at key intersections, along neighborhood corridors, or integrated into mixed-use centers, designed to be accessible by walking or biking from surrounding neighborhoods where feasible..

**Compatible Zoning Districts:**

- **C1** – Neighborhood Services
- **C2** – Retail
- **C3** – Commercial Services
- **PUD** – Planned Unit Development



**HIGHWAY COMMERCIAL**  
**DENSITY: N/A**

**Intent & Character:** This category accommodates larger format, auto-oriented commercial uses that serve a wider market area or rely on high vehicular visibility and access. Uses typically include larger retail stores, restaurants, entertainment venues, hotels, and automotive services. Design should consider aesthetic quality, signage control, safe traffic flow, and potential buffering from less intensive adjacent uses.

**Context:** Primarily located along major transportation corridors like Loop 1604, Pat Booker Road, FM 1518, and FM 78, benefiting from high traffic volumes and regional accessibility.

**Compatible Zoning Districts:**

- **C3** – Commercial Services
- **C5** – Highway Commercial
- **PUD** – Planned Unit Development

**EMPLOYMENT  
DENSITY: N/A**

**Intent & Character:** This category is designated for areas intended primarily for businesses that generate jobs, including office parks, research and development, light manufacturing, logistics, healthcare facilities, and similar non-retail/service uses. The intent is to foster economic resilience, diversify the local economy, support target industries (including defense-related and aerospace), and provide local job opportunities for residents. Development should create attractive, functional business environments.

**Context:** Located in areas with good access to transportation infrastructure (major roads, near JBSA-Randolph, within Air Installation Compatible Use Zones (AICUZ)), adequate utilities, and where potential impacts (traffic, noise) can be managed compatibly with surrounding land uses.

**Compatible Zoning Districts:**

- **C4** – General Commercial
- **PUD** – Planned Unit Development



**PARKS AND OPEN SPACE  
DENSITY: N/A**

**Intent & Character:** This category encompasses private and publicly accessible lands dedicated to active and passive recreation, community gatherings, including private religious gathering spaces such as columbariums and cemeteries, conservation of natural resources (like Cibolo Creek), and environmental protection. It aims to enhance quality of life, promote health and wellness, protect ecological functions, and provide recreational fields, sites, and facilities, and linkages for pedestrian and bicycle trails, contributing to the City's park and green infrastructure network.

**Context:** Distributed throughout the City to ensure equitable access, protect environmentally sensitive areas, connect neighborhoods, and provide amenities supporting community identity.

**Compatible Zoning Districts:**

- **OS** – Open Space
- **PUD** – Planned Unit Development



# Build Out Population Estimates

Table 1-3 estimates the total population of Universal City with full development of the Future Land Use Plan. Three scenarios are provided. A low build out scenario that assumes residential units are provided at the lowest possible densities. A high build-out scenario that assumes near maximum densities and a mid build-out scenario between the two extremes.

Many factors can impact the actual build-out condition and population, such as demographic shifts, household size changes, changes in regional economic or housing market conditions, and the capacity limitations of public infrastructure (water, sewer, and transportation).

**Table 1-3 Population Estimates**

Future Land Use Designation	Total Area (Acres)	Buildable Area (75% of Total Area)	Number of Residential Units (low density build out)	Number of Residential Units (mid density build out)	Number of Residential Units (high density build out)
Low Density Residential <sup>1</sup>	992.94	744.705	1489	2234	2979
Medium Density Residential <sup>1</sup>	1112.13	834.0975	3336	5005	6673
Multi-Family Residential <sup>2</sup>	190.05	142.5375	1140	2851	5702
Mixed Use <sup>2 3</sup>	948.19	711.1425	4267	5689	7111
Community Commercial <sup>2 4</sup>	810.73	608.0475	-	365	608
Highway Commercial	92.75	-	-	-	-
Employment	132.22	-	-	-	-
Open Space and Parks	1881.49	-	-	-	-
<b>Total Estimated Number of Residential Units</b>			<b>10,233</b>	<b>15,779</b>	<b>22,465</b>
<b>Estimated Population</b>			<b>24,443</b>	<b>38,411</b>	<b>54,620</b>

1 Average household size in Low Density and Medium Density Residential is assumed as 2.6 du/ac

2 Average household size in Multi Family Residential, Mixed Use, and Community Commercial is assumed as 2.2 du/ac

3 Mixed Use Land Use is assumed to be built at 20 du/ac in all scenerios. Low build out assumes 30% of Mixed Use area built as residential. Mid build out assumes 40% of Mixed Use area built as residential. High build out assumes 50% of Mixed Use area built as residential

4 Community Commercial Land use is assumed to be built at 20 du/ac in all scenerios. Low build out assumes 0% of Community Commercial built with residential, Mid build out assumes 3% of Community Commercial area built with residential. High build out assumes 5% of Community Commercial area built as residential.

## Goals and Policies

### EXISTING LAND USE & ZONING

Goal  
LU-1

Promote and pursue efficient, context-sensitive redevelopment of underutilized properties to support community needs and enhance Universal City's character.

- Policy LU-1.1** Prioritize redevelopment along the Pat Booker Road corridor by updating the zoning code to allow mixed-use development that incorporates retail, residential, and civic uses.
- Policy LU-1.2** Conduct a land use audit every five years to identify underutilized parcels with redevelopment potential.
- Policy LU-1.3** Provide development incentives, such as expedited permitting and infrastructure support, for projects that align with the Future Land Use Plan, Aviation District Masterplan and the community's character.
- Policy LU-1.4** Ensure redevelopment projects incorporate transitional land uses and densities, respect existing neighborhood character, and utilize community character driven design principles.
- Policy LU-1.5** Develop a Pat Booker Corridor District Masterplan that includes prioritizing redevelopment along the Pat Booker Road corridor by updating the zoning code to allow mixed-use development that incorporates vertically and horizontally integrated retail, residential, and civic uses.
- Policy LU-1.6** Require that a needs assessment is developed for each mixed-use master planned development.

Goal  
LU-2

Land use and zoning policies are aligned with military compatibility, environmental protection, and neighborhood preservation.

- Policy LU-2.1** Enforce zoning overlays that respect JBSA-Randolph’s Clear Zones, Accident Potential Zones (APZs), and Noise Contours to protect public safety and support base operations while maintaining City development and redevelopment goals and integrity.
- Policy LU-2.2** Update the zoning code to mitigate incompatible land uses and regulate infill development within or adjacent to environmentally sensitive areas, such as floodplains and the Cibolo Creek corridor, ensuring that development does not increase flood risk, harm natural systems, or compromise open space functions.
- Policy LU-2.3** Encourage context-sensitive infill development in residential neighborhoods that preserves existing character through compatible building design, scale, and landscaping, while meeting modern design, density, and infrastructure standards.
- Policy LU-2.4** Maintain regular communication and coordination with JBSA-Randolph regarding land use and zoning proposals, development reviews, and long-term planning efforts.
- Policy LU-2.5** Conduct a study of potential annexation areas within the City’s extraterritorial jurisdiction (ETJ) to evaluate fiscal impacts, service extension requirements, land use compatibility (including military compatibility), and community character implications, leading to the development of a formal City annexation policy.
- Policy LU-2.6** Coordinate with JBSA-Randolph on future development in the ETJ to ensure the land uses address compatibility with Accident Potential Zones and safety recommendations.

**Goal  
LU-3**

The zoning ordinance is regularly updated and modernized to support proven best-practice development practices and community priorities.

- Policy LU-3.1** Establish a clear set of guidelines for integrating accessory dwelling units (ADUs), small-lot housing, and other forms of missing middle housing within compatible zoning districts.
- Policy LU-3.2** Study and determine whether implementation of a custom form-based, hybrid or character design-based zoning code is suitable in key areas, such as the Aviation District, to encourage walkability, housing diversity, and design quality.
- Policy LU-3.3** Develop an overlay or new Planned Unit Development (PUD) zoning district to support Aviation District redevelopment that incorporates flexible uses, height and infrastructure incentives, and design standards tailored to its strategic location.
- Policy LU-3.4** Update and modernize the zoning ordinance to: (i) maintain consistency with the Future Land Use Plan, facilitating orderly and development aligned with community goals; and (ii) provide direction on the examination of zoning classification consolidation, accessory structures, fencing & screening, parking requirements (alternative standards, compact spaces, parking studies, shared parking), and certain trending commercial uses such as shared commercial kitchens, live-work spaces and pop-up businesses.
- Policy LU-3.5** Evaluate and potentially adopt mixed-use zoning districts to allow for a specified mix of non-retail uses (commercial services) and/or non-commercial uses (residential) within commercial developments, considering thresholds for by-right approval versus specific use permits, to enhance vibrancy and utility.
- Policy LU-3.6** In coordination with relevant school districts, identify and implement appropriate development review procedures and zoning strategies and land use tools to facilitate the timely and effective placement of educational facilities and adaptive reuse of transitional educational facilities.
- Policy LU-3.7** Review zoning regulations and consider amendments or the use of tools such as specific use permits, dispersal standards, or targeted incentives to encourage a diverse mix of desired business types and mitigate the potential over-concentration of specific uses (such as car washes, coffee kiosks, smoke shops, and pawn shops), particularly in key commercial corridors and districts, in alignment with economic development goals.
- Policy LU-3.8** Evaluate the Zoning Code and Sign Ordinance and update, as necessary for compliance with federal, state, and case law and community character priorities.

Goal  
LU-4

Land use regulations facilitate a variety of housing types meeting growth and diverse community needs.

- Policy LU-4.1** Study and amend zoning regulations to allow for a broader range of housing types, such as townhomes, cottage courts, senior housing, and accessory dwelling units (ADUs), in appropriate neighborhoods based on criteria addressing existing character, infrastructure capacity, and proximity to services.
- Policy LU-4.2** Support context-sensitive higher-density residential options in targeted areas near major transportation corridors, special planning areas, mixed-use developments, post-secondary education campuses, and employment centers where higher-density residential development can transition between and buffer nonresidential uses from established neighborhoods.
- Policy LU-4.3** Partner with housing nonprofits, developers, and regional agencies to attract projects that meet workforce and senior housing needs.
- Policy LU-4.4** Utilize land use tools (such as density bonuses, flexible zoning, or expedited review) to encourage projects that diversify the mix of housing types and densities aligned with City goals.

Goal  
LU-5

**Land use planning and community programs contribute to housing attainability and neighborhood stability.**

- Policy LU-5.1** Monitor housing vacancy, cost burden, and permit trends annually to assess housing market conditions and adjust policy and regulations accordingly.
- Policy LU-5.2** Develop a housing rehabilitation grant or loan program for low- to moderate-income homeowners to improve energy efficiency and safety.
- Policy LU-5.3** Promote homeownership and financial literacy through community-based programs in partnership with local schools, banks, and nonprofit organizations.
- Policy LU-5.4** Pursue and promote state, federal, and local homeownership assistance programs targeted to first-time homebuyers and low-to-moderate income households.
- Policy LU-5.5** Collaborate with Bexar County to strategically utilize Community Development Block Grant (CDBG) funds for eligible activities, such as housing rehabilitation and public infrastructure improvements, that enhance neighborhood stability in targeted areas.
- Policy LU-5.6** Analyze potential displacement impacts of major redevelopment or rezoning proposals and explore mitigation strategies for affected residents in established neighborhoods.
- Policy LU-5.7** Analyze impacts of transitory housing facilities and develop a strategy to mitigate impacts to established neighborhoods.
- Policy LU-5.8** Analyze the impacts of Public Facility Corporations (PFC) and Housing Finance Corporations (HFC) and establish methods to mitigate potential negative impacts to the City.
- Policy LU-5.9** Analyze the impacts of Single-Family Rental (SFR) and Two-Family Rental (DFR) subdivisions and establish methods to mitigate potential negative long-term impacts to the City.

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*Universal City is a car-oriented community with a transportation and mobility system that is traditionally designed around personal automotive ownership and travel.*

# 3 transportation and mobility

A modern, efficient, and **multimodal transportation network is foundational** to Universal City's future, neighborhood quality of life, and strategic redevelopment.

## Chapter Overview

This chapter provides the policy framework to guide public and private investment toward a transportation network that will directly support the City's economic vitality, is safe, accessible, and provides viable travel choices for all users.

As a mature, largely landlocked community, the City faces unique mobility challenges influenced by regional growth, internal traffic patterns, and the operational needs of the JBSA – Randolph. While neighboring communities have expanded rapidly, Universal City's path forward lies not in widespread, outward new road construction, but in the strategic optimization of its existing infrastructure and the deliberate creation of a more resilient and connected multimodal system. The focus is on enhancing circulation, improving key corridors to support economic development, and methodically addressing gaps in the pedestrian and bicycle networks to reduce congestion, improve quality of life, and promote a growing local economy.



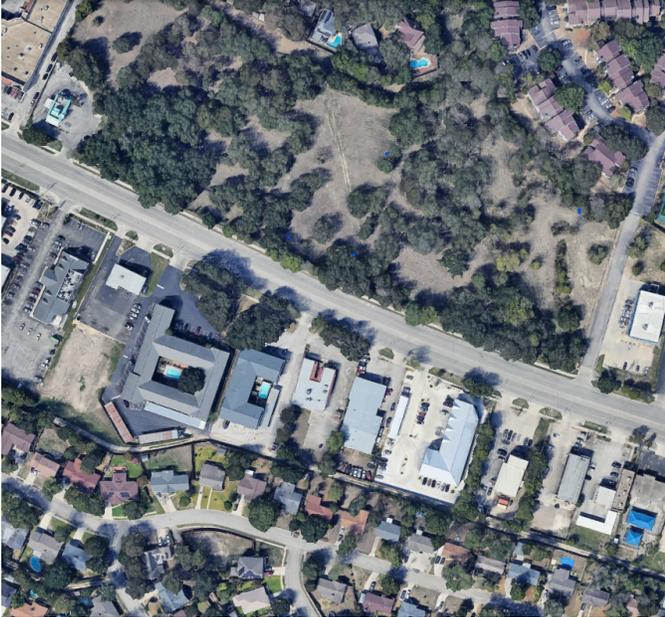
*By upgrading corridors and closing mobility gaps, Universal City is charting a path toward a more efficient, livable, and economically vibrant community.*

## Existing Transportation Network

Universal City's transportation network is defined by a few key corridors that handle regional and local traffic, creating distinct mobility patterns and challenges that must be addressed to support future redevelopment. The system is heavily reliant on vehicular travel, with over 80% of residents driving alone to work, and is managed through a partnership between the Texas Department of Transportation (TxDOT) and the City's Public Works Department. The City's primary transportation routes and their functional roles are:



- **Regional Lifelines (Loop 1604 and I-35):** Serving as the region's principal freeway arterials, these limited-access highways connect Universal City to the greater San Antonio metropolitan area, facilitating regional commerce and commuting. While crucial for connectivity, they are also significant sources of congestion, particularly at their interchanges during peak hours. These corridors are maintained by TxDOT, which has long-term plans for expansion to address growing regional demand. Major ongoing improvements are being made to both corridors in 2025 to address today's congestion and increase capacity for the decades to come. I-35 improvements are scheduled for completion in 2027 and Loop-1604 in 2028.



- **Primary Corridors (Pat Booker Road/ SH 218 and FM 78):** These “other principal arterials”, owned and maintained by the Texas Department of Transportation (TxDOT), function as the City’s commercial and civic spines, connecting residents to local businesses, JBSA-Randolph, and the regional highway system. Pat Booker Road, in particular, is a focal point for future redevelopment efforts. Both routes experience significant congestion driven by commercial traffic, school drop-offs, and base-related travel.



- **Local Distributors (Universal City Boulevard and Kitty Hawk Road):** Classified as minor arterials, these roads are essential for distributing traffic from the principal corridors into the City’s neighborhoods and to key destinations like Northeast Lakeview College. Portions of these roads experience high traffic volumes and declining levels of service, particularly Kitty Hawk Road, which has segments operating at or exceeding capacity. While this road hierarchy effectively moves vehicles, the network has critical gaps. There is currently no public transit service operating within the City limits. Furthermore, existing bicycle lanes are few and disconnected, and significant portions of the City lack continuous sidewalks, creating barriers to safe, non-vehicular travel and limiting connectivity to parks, commercial nodes, and schools.

## FUNCTIONAL STREET CLASSIFICATIONS

The street network is formally organized by the following functional classifications, which dictate a road's design, speed, and access control to ensure it serves its intended purpose within the broader system:



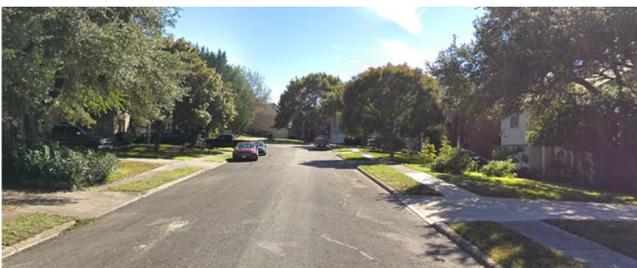
- **Principal Arterial (FM 1518 and Pat Booker Road):** These are high-capacity, high-speed roadways designed to move large volumes of traffic over long distances with controlled access. This includes other freeways and expressways like Loop 1604, which links major cities and destinations, and principal arterials like Pat Booker Road, which connects major activity centers within the metro area.



- **Minor Arterial (Kitty Hawk Road and Universal City Boulevard):** These routes connect neighborhoods and local centers to the principal arterial system. They are designed for moderate-distance travel at slower speeds than principal arterials.



- **Major Collector (Old Cimarron Trail and Forum Road):** These roadways “collect” traffic from local streets and funnel it to the arterial network. They handle less traffic than arterials and provide more direct access from neighborhoods. With nearly 16 miles, this class represents the largest portion of classified roads in the City.



- **Local Roads:** These streets provide direct access within residential areas and are designed for low speeds and low traffic volumes. Making up over 83 miles of the network, they are not intended to handle through-traffic between different areas of the City.

## Circulation and Mobility Improvements

The future of mobility in Universal City is shaped by a distinct set of needs arising from its identity as a mature, largely built-out community. Extensive public engagement, including a community-wide questionnaire and multiple public workshops, has clearly articulated that residents value safety, efficiency, and quality of life. Rather than a desire for large-scale expansion, there is a clear need to optimize, connect, and enhance the transportation infrastructure that already exists. Addressing these needs is fundamental to supporting the City's character, economic vitality, and the daily lives of its residents.

### CONGESTION MANAGEMENT

The most pressing need is to improve the performance of the existing roadway network. Several roads are experiencing traffic congestion and delays, particularly on key corridors like Pat Booker Road and Kitty Hawk Road, which serve as the City's primary commercial and community lifelines. This congestion is compounded by the City's landlocked position and its role as a thoroughfare for regional traffic destined for JBSA-Randolph. With limited land available for new roads, there is a fundamental need to manage traffic more efficiently through access management, improved signal timing, intersection upgrades, and better coordination with regional partners like TxDOT on major projects affecting the City. This focus on optimizing the current system reflects a pragmatic desire to get the most out of existing assets.



*Traffic and congestion are a growing concern for Universal City and the broader NE San Antonio metropolitan region.*

## Safe Routes to School

The need for pedestrian safety is particularly needed around the City’s schools. Existing conditions show that school traffic generates significant congestion during drop-off and pick-up times, indicating a high reliance on private vehicles for school trips and creating potential conflicts for students on foot or bicycle. Fulfilling the need for safer and more accessible routes serving the City’s elementary and middle schools is a key component of building a truly walkable community. Addressing this directly through context-sensitive roadway design, grade-separated or pedestrian-activated crosswalks, and working closely with the local school districts will support the community’s broader goals of supporting families and enhancing youth well-being.



### PEDESTRIAN CONNECTIVITY

Beyond the flow of vehicles, there is a significant and widespread need to create a safer and more connected pedestrian environment.

In public workshops, pedestrian improvements were ranked as a top priority, and numerous residents noted that the City is often “not walkable”. This stems from a network with gaps in its sidewalks, a lack of safe crossings, and limited connectivity between neighborhoods, parks, and commercial areas. Fulfilling the need for a complete and accessible pedestrian system that connects recreational trails and spaces to the street sidewalk network is essential not only for safety but also for achieving the community’s broader vision of having vibrant public spaces and revitalized, walkable neighborhoods and commercial corridors.



### BICYCLE CONNECTIVITY

While improving roads and sidewalks are the primary focus, public input also revealed a clear need for a greater variety of mobility choices, particularly for

cyclists and for residents who cannot or choose not to drive. For cycling, the need is not simply for more bike lanes, but for a high-quality, safe and connected network that feels safe to users of all ages and abilities. Feedback noted that some existing bike lanes are underutilized, highlighting the need for future facilities to be thoughtfully designed and integrated into the transportation system, utilizing solutions such as median-separated bike lanes, dual-purposed bike-walk pathways, or repurposing underutilized alleyways for bike and pedestrian mobility.



**MOBILITY CHOICE**

As Universal City’s demographic mix matures, there is a growing need for alternative rideshare, shuttle, or public transit options, with specific emphasis on service for seniors and residents with disabilities, who currently have limited options for travel within the City. This reflects a wider community interest in establishing internal mobility choices, as the City currently has no public transportation. The presence of on-demand VIA Link or similar type service in adjacent communities presents a potential model for providing residents with much-needed connections to civic facilities, commercial areas, and medical services. Exploring VIA Link type service options can also provide congestion relief and options for college-aged students and others who either can’t drive or prefer not to drive.



*When considering streetscape character and design, leave space for ride share stations.*



**STREETScape CHARACTER AND DESIGN**

Beyond the functional performance of the transportation network, the community expressed a strong and consistent need to enhance the aesthetic quality and visual character of the City’s public realm. This desire is most pronounced along the Pat Booker Road corridor, which many residents described as the “face of Universal City”. Specific needs identified by the community include more street trees and landscaping to provide shade. Not only does this add aesthetic value, but it also provides shelter, shade, and comfort to pedestrians and cyclists.



*Transforming Universal City’s public realm with shade-giving trees and thoughtful landscaping can create a charming environment for our community.*

## Future Transportation Modes

Universal City is strategically positioned to engage emerging mobility technologies that impact both air and ground, with a focus on ensuring future infrastructure remains safe, efficient, and compatible with the vital mission of JBSA-Randolph.

### AUTONOMOUS VEHICLES (AV) AND GROUND INFRASTRUCTURE

Preparing for the widespread adoption of AV's offers a substantial opportunity to refine development patterns, optimizing future ground mobility and maximizing fiscal return across the community.

- **Infrastructure Preparation:** Development standards should be considered that support efficient AV use. This includes standards for dedicated drop-off/pick-up zones and turnouts in new commercial, mixed-use, and high-density projects. Industrial zoning districts should also be revised to accommodate AV fleet maintenance and storage projects.
- **Parking Impacts:** The City should prepare for potential reductions in parking demand due to AV adoption and study policies that allow for the future repurpose of underused surface parking areas. Opportunities such as enhanced pedestrian spaces, public amenities like bike lanes and shaded sidewalks, or additional commercial retail floor area can meet many City development goals.

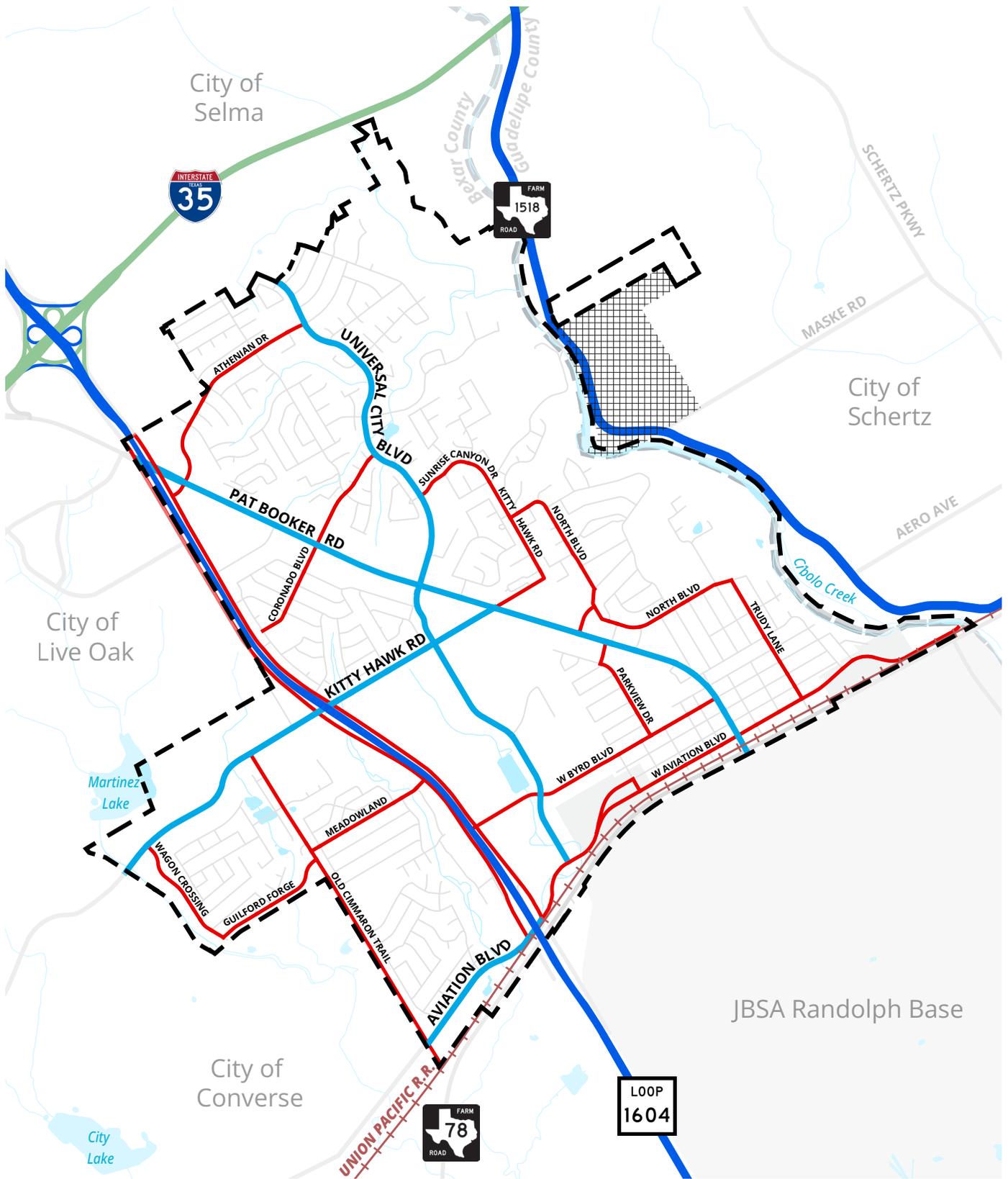
### DRONES AND AIRSPACE COMPATIBILITY

The rapid adoption of drone technology for lastmile package delivery and commercial services presents immediate planning and airspace challenges, as the City's airspace is directly adjacent to JBSA-Randolph's mission-critical flight paths. To responsibly manage public safety and military readiness, the City should prioritize supportive policies and strategic regulation:

- **Airspace Control:** The City should develop and enforce regulations that strategically limit or prohibit commercial drone operations near military installations, particularly within the Clear Zones and APZs
- **Land Use Separation:** When reviewing applications for advanced logistics, warehousing, or manufacturing that may rely on drone technology, the City should strategically locate these uses outside sensitive airspaces.

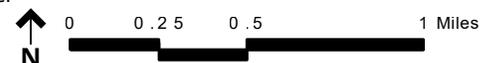


Circulation Map



Legend

- |  |                    |  |  |
|--|--------------------|--|--|
|  | <b>CIRCULATION</b> |  |  |
|  |                    |  |  |
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## Goals and Policies

### TRANSPORTATION NETWORK

Goal  
TM-1

Universal City enhances the safety, connectivity, and capacity of its existing roadway network.

- Policy TM-1.1** Establish and fund a systematic Pavement Management Program for the regular assessment, maintenance, and restoration of all City-owned and maintained paved surfaces, explicitly including streets, alleys, and sidewalks, prioritizing work based on condition assessments and functional importance.
- Policy TM-1.2** Improve signage, striping, lighting, and intersection design along Pat Booker Road, Kitty Hawk Road, and Universal City Boulevard to enhance safety and traffic flow.
- Policy TM-1.3** Coordinate roadway improvements with planned AAMPO and TxDOT projects to ensure alignment with regional infrastructure investments.
- Policy TM-1.4** Develop and implement comprehensive streetscape and beautification plans for the Aviation District and the Pat Booker Road corridor to enhance their visual character and create a more attractive and welcoming environment. The plans should establish design standards and identify priority projects for landscaping, street trees, and other aesthetic improvements in accordance with the Aviation District Master Plan and community vision.

## Goals and Policies

### TRANSPORTATION NETWORK (continued)

#### Goal TM-2

Traffic flow is strategically enhanced, and congestion is reduced on key corridors through multimodal and operational upgrades.

- Policy TM-2.1** Develop and adopt a comprehensive, City-wide Transportation Master Plan to guide the development of a safe, efficient, and integrated multimodal transportation system. The Plan shall address the needs of all modes of travel including vehicular, freight, public transit, bicycle, and pedestrian and should incorporate strategies for intelligent transportation systems (ITS), traffic calming, and a prioritized list of capital projects.
- Policy TM-2.2** Conduct comprehensive corridor studies of Pat Booker Road, Universal City Boulevard, and Kitty Hawk Road to evaluate and implement multimodal and operational improvements, including lane reconfiguration, turn lanes, traffic signal optimization, access management, pedestrian and bicycle enhancements, transit integration and potential roundabout implementation.
- Policy TM-2.3** Develop a Citywide traffic signal timing and coordination plan to reduce delays and improve efficiency.
- Policy TM-2.4** Install intelligent transportation systems (ITS) and implement smart traffic management strategies at major intersections and along key corridors to provide real-time traffic data, optimize traffic flow, and improve emergency response coordination.
- Policy TM-2.5** Develop and implement a prioritized program of roadway capacity improvements, including widening, intersection improvements, and new connections, based on traffic volume projections and growth patterns.

#### Goal TM-3

Regional and interlocal transportation partnerships are strong and support long-term and diverse community mobility.

- Policy TM-3.1** Collaborate with AAMPO, TxDOT, and neighboring jurisdictions to advocate for and prioritize expanded capacity improvements along Loop 1604, FM 1518 and FM 78.
- Policy TM-3.2** Maintain an active role in regional planning organizations and MPO advisory groups to ensure Universal City's priorities are represented.
- Policy TM-3.3** Partner with JBSA-Randolph to improve military-related traffic flow and access management along Aviation Boulevard, FM 78, and Pat Booker Rd.
- Policy TM-3.4** Coordinate with VIA Metropolitan Transit or other micro transit providers and explore opportunities for transit service expansion or enhanced connectivity within Universal City

## Goals and Policies

### PEDESTRIAN AND BICYCLE CONNECTIVITY

Goal  
TM-4

Parks, neighborhoods, schools, and commercial centers are linked by an interconnected pedestrian and bicycle network.

- Policy TM-4.1** Complete a Bicycle and Pedestrian Master Plan to identify priority trail, sidewalk, and bike lane projects across the City that close network gaps, connect key destinations (schools, parks, transit stops, commercial areas), improve safety, and serve historically underserved areas. The Plan should also explore the use of underused alleys, enhance connectivity Citywide, promote active transportation, and ensure integration with regional mobility plans.
- Policy TM-4.2** Extend and connect the Cibolo Creek Trail to other parks within Universal City or neighboring cities to form a continuous Citywide greenway.
- Policy TM-4.3** Require pedestrian and bicycle infrastructure consideration as part of new development and redevelopment projects in target corridors and neighborhoods.

Goal  
TM-5

Universal City's pedestrian and bicycle networks are accessible, comfortable, and safe for users, pedestrians and cyclists of all ages and abilities.

- Policy TM-5.1** Install ADA-compliant curb ramps, tactile paving, and pedestrian countdown timers at key intersections near schools, parks, and civic facilities.
- Policy TM-5.2** Develop and implement comprehensive design guidelines for pedestrian and bicycle facilities that ensure consistency, ADA accessibility, and user comfort, explicitly incorporating features such as street trees for shade, physical separation from traffic, and pedestrian-scale lighting, while integrating safety best practices.
- Policy TM-5.3** Add dedicated, modern bike lanes along Universal City Boulevard, Kitty Hawk Road, and Aviation Boulevard, connecting to major destinations and recreational areas, where not already provided.
- Policy TM-5.4** Launch a Safe Routes to School program in collaboration with the Schertz-Cibolo-Universal City Independent School District, Judson Independent School District, and the Universal City Police Department to promote safe walking and biking to schools.

## Goals and Policies

### PEDESTRIAN AND BICYCLE CONNECTIVITY (continued)

#### Goal TM-6

Active transportation serves as a core component of Universal City's transportation strategy.

- Policy TM-6.1** Host annual community bike rides and walking tours to raise awareness and promote trail use.
- Policy TM-6.2** Install wayfinding signage throughout the trail system and bicycle network to encourage recreational use and navigation.
- Policy TM-6.3** Pursue grants and funding from the Texas Trails Program, AAMPO, and other sources to implement active transportation improvements.
- Policy TM-6.4** Implement a comprehensive active transportation promotion program that includes public information campaigns, network maps, safety education, and partnerships with schools and employers.
- Policy TM-6.5** Encourage or require the installation of secure bicycle parking (e.g., racks, lockers) and other end-of-trip facilities (e.g., repair stations) at public buildings, parks, commercial centers, and in new multi-family residential developments.

## Goals and Policies

### MOBILITY CHOICE

#### Goal TM-7

Residents who choose not to drive or are without access to a personal vehicle have expanded transportation options.

- Policy TM-7.1** Conduct a feasibility study for micro transit, on-demand rideshare, or a circulator shuttle serving Universal City and connecting to VIA Link zones, which includes a specific assessment of the mobility needs of seniors, youth, low-income residents, and people with disabilities, to determine the most effective and equitable options.
- Policy TM-7.2** Establish micro-mobility hubs or micro-park-and-ride lots near Loop 1604 and Pat Booker Road to support carpooling and transit expansion within the boundary of the City.
- Policy TM-7.3** Collaborate with VIA Metropolitan Transit to extend transit services or provide first-mile/last-mile connectivity within City limits, if feasible.

#### Goal TM-8

Universal City is a leader in reducing reliance on single-occupancy vehicles and long-lasting traffic reduction.

- Policy TM-8.1** Offer incentives to employers who adopt flexible work schedules, telecommuting, or alternative transportation and carpool programs. Universal City should evaluate and adopt these incentives as a leading employer in the community.
- Policy TM-8.2** Provide preferred parking or discounted fees for electric vehicles and carpools at public facilities.
- Policy TM-8.3** Launch a public education campaign to promote alternative transportation options and reduce peak-hour congestion.
- Policy TM-8.4** Encourage shared ridership in autonomous vehicles (AVs) and ride-sourcing services through favorable curb-space management, preferential drop-off/pick-up access at high-density commercial and Mixed Use centers, and reduced fees.
- Policy TM-8.5** Study and consider adopting zoning regulations to allow for the scheduled reduction or eventual elimination of minimum parking requirements for new development, particularly in areas designated for Mixed Use and high-density residential development if AV related facilities are provided such as sheltered and protected drop-off/pick-up areas.

## Goals and Policies

### MOBILITY CHOICE (continued)

#### Goal TM-9

Safe movement throughout the City and quality mobility options are available to aging residents and people with disabilities.

- Policy TM-9.1** Partner with regional nonprofits and health providers to expand senior and paratransit services.
- Policy TM-9.2** Prioritize pedestrian improvements near senior housing, healthcare centers, and community service hubs.
- Policy TM-9.3** Ensure City transportation and land use policies consider mobility equity in project scoring and implementation.

#### Goal TM-10

Airspace is actively managed to ensure public safety, economic growth, and compatibility with the JBSA-Randolph mission.

- Policy TM-10.1** Coordinate regularly with JBSA-Randolph for all development within or near the APZs and for development that may utilize drones.
- Policy TM-10.2** Develop a drone ordinance in partnership with JBSA-Randolph that strategically limits or prohibits commercial drone operations and test flights within the APZs and Clear Zones to mitigate safety and security risks to military air traffic.
- Policy TM-10.3** Ensure the strategic separation of advanced logistics, warehousing, manufacturing, and other commercial uses that utilize drone technology from JBSA-Randolph mission areas. This ensures all new commercial applications are located in preferred employment zones that minimize risk of airspace interference and regulatory non-compliance.



*A variety of service- and goods-based businesses are essential to the vitality and resiliency of a community's financial well-being and ability to thrive.*

# 4 economic development

A **resilient, diverse, and vibrant local economy** is essential for maintaining Universal City's **high quality of life** and ensuring its **long-term fiscal health**.

## Chapter Overview

As a mature and largely landlocked community, future economic prosperity will be driven by the strategic redevelopment and revitalization of key corridors and underutilized properties. The City is uniquely positioned with significant assets, including its proximity to JBSA-Randolph, direct access to regional transportation lifelines like Loop 1604 and I-35, and a deeply rooted community spirit that strongly supports local businesses.

This chapter provides the policy framework to leverage these assets, creating a business-friendly environment that fosters the retention and growth of existing businesses while attracting new, high-quality commercial and employment opportunities that align with the community's vision.



## Population, Workforce, and Cost of Living

Universal City's economic future is directly linked to its demographic and housing trends. While the City has experienced steady, moderate growth, its rate has been slower than its rapidly expanding neighbors. This is largely because the City is 92% developed, indicating a need to focus on strategic redevelopment. A key challenge for the community is ensuring the local economy generates jobs with wages sufficient to support the rising cost of living, thereby allowing the population to thrive, live, and invest in Universal City. This challenge is compounded by regional housing pressures.

From 2010 to 2023, Universal City's housing vacancy rate fell from a healthy 8% to a very tight 3%. During the same period, median home values rose dramatically, and median rent increased by over 50%. This combination of a tightening housing market and rising costs creates a significant hurdle for attracting and retaining a local workforce. Therefore, the City's economic development approach must focus not only on housing diversity and workforce training, but also on attracting and cultivating businesses that provide wages high enough for residents to afford to live and invest in the community they serve.



*Universal City seeks to continuously grow their business community as they welcome new businesses to contribute to local economic growth and job creation.*

## Growth Areas

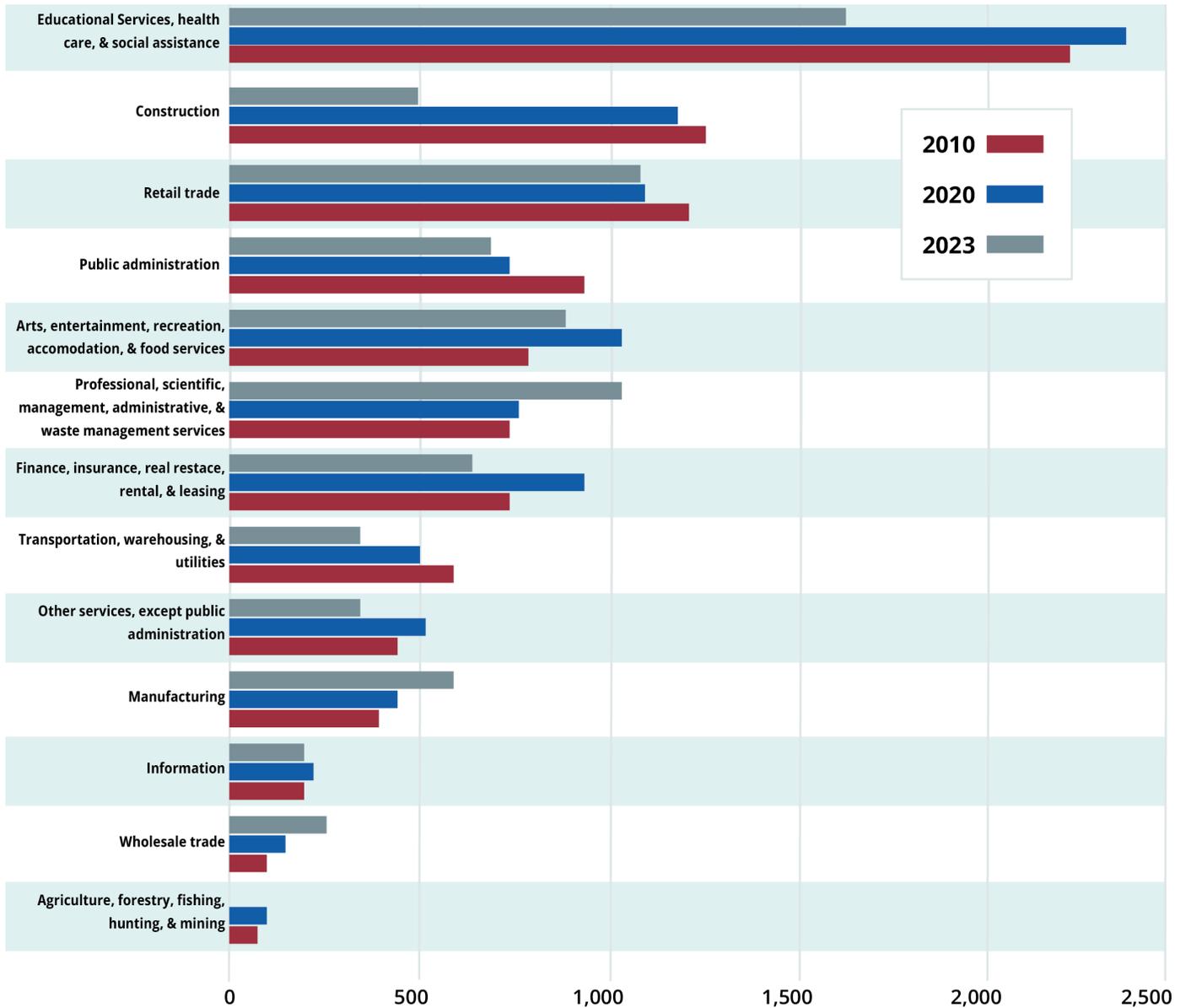
Several key areas have been identified as the primary focus for future investment, redevelopment, and economic growth. These targeted geographies represent the City's greatest opportunities to enhance its tax base, create jobs, and build a more dynamic local economy.

- Pat Booker Road Corridor:** As the City's historic commercial spine and "face of Universal City," the revitalization of Pat Booker Road is a top priority for residents. The community consistently highlighted a need to address vacant storefronts and improve the corridor's overall aesthetic to attract a higher-quality mix of retail and dining. Future efforts should focus on transforming this corridor into a more attractive, walkable, and economically vibrant destination.
- Aviation District:** Located adjacent to JBSA-Randolph, this area presents a unique opportunity to create a walkable, mixed-use environment that is compatible with and complementary to the base. Guided by the Aviation District Masterplan, redevelopment in this area will focus on attracting aviation-related industries and other employment-generating uses, alongside new residential and commercial options.
- Loop 1604 Corridor:** Serving as the City's gateway to the broader San Antonio region, the Loop 1604 frontage is a prime location for major commercial and employment growth. Strategic projects like the 178-acre Northlake Business Park and the 43-acre mixed-use Reunion Project are designed to attract new industries, offices, and retail, as well as new residential, leveraging the corridor's high visibility and accessibility.



*The Aviation District Masterplan builds upon historical characteristics to provide a vibrant public realm and attract new industries.*

Figure 5-1 Industry by Occupation (employed population aged 16 and over)



Source: 2010 ACS 5-Year Estimates, 2020 ACS 5-Year Estimates, 2023 ACS 5-Year Estimates

## Business Growth and Retention

A healthy economy depends on both attracting new enterprises and cultivating the businesses that are already part of the community fabric. Universal City's opportunity is twofold: providing robust support for existing local businesses while actively recruiting new businesses that diversify the local economy and meet community desires. Residents expressed strong support for attracting new businesses as the primary strategy to increase City revenue. There is a clear community desire for a broader variety of retail and dining options and concern over the realized and perceived concentration of vape shops, coffee drive-throughs, and car washes in prime commercial areas.

To achieve this, a focus on streamlining City processes to be more business-friendly and actively marketing the City's strengths is required. Among other strategies, a formal Business Retention & Expansion (BRE) program, will be a key tool for supporting the local businesses that contribute to the City's unique character.

## WORKFORCE DEVELOPMENT AND ENTREPRENEURSHIP

Beyond physical space, a successful economy requires a skilled and adaptable workforce. A key component of Universal City's economic opportunity involves continuing and strengthening partnerships with crucial local institutions. Collaborating with:

- **Northeast Lakeview College** on workforce training programs can create a talent pipeline tailored to the needs of target industries like healthcare and technology.
- **JBSA-Randolph** to support veterans transitioning into the civilian workforce can harness a uniquely skilled talent pool for defense-related and aerospace industries. Fostering this vibrant entrepreneurial ecosystem through networking opportunities, technical assistance, and a streamlined regulatory environment is essential for cultivating the small businesses and startups that will drive innovation and long-term economic resilience.



*New, existing and retired military provide a built-in population with available capacity to innovate, and contribute to Universal City's ever-evolving workforce.*

## Land Use Fiscal Analysis

The City's long-term financial health is directly tied to its ability to encourage building types that bring in enough property tax revenue to cover their own costs for public services and city utilities. The analysis is a Rough Order of Magnitude (ROM) Estimate of potential property tax collection. The goal is to give a high-level picture of the potential revenue generation with full build-out of the FLUP.

A comprehensive land use fiscal analysis is recommended to better understand the full fiscal productivity of the future land uses. The fiscal potential is generally determined by intensity (verticality and lot coverage) and density, not by overall size of a property. Drawing from national and regional land use fiscal analysis, more compact, mixed-use, and dense development patterns yield a substantially higher Value per Acre and Net Revenue per Acre than lower-density, auto-centric patterns. Beyond generating more property tax revenue per acre, compact development requires less road and utility infrastructure to properly serve the property than spread-out development patterns resulting in a greater fiscal benefit to the community. Additionally, auto-centric development obligates large portions of property with non-tax generating uses such as surface parking lots.

Not included in this ROM analysis is the revenue generated by sales tax. Much like with property taxes, compact development with greater lot coverage (primarily with less surface parking) generates more sales tax revenue than spread out auto-centric development. This factor should also be included with a comprehensive land use fiscal analysis.

## Calibrating Potential Revenue to Universal City

The gross property tax capacity below is calculated by applying the City's 2025 tax rate (0.530000 per \$100 of value) to Assessed Value per Acre (AV/Acre), the measure of how much taxable value each acre is designed to hold. The AV/Acre values are based on the per acre land value of the most successful, highest value urban-style parcels among suburbs in the region.

All estimates are presented in 2025 dollars and are not adjusted for inflation over the period.

**Table 5-1 Value per Acre Rationale**

Value per Acre	Calibration Rationale for Universal City
High-ROM Tax Generation Per Acre	Represents the maximum achievable tax generation from the most compact, vertical (high lot coverage) development patterns (e.g., Downtown or Urban Mixed-Use) found in the region. This is the aspirational planning ceiling for UC's limited infill sites and potential redevelopment of existing built sites. We assume 70% of net buildable land achieves this maximum capacity.
Mid-ROM Tax Generation Per Acre	Represents a likely achieved by moderate-density, mid-scale development patterns (e.g., small-lot residential, suburban apartment complexes, or limited mixed use/ typical strip centers). This is a more conservative market rate for quality new development. We assume that 40% of net buildable land reaches this capacity over the plan's horizon.

**Table 5-2 ROM FLUP Tax Generation**

Future Land Use Designation	Net Acres (Buildable)	Assessed Value per Acre (AV/Acre) <sup>1</sup>	Mid-ROM Tax Generation Per Acre	High-ROM Tax Generation Per Acre
Low Density Residential	711.14	\$475,000	\$716,118	\$1,253,206
Medium Density Residential	142.54	\$1,250,000	\$377,731	\$661,030
Multi-Family Residential	608.05	\$2,750,000	\$3,544,932	\$6,203,630
Mixed Use	834.10	\$3,600,000	\$6,365,851	\$11,140,240
Community Commercial	744.71	\$850,000	\$1,341,967	\$2,348,443
Highway Commercial	99.17	\$650,000	\$136,656	\$239,148
Employment	69.56	\$1,000,000	\$147,467	\$258,068
Open Space and Parks	-	-	-	-
			<b>\$12,630,723</b>	<b>\$22,103,764</b>

For comparison, \$9,268,288 is the FY 2026 adopted budget projected property tax (ad valorem) collection

<sup>1</sup> AV/Acre is a calibrated assessed value per acre

## Goals and Policies

### GROWTH AREAS

#### Goal ED-1

Strategic investment and infrastructure improvements focused in key growth areas attract high-value development, employers, and industries.

- Policy ED-1.1** Focus infrastructure upgrades and aesthetic enhancements in key growth corridors such as Pat Booker Road, Loop 1604 frontage, and the Aviation District to support robust and diversified commercial and economic redevelopment.
- Policy ED-1.2** Prioritize zoning and land use updates that support compatible mixed-use, logistics, and employment-generating uses in proximity to JBSA-Randolph and major transportation routes.
- Policy ED-1.3** Collaborate with regional transportation agencies to align roadway and mobility improvements and timing with economic development sites and opportunities.
- Policy ED-1.4** Coordinate with willing property owners to facilitate public acquisition, through fair market purchase, of key targeted properties in the Aviation District to effectuate redevelopment and revitalization. Consider expanding property acquisition into other commercial corridors if viable in the future and if there are willing property owners.
- Policy ED-1.5** Initiate a parcel-level Land Use Fiscal Analysis to quantify the net revenue generated by and the full life-cycle costs associated with existing and proposed land uses, and include strategies for aligning zoning and incentives to attract fiscally productive development, specifically destination commercial, high-tech research and development, and advanced logistics compatible with JBSA missions.

#### Goal ED-2

City codes and processes streamline adaptive reuse and redevelopment of underutilized sites.

- Policy ED-2.1** Create a Redevelopment Incentive Program that offers expedited permitting, fee waivers, or infrastructure assistance for projects revitalizing vacant or underutilized properties.
- Policy ED-2.2** Identify and catalog key opportunity sites for infill or redevelopment, including aging commercial centers and large-format retail buildings.
- Policy ED-2.3** Market redevelopment sites and pursue public-private partnerships for catalytic redevelopment projects in the Aviation District and Pat Booker Road corridor.

## Goals and Policies

### BUSINESS GROWTH AND RETENTION

#### Goal ED-3

Existing Businesses have the support to be retained, supported, and grow in Universal City.

- Policy ED-3.1** Launch a Business Retention & Expansion (BRE) program to conduct regular check-ins, offer technical assistance, and connect local businesses with state and federal resources.
- Policy ED-3.2** Promote local business networking opportunities and foster partnerships between businesses, educational institutions, and community organizations.
- Policy ED-3.3** Streamline permitting and inspections through an online portal and single point of contact to improve the customer experience for local businesses.
- Policy ED-3.4** Develop incentives such as façade improvement grants or matching funds for businesses investing in exterior improvements along key corridors.
- Policy ED-3.5** Strengthen partnerships with Northeast Lakeview College, JBSA-Randolph, and regional workforce agencies to create and promote training programs and continuing education opportunities tailored to the needs of local employers, including an emphasis on soft skills.
- Policy ED-3.6** Facilitate the creation of a formal Universal City business network or alliance to foster collaboration and peer support, and explore the feasibility of establishing shared resources such as co-working or flex-space for startups and small businesses.

Goal  
ED-4

Economic development efforts focus on attracting new businesses and industries aligned with Universal City's strengths and values.

- Policy ED-4.1** Actively market Loop 1604 corridor and key development areas to target industry sectors including manufacturing, aerospace, logistics, healthcare, and professional service firms.
- Policy ED-4.2** Collaborate with JBSA-Randolph to support defense-related businesses and veterans transitioning into entrepreneurship.
- Policy ED-4.3** Participate in regional economic development coalitions and maintain a digital prospectus showcasing shovel-ready sites and workforce assets.
- Policy ED-4.4** Provide a predictable and efficient development review and permitting process for targeted new businesses and industries.
- Policy ED-4.5** Integrate information on community quality of life, housing diversity, school quality, and local amenities into business attraction marketing materials and presentations.
- Policy ED-4.6** Develop and implement a targeted recruitment strategy to diversify the City's commercial and retail offerings, with a focus on attracting specialty boutiques, unique dining experiences, and family-friendly entertainment options that align with community character and reduce economic leakage.
- Policy ED-4.7** Develop a strategy to leverage key city assets, such as the Olympia Hills Golf Course and the redeveloping Aviation District, as hubs for tourism, entertainment, and hospitality-related businesses.

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*Universal City is dedicated to providing a diverse collection of outdoor spaces and recreational facilities for all residents.*

# 5 parks, open space, and the environment

The quality of a community is often measured by the quality of its public spaces; the **parks, trails, and gathering places** where residents **connect, celebrate, and recreate**.

## Chapter Overview

In Universal City, these spaces are fundamental to the City's identity, reinforcing the small-town charm, strong sense of community, and family-friendly atmosphere that residents consistently rank as their most cherished attributes. A well-maintained and accessible park system enhances public health, boosts property values, and contributes to the local economy.

This Comprehensive Plan chapter provides the high-level policy direction to support the vision and goals of the City's recently adopted 2023 Parks, Recreation, and Open Space Master Plan. While the Master Plan serves as the detailed, ten-year implementation guide for specific projects and programs, this chapter ensures that the City's broader land use, economic, and infrastructure decisions are aligned with the core objective of providing world-class recreational opportunities for all.



*A well-maintained park system ensures that Universal City continues to thrive as a welcoming, family-focused community*

## 2023 Parks Master Plan and Existing Parks

The 2023 Universal City Parks, Recreation, and Open Space Master Plan is a guide to ensure quality park, leisure, and recreational experiences across the City for all residents. The Plan outlines five objectives serving as a community goal and vision through 2033. The objectives are as follows:

- To expand recreational opportunities for all Universal City citizens.
- To maximize the usability of existing facilities and available open space.
- To develop and maximize the diversity of recreational services offered in the City.
- To establish high-quality parks throughout the City.
- To seek future opportunities to work cooperatively with surrounding cities, counties, state agencies, local school districts, civic organizations, and private partnerships on major park improvement projects that serve the entire area.



### INVENTORY AND ASSESSMENT OF EXISTING PARKLANDS

All parkland within Universal City can be categorized under four categories:

- 1. Existing Developed Parkland**, which includes all facilities officially recognized as parks and have developed park infrastructure.
- 2. Undeveloped Land Owned by the City of Universal City**, which are not designated parkland or developed parks but may include natural open space areas.
- 3. Existing Park and Recreation Facilities Financed or Maintained by the City**, which are often privately owned or owned by another government agency.
- 4. Joint Use Facilities with Local Independent School Districts**, which are not owned, operated, or maintained by the City of Universal City, but such facilities and their related amenities serve Universal City residents.

## PARK SYSTEM METRICS

The National Recreation and Parks Association (NRPA) provides industry guidance for parks, recreation, and open space designs, but allows municipalities to develop their own guidelines regarding growth and planning based on individual and local conditions.

All parks within Universal City have been classified under three categories:

- **Neighborhood Parks**, which serve residents within ¼ - 1-mile areas and rarely offer parking due to focus on immediate-surrounding residences.
- **Community Parks**, which offer larger, community-based programs and recreational activities. These parks typically range from 16 to 99 acres in size and often offer parking.
- **Natural Resources and Linear Parks**, which serve as a scenic buffer or preservation area and are intended for limited, passive recreational activity, such as nature trails.

## EXISTING DEVELOPED PARKLAND

There are 9 parks owned by the City of Universal City, not including connected park trails, such as the Athenian Park Open Space and Trail and the UC Cibolo Creek Nature Trail, which includes approximately 53 acres of the Cibolo Creek Nature Conservancy Lands.

Universal City's Park system currently provides 9.98 acres of parkland per 1,000 residents. While this is close to the former NRPA recommended national benchmark of 11 acres per 1,000 residents, ensuring equitable access remains a key opportunity.

The benchmark of having a park within a 10-minute walk is not met in all areas of the City, with some neighborhoods in the southwest, central-west, and northern portions identified as underserved. Future park acquisition and development should prioritize these areas to ensure all residents have walkable access to recreational amenities.



*Northview Park features an array of playground structures, a soccer field and a community splashpad to provide amenities for all ages.*

**Table 6-1 Park Classification and Acreage**

Park Classification	Park Name	Acreage
<b>Neighborhood Parks</b>	Cimarron Park and Clubhouse	0.47
	Copano Ridge Park	2.08
	Meadow Oaks Park	1.15
	Remington Place Park	0.82
	Summit Park (Undeveloped)	2.42
	<b>Total Neighborhood Parks and Acreage</b>	<b>6.94</b>
<b>Community Parks</b>	Athenian Park / Aina B. Blake Dog Park	7.27
	Northlake Park (Undeveloped)	+/- 10.00*
	Northview Park	4.75
	Red Horse Park	12.00
	Universal City Park	21.81
	Veterans Park	8.69
<b>Total Community Parks Acreage</b>	<b>64.52</b>	
<b>Natural Resources and Linear Parks</b>	UC Cibolo Creek Nature Trail	125.39+
	<b>Total Natural Resource Parks Acreage</b>	<b>125.39</b>
<b>TOTAL PARK ACREAGE</b>		<b>196.85</b>

Source: Universal City Parks, Recreation, and Open Space Master Plan, 2023

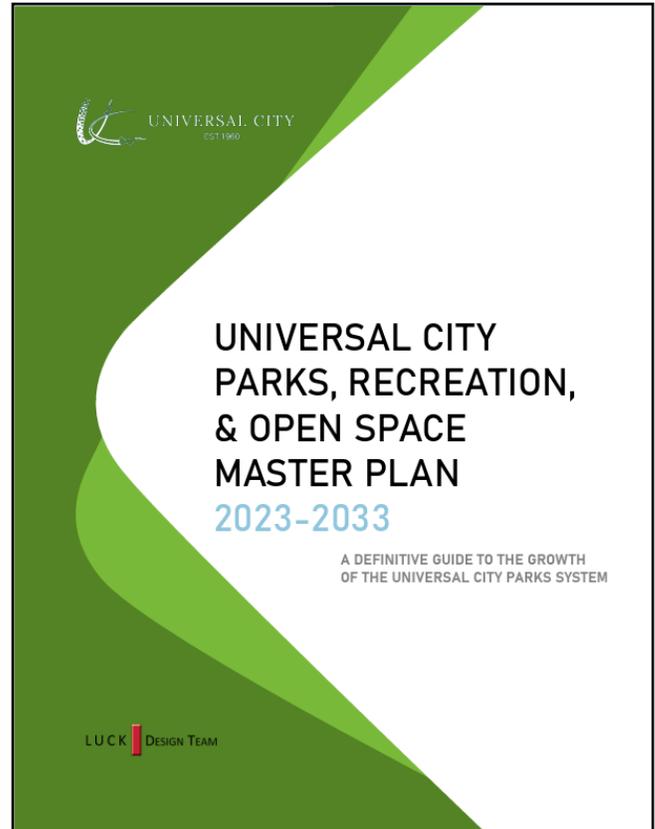
\* Approximate Acreage To Be Determined.

+ Includes 53.00 acres of Cibolo Creek Nature Conservancy Lands

## UC PROS Master Plan

As documented in the **Universal City 2023 Parks, Recreation, Trails, and Open Space Master Plan**, the City maintains nine developed parks offering a diverse mix of recreational facilities and amenities. Collectively, the park system provides:

- **Sports and Active Recreation:** 3 baseball fields, 2 softball fields, 1 football field, 1 futsal court, 1 multi-purpose field, 1 T-ball field, 18 disc golf standards, 2 pickleball courts, and 2 volleyball courts.
- **Play and Family Amenities:** 9 playgrounds, 6 restrooms, 1 splash pad, and 19 pavilions.
- **Community Features:** 59 benches, 4 exercise stations, 15 BBQ grills, 2 concession buildings, 1 meeting room, and 1 outdoor classroom.
- **Specialized Facilities:** Over 2.25 miles of trails, enhancing both recreation and connectivity.



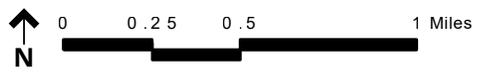
*The UC PROS Master Plan highlights a diverse park system with active recreation, family amenities, and community features that strengthen quality of life*

5 parks, open space, and the environment  
**Parks, Open Space, and Environmental Map**



**Legend**

- |           |               |               |                    |
|-----------|---------------|---------------|--------------------|
| City      | Existing Park | JBSA Randolph | Highway            |
| County    | Future Park   | ETJ           | Arterial/Collector |
| Trail     | Open Space    | Water         | Local Road         |
| Trailhead | Golf Course   |               | Railroad           |



## Future Park and Open Space Opportunities

Universal City owns several parcels of land that have not yet been developed for recreational purposes nor are they designated as official open space or parklands. Of the remaining City owned land, two parks are scheduled for development in the near term.

1. **Summit Park** will be approximately 2.42 acres and will be located at the intersection of Universal City Boulevard and Gothic Drive. The park is planned to have a playground, six family pavilions, and an exercise station, various picnic tables and benches, and an informal nature trail as well as a quarter-mile loop trail
2. **Northlake Park**, an approximately 10-acre park, is also scheduled for development.

**Table 6-3** shows the anticipated number of park and open space acres per 1,000 population as the City grows through 2032. As noted earlier in this chapter, while NRPA has previously provided guidance related for park acreage per population, NRPA now strongly encourages each local jurisdiction to identify their own unique targets that will best provide recreational opportunities to the community..

**Table 6-3 Park Acreage Guidelines and Projections**

Park Facility	Existing 2023 Population of 19,720	Projected 2028 Population of 20,845	Projected 2032 Population of 21,970
	Existing Parks Acreage/1000 People	Projected Parks Acreage/1000 People	Projected Parks Acreage/1000 People
Neighborhood Parks	6.94 Acres	6.94 Acres	6.94 Acres
	<b>0.35 Acres/1000</b>	<b>0.33 Acres/1000</b>	<b>0.32 Acres/1000</b>
Community Parks	64.52 Acres	64.52 Acres	64.52 Acres
	<b>3.27 Acres/1000</b>	<b>3.10 Acres/1000</b>	<b>2.94 Acres/1000</b>
Natural Resources and Linear Parks	125.39 Acres	125.39 Acres	125.39 Acres
	<b>6.36 Acres/1000</b>	<b>6.01 Acres/1000</b>	<b>5.70 Acres/1000</b>
<b>TOTALS</b>	196.85 Acres	196.85 Acres	196.85 Acres
	<b>9.98 Acres/1000</b>	<b>9.44 Acres/1000</b>	<b>8.96 Acres/1000</b>



### **FACILITY AND PROGRAMMING NEEDS**

The most significant unmet need identified by residents in both the Parks Master Plan survey and the comprehensive plan engagement is for senior amenities and an indoor, multi-purpose community/recreation center. While outdoor senior amenities are a high priority, an indoor facility for year-round programming is a consistent community request. The Parks Master Plan survey also revealed significant gaps in the availability of facilities for sports like soccer, tennis, and pickleball, as well as a strong desire for an outdoor public pool. Beyond facilities, there is a clear community-wide desire for expanded programming, particularly for youth, teens, and seniors, to enhance engagement across all age groups.

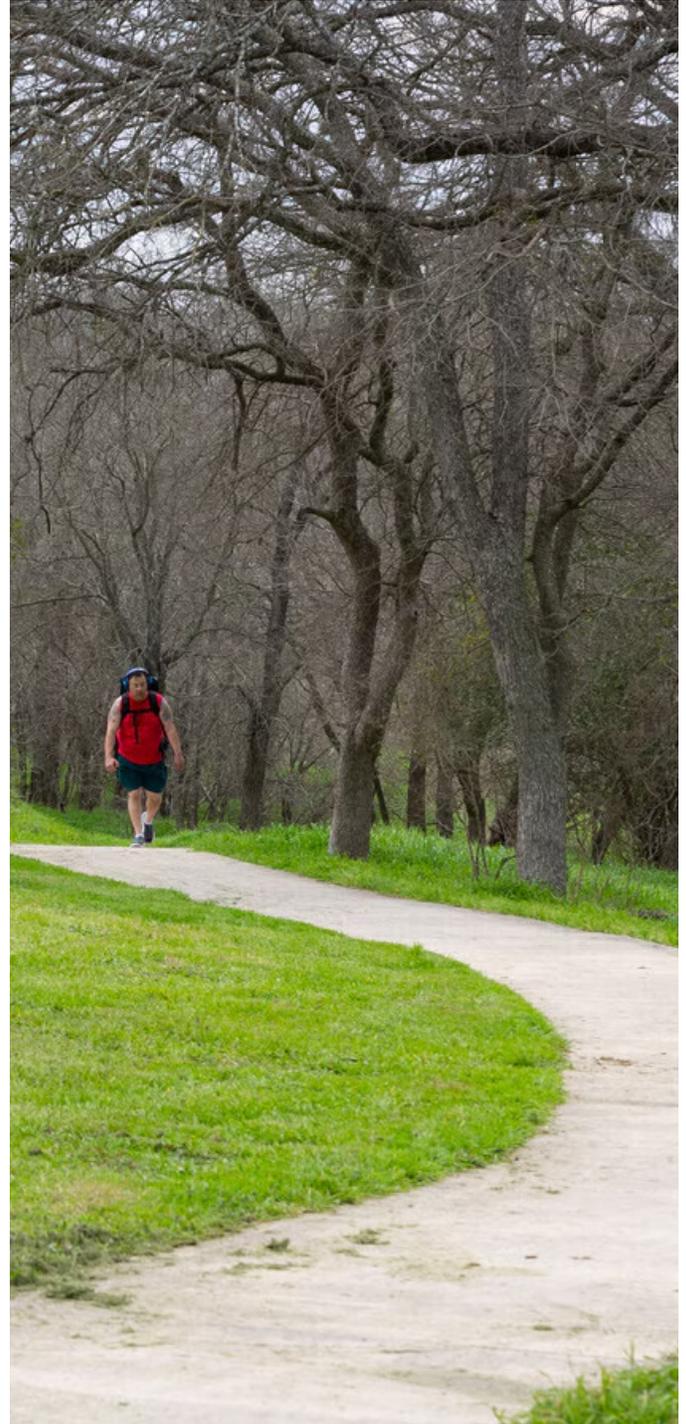
### **TRAIL AND SYSTEM CONNECTIVITY**

Expanding and connecting the city's trail system is one of the highest priorities for residents. While the Cibolo Creek Nature Trail is a beloved asset, there is a critical need to improve connectivity between existing parks and, most importantly, to create safe walking and biking routes from neighborhoods to the parks themselves. Future projects, such as the planned extension of the Cibolo Creek trail to Universal City Park, are key steps toward creating a continuous, city-wide greenway system.

## Environmental Quality and User Comfort

Considering Universal City's climate, enhancing user comfort and promoting environmental stewardship are deeply intertwined. The need for more shade trees and covered structures over playgrounds and seating areas was one of the most frequent comments across all public input opportunities, directly linking the expansion of the urban tree canopy to the daily usability of the city's public spaces. This aligns with a broader community and leadership interest in environmental initiatives.

Community leaders prioritized the use of pollinator-friendly native landscaping, expanding the urban tree canopy, and implementing water conservation measures as key quality of life strategies. These priorities reflect a desire to protect and enhance Universal City's key natural assets, such as the Cibolo Creek corridor, and to ensure that development respects the local ecology. Together, these elements—user comfort, natural beauty, and ecological health—are essential for maintaining the high quality of life that residents value and form the basis for the city's commitment to environmental resilience.



*By protecting natural assets, Universal City seeks to create healthier, more enjoyable spaces for residents.*

## Goals and Policies

### EXISTING PARKS

#### Goal POE-1

Existing park assets are well-maintained and regularly enhanced to support evolving community needs of recreation, health, and community engagement.

- Policy POE-1.1** Implement maintenance and capital improvement priorities identified in the Parks Master Plan, beginning with high-use parks like Universal City Park and Red Horse Park.
- Policy POE-1.2** Upgrade and enhance park amenities including restrooms, playgrounds, picnic areas, athletic fields, landscaping, and natural features to meet current safety, accessibility, and user standards and improve aesthetic quality.
- Policy POE-1.3** Expand programming at community parks (e.g., fitness classes, movie nights, cultural events) to encourage year-round use by residents of all ages.
- Policy POE-1.4** Establish metrics and methods for tracking park utilization, user satisfaction, and the success of recreational programming to guide ongoing park management and investment decisions.
- Policy POE-1.5** Develop channels for ongoing community input regarding park maintenance needs and priorities, such as feedback forms, park volunteer groups, or periodic neighborhood meetings.
- Policy POE-1.6** Proactively enhance park safety and security through regular lighting assessments, the application of Crime Prevention Through Environmental Design (CPTED) principles in all new and updated park designs, and coordination with the Universal City Police Department to monitor activity and address public safety concerns.

#### Goal POE-2

All residents have equitable access to high-quality park facilities within a 10-minute walk.

- Policy POE-2.1** Identify underserved neighborhoods in the Parks Master Plan and prioritize park investment or new pocket parks and other recreational amenities in those areas.
- Policy POE-2.2** Use parkland dedication fees and developer incentives to secure land and funding for parks near new residential development.
- Policy POE-2.3** Analyze pedestrian and bicycle network gaps, safety conditions (including lighting and perceived crime risk), and other physical barriers to identify specific obstacles limiting equitable access to parks, and use this analysis to guide infrastructure investments and safety initiatives.
- Policy POE-2.4** Upgrade neighborhood connections (sidewalks, lighting, crossings) that provide access to nearby parks and trails.

## Goals and Policies

### FUTURE PARK AND OPEN SPACE OPPORTUNITIES

#### Goal POE-3

The city's park and open space system is expanded through strategic acquisition and development.

- Policy POE-3.1** Identify parcels for acquisition in underserved or rapidly growing areas using GIS-based gap analysis and equity mapping.
- Policy POE-3.2** Pursue conservation easements or public-private partnerships to preserve natural corridors like Cibolo Creek and create linear parks or greenways.
- Policy POE-3.3** Prioritize future park development in growth nodes such as the Aviation District to align with redevelopment and residential demand.
- Policy POE-3.4** Secure adequate funding for parkland acquisition and development through a combination of parkland dedication fees, impact fees (if applicable), bonds, state/federal grants, and partnerships.
- Policy POE-3.5** Utilize parkland dedication requirements, developer agreements, public-private partnerships, and other tools during the development review process to secure publicly accessible plazas, gathering spaces, pocket parks, and other diverse open space types, particularly within mixed-use and commercial areas.

#### Goal POE-4

Signature destination spaces draw residents and visitors while supporting economic development.

- Policy POE-4.1** Design and implement a signature park project or festival plaza near the Pat Booker Road corridor or Aviation District to serve as a civic anchor.
- Policy POE-4.2** Expand the trail system, including potential conversion of alleys to pedestrian pathways, and integrate art, signage, lighting, and gathering spaces to create a unique outdoor experience.
- Policy POE-4.3** Encourage park-oriented commercial development—like cafes, kiosks, or rental stands—at key park entrances or along trails.
- Policy POE-4.4** Encourage public art pieces, such as on public garbage receptacles, sidewalks, murals on public buildings, and in public park spaces.
- Policy POE-4.5** Encourage City or EDC-sponsored art pieces on private commercial properties and identify means to provide financial assistance.

## Goals and Policies

### FUTURE PARK AND OPEN SPACE OPPORTUNITIES (continued)

Goal  
POE-5

Green infrastructure and public spaces are integrated into infill and redevelopment projects.

- Policy POE-5.1** Require the inclusion of plazas, courtyards, green roofs, bioswales, or protected environmentally sensitive areas in large mixed-use or commercial developments.
- Policy POE-5.2** Ensure long-term maintenance responsibility for required public spaces and green infrastructure within private developments is clearly defined through conditions of approval, development agreements, Covenants, Conditions and Restrictions (CC&Rs), or other mechanisms.
- Policy POE-5.3** Encourage temporary pop-up parks or parklets in underutilized spaces as interim uses.
- Policy POE-5.4** Incentivize developers to exceed minimum open space area requirements and enhance provided amenities through density bonuses or expedited permitting.

## Goals and Policies

### ENVIRONMENTAL QUALITY AND USER COMFORT

#### Goal POE-6

Universal City's environmental assets and natural systems are protected and enhanced.

- Policy POE-6.1** Maintain and enforce environmental buffers and protections along Cibolo Creek and floodplain areas.
- Policy POE-6.2** Restore and promote native vegetation and remove invasive species in new development, parks, and preserved open spaces to improve ecological health.
- Policy POE-6.3** Partner with the San Antonio River Authority (SARA), the Cibolo Creek Municipal Authority (CCMA), and other local conservation groups to monitor water quality and implement streambank stabilization where needed.
- Policy POE-6.4** Implement standards and programs to increase shade tree canopy coverage citywide, prioritizing locations such as public parking lots, pedestrian walkways, transit stops, and parks to mitigate urban heat island effects and enhance comfort and aesthetics.

#### Goal POE-7

Promote resource conservation and operational efficiency in city functions and development.

- Policy POE-7.1** Develop and implement a municipal Resource Management Plan outlining goals for water conservation, waste reduction, and the use of renewable energy.
- Policy POE-7.2** Retrofit public facilities with energy-efficient lighting, HVAC systems, and solar panels, starting with high-energy-use buildings.
- Policy POE-7.3** Require new city buildings and infrastructure projects to meet LEED or equivalent high-performance energy standards.

#### Goal POE-8

Environmental stewardship and awareness are valued components of community life and development in Universal City.

- Policy POE-8.1** Launch a public education campaign focused on water conservation, tree planting, recycling, and stormwater best practices.
- Policy POE-8.2** Consider establishing an Environmental Stewardship Business Program to celebrate companies that demonstrate leadership in resource conservation and environmental protection.
- Policy POE-8.3** Support volunteer environmental events such as creek clean-ups, tree planting days, and native landscaping workshops.

# LIBRARY

The image shows the exterior of a library building. The building has a stone facade and a large sign that reads "LIBRARY" in pink, three-dimensional letters. Below the sign, there are two sets of large windows and a set of double glass doors. The windows and doors are framed by dark metal. The interior of the library is visible through the windows and doors, showing bookshelves, a table, and chairs. The building is set on a concrete sidewalk next to a road.

*Quality of life is shaped by the amenities, facilities, and services available each day. Greater access leads to a higher quality of life.*

# 6 community facilities and infrastructure

The **quality, reliability, and accessibility** of community facilities and infrastructure are the bedrock of a well-functioning City, directly impacting **public health, safety, and the daily quality of life** for residents.

## Chapter Overview

This chapter outlines the network of public services and physical systems that support Universal City's population. As a mature and evolving community focused on revitalization rather than outward expansion, the primary challenge is not building new systems from scratch, but strategically maintaining, modernizing, and upgrading existing assets to meet the evolving needs of a diverse population. Infrastructure, particularly water, wastewater, and public safety, is a top priority for investment, underscoring the community's desire for reliable and high-quality core services.



*The Public Works Service Center is the hub of essential city services, providing oversight of general services, utilities, vehicle maintenance, and animal care and control.*



## Utility Infrastructure

The City's utility network provides the essential services necessary for both residential life and economic activity.

- 1. Water and Wastewater:** Universal City's potable water is supplied through a resilient dual-source system, drawing from the Edwards Aquifer and the Carrizo-Wilcox Aquifer via an agreement with the Schertz-Seguin Local Government Corporation (SSLGC). While this provides critical redundancy, the region's reliance on the Edwards Aquifer means the City is still subject to significant drought restrictions, highlighting a continuous need for water conservation. The City's wastewater is collected and conveyed to regional treatment plants managed by the Cibolo Creek Municipal Authority (CCMA) and the San Antonio River Authority (SARA). A key challenge for both systems is the age of the infrastructure; some water mains and sewer pipes may require ongoing replacement or rehabilitation to prevent leaks and maintain capacity.
- 2. Energy:** Reliable electricity services are provided to residents and businesses throughout Universal City by CPS Energy, a municipally owned utility of the City of San Antonio. Natural gas is provided by CPS Energy and CenterPoint Energy, depending on the location in the community.



*Smart stormwater management means safer neighborhoods, reduced flooding, and a stronger community.*

### **COMMUNICATION INFRASTRUCTURE**

Modern and high-speed communication infrastructure is vital for residents, businesses, and City operations. Primary broadband service in Universal City is offered by major providers including Spectrum and AT&T. The ongoing expansion of fiber-optic networks, such as Google Fiber, and the continued rollout of 5G cellular service throughout the region enhance connectivity and support opportunities for local economic development and connected-City technologies.

### **STORMWATER MANAGEMENT**

The City manages stormwater runoff through a network of open ditches, drainage channels, and underground pipes designed to divert water to detention ponds or natural waterways. The primary flood-prone areas are the Cibolo Creek basin on the City's eastern side and the Salitrillo Creek corridor to the west. A majority of the drainage channels have been studied by the Federal Emergency Management Agency (FEMA), providing property owners with a clear understanding of their flood risk. During public workshops, stormwater drainage and flood mitigation were identified as a top-three priority for infrastructure investment.

## Public Safety Facilities

Public safety services are consistently ranked by residents as a top priority and a major contributor to Universal City's high quality of life.

- **Fire Department:** The Universal City Fire Department provides fire suppression, rescue, and emergency medical services with 21 career firefighters. The department's commitment to excellence is reflected in its exceptional Insurance Services Office (ISO) Public Protection Classification rating of 2, placing it among the top 7% of fire departments nationwide. However, analysis of service coverage indicates that the southern portion of the City is currently underserved according to National Fire Protection Association (NFPA) response time standards, highlighting a potential need for a new fire station or expanded service in that area to maintain high standards as the community evolves.
- **Police Department:** The Police Department is staffed with 25 uniformed officers and focuses on community policing, crime prevention, and traffic enforcement. Continued investment in public safety facilities and staffing is a core community value, ensuring the City remains a safe and well-served place to live.

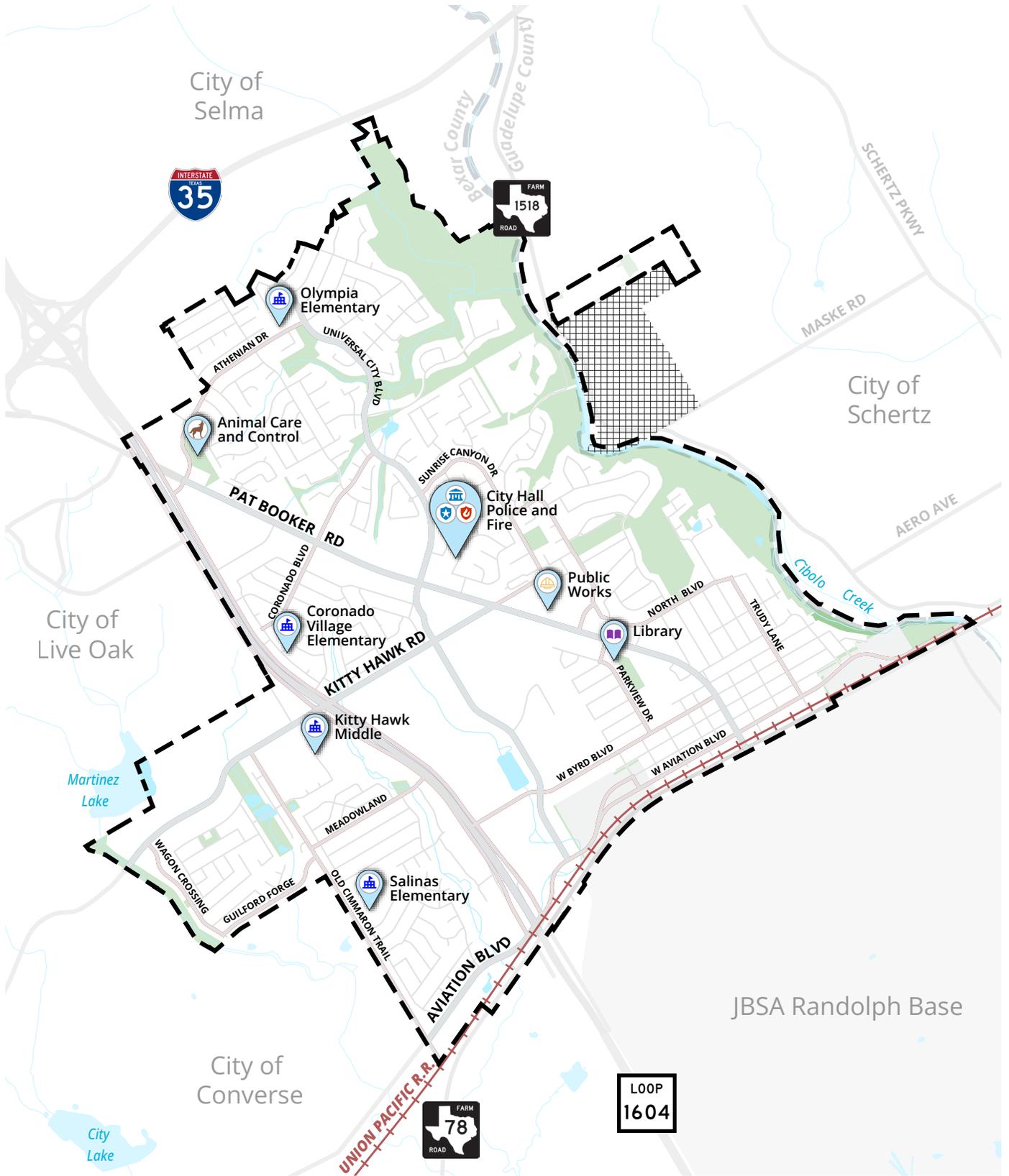


## Administrative and Civic Facilities

The City's administrative and civic buildings serve as central hubs for government services and community engagement.

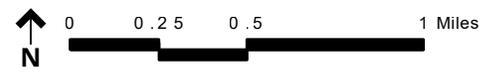
- **City Hall and Municipal Court:** City Hall, located at 2150 Universal City Boulevard, is the administrative center for most government operations, including Development Services, Finance, and the City Clerk. The Universal City Municipal Court is co-located within the building and handles all Class C misdemeanor violations.
- **Public Library:** The Universal City Public Library functions as a vital community hub, offering a variety of events and programs for all ages. Public feedback has indicated a strong desire to see expanded hours, staff, and programming at the library to meet growing community needs.

Public Facilities Map



Legend

- City
- County
- Parks and Open Space
- Water
- ETJ
- JBSA Randolph
- Highway
- Arterial/Collector
- Local Road
- Railroad



## TECHNOLOGY FRAMEWORK

A robust and modern technology framework is essential for enhancing municipal efficiency, promoting economic competitiveness, and ensuring all residents can participate in the digital world. This involves a dual focus. First, it requires ensuring citywide access to reliable, high-speed communication infrastructure, which is a foundational utility for modern households and businesses. Second, it involves strategically leveraging technology to improve the delivery and cost-effectiveness of city services.

By investing in smart infrastructure, data analytics, and digital platforms, the City can enhance its operational decision-making, improve transparency, and provide residents with more convenient and accessible services.

## COMMUNITY SERVICES FACILITIES

Beyond core utilities and administrative buildings, public input has revealed a strong desire for additional community-focused capital improvements. The most prominent and consistently requested facility is a dedicated senior center and/or a multi-purpose indoor community center.

This recurring theme from questionnaires, workshops, and public comments highlights a significant gap in the city's current facilities, pointing to a need for a year-round, indoor space to house programs and activities for the city's youth and growing senior population.

Additionally, the city-owned Olympia Hills Golf Course and Event Center stands out as a unique capital asset, serving not only as a recreational facility but also as a regional draw for events and a key contributor to the community's quality of life.



*Universal City is investing in both digital and physical infrastructure—building a modern technology framework while planning for new community spaces that serve residents of all ages*



*Education drives opportunity, and institutions like Kitty Hawk Middle help lay the foundation for Universal City's long-term vitality.*

## Capital Improvements Plan

The primary tool for implementing long-range projects is the City's Capital Improvement Program (CIP), which provides a schedule and funding strategy for major infrastructure and facility investments. This Comprehensive Plan provides the foundational policy direction to guide the annual review and prioritization of the CIP, ensuring that capital spending aligns with the community's long-term vision.

Residents are highly engaged with how capital projects are funded and are open to funding mechanisms like bonds, particularly for maintaining and enhancing existing facilities. The community has also expressed a clear preference for funding improvements through economic growth, state and federal grants, and optimizing city budgets rather than through direct tax increases. This underscores the need for a transparent and accountable CIP process that demonstrates responsible stewardship of public funds and clearly communicates how investments are meeting community goals.

## Educational Facilities

High-quality educational institutions are a cornerstone of Universal City's community life and a critical component of its long-term economic vitality. While not under the direct control of Universal City, the city is served by the Schertz-Cibolo-Universal City and Judson Independent School Districts, as well as Northeast Lakeview College, a key regional asset for higher education and workforce development.

These partnerships are vital for providing residents with access to lifelong learning opportunities and for creating a skilled talent pipeline to support local businesses and target industries. As the community continues to redevelop, proactive coordination between the City and its educational partners is essential to ensure that school facility planning aligns with community growth and that these vital institutions continue to thrive.

## Goals and Policies

### UTILITY INFRASTRUCTURE

Goal  
CFI-1

Reliable and efficient utility systems meet current and future demands in Universal City.

- Policy CFI-1.1** Prioritize upgrades to aging water mains and sewer lines with high failure or inflow/infiltration risk.
- Policy CFI-1.2** Develop a Citywide water conservation strategy in coordination with the Edwards Aquifer Authority and the Schertz/Seguin Local Government Corporation.
- Policy CFI-1.3** Adopt updated water and wastewater system models to support future growth areas and infrastructure sizing.
- Policy CFI-1.4** Evaluate the feasibility, costs, and benefits of placing existing overhead utility lines underground, prioritizing opportunities during major roadway reconstruction projects, in designated redevelopment areas, or along key visual corridors, and collaborate with utility providers to develop a long-term strategy. Identify funding sources for such opportunities.

Goal  
CFI-2

Utility services incorporate resiliency and redundancy measures to ensure Universal City can protect the community's quality of life.

- Policy CFI-2.1** Expand partnerships with Schertz-Seguin Local Government Corporation to diversify water sources and mitigate drought risks.
- Policy CFI-2.2** Actively fund and pursue strategies to secure diverse and long-term water rights, participating in relevant regional water planning groups and initiatives such as Regional Water Resource Development Group (RWRDG).
- Policy CFI-2.3** Upgrade power and communications infrastructure at critical City facilities to include backup generators and battery storage.
- Policy CFI-2.4** Evaluate opportunities to use reclaimed water for irrigation in parks, golf courses, and landscaped rights-of-way.

## Goals and Policies

### UTILITY INFRASTRUCTURE (continued)

#### Goal CFI-3

Universal City provides a high-performing and resilient infrastructure system.

- Policy CFI-3.1** Use asset management software to monitor infrastructure lifespans and prioritize preventive maintenance.
- Policy CFI-3.2** Review and update the existing impact fee schedule to ensure it adequately addresses current infrastructure needs and supports community growth and development goals.
- Policy CFI-3.3** Identify critical infrastructure vulnerabilities and implement measures to enhance system redundancy and resilience to natural hazards and disruptions.
- Policy CFI-3.4** Develop and implement a comprehensive Stormwater Management Master Plan that addresses system capacity, water quality, flood mitigation, and regular maintenance needs, incorporating Low Impact Development (LID) principles and specific infrastructure upgrades (such as improved grating or channel stabilization) where feasible.

#### Goal CFI-4

Infrastructure capacity aligns with future development needs through proactive planning.

- Policy CFI-4.1** Expand infrastructure capacity in strategic growth areas, especially near the Aviation District and Loop 1604 corridor.
- Policy CFI-4.2** Review and update infrastructure capacity and impact study requirements for new development and rezoning applications.
- Policy CFI-4.3** Coordinate with regional utilities and jurisdictions to align infrastructure improvements with economic development plans.

## Goals and Policies

### PUBLIC SAFETY

Goal  
CFI-5

Universal City provides high-quality police, fire, and EMS services that ensure community safety.

- Policy CFI-5.1** Monitor staffing levels and response times annually and adjust hiring, retention standards, or shifts to maintain service standards.
- Policy CFI-5.2** Modernize equipment and facilities for first responders, prioritizing long-term investments in technology and training resources.
- Policy CFI-5.3** Expand cross-training and mutual aid agreements with neighboring jurisdictions to increase emergency capacity.
- Policy CFI-5.4** Develop and implement competitive strategies to improve recruitment and retention of qualified public safety personnel.
- Policy CFI-5.5** Ensure first responder facilities are resilient to natural and man-made hazards and located to minimize service gaps in growing neighborhoods.

Goal  
CFI-6

Public safety efforts in Universal City are proactive and community-oriented.

- Policy CFI-6.1** Strengthen neighborhood policing, youth outreach, and community watch programs to reduce crime and build trust.
- Policy CFI-6.2** Invest in public safety education programs related to fire prevention, traffic safety, disaster preparedness, and mental health crises.

## Goals and Policies

### PUBLIC SAFETY (continued)

#### Goal CFI-7

Fire service capacity meets community needs and optimizes response times through strategic station location.

- Policy CFI-7.1** Conduct a fire service coverage and response time analysis to identify underserved areas, optimize response districts, and, if critical, determine the most effective location for a new fire station, or, implement new technologies that provide for a faster and safer response time for fire apparatus.
- Policy CFI-7.2** When and if determined critical, pursue land acquisition for a new fire station through a mix of public-private partnerships, long-term lease agreements, or strategic land banking in underutilized or redevelopment-priority areas.

#### Goal CFI-8

Strategically located police substations or neighborhood stations improve community safety and reduce response times.

- Policy CFI-8.1** Utilize police call data, crime heat mapping, and traffic enforcement records to identify locations that would most benefit from enhanced police presence.
- Policy CFI-8.2** Explore low-footprint solutions such as leasing commercial space in shopping centers, co-locating in community centers or libraries, or modular public safety buildings on existing public land to house police presence in outlying areas.
- Policy CFI-8.3** Consider pursuing grants such as the U.S. Department of Justice's Community Oriented Policing Services (COPS) grants, and work with the Universal City Economic Development Corporation and regional partners to support capital and operational funding for satellite police facilities.

## Goals and Policies

### ADMINISTRATIVE AND CIVIC FACILITIES

Goal  
CFI-9

Universal City provides community facilities that meet the needs of its growing and diverse population.

- Policy CFI-9.1** Conduct a Citywide facilities assessment every five years to identify capacity limitations, accessibility issues, and future expansion needs.
- Policy CFI-9.2** Utilize demographic analysis, community surveys, and needs assessments to specifically evaluate the feasibility and community demand for targeted facilities such as a senior center, multi-generational community center, and/or performance/auditorium space, including the potential for adaptive reuse of existing structures or partnerships with organizations like the YMCA.
- Policy CFI-9.3** Co-locate public facilities (e.g., library, event center, court services) when possible, to maximize efficiency and improve service access.
- Policy CFI-9.4** Conduct a Space Needs Assessment of City Hall, including the Police Department, and Fire Department to provide a better understanding of current and projected staffing and operational needs.
- Policy CFI-9.5** Prioritize upgrades to aging facilities like the Universal City Library and City Hall to support modern technology and digital service delivery, accessibility, and expanded services.

Goal  
CFI-10

Vibrant public spaces support civic pride and community interaction in Universal City.

- Policy CFI-10.1** Invest in community gathering places such as a new civic plaza, amphitheater, or public market space in high-visibility areas like the Pat Booker corridor.
- Policy CFI-10.2** Integrate traditional art that reflects the City's community spirit, signage, lighting, and wayfinding into facility design to create attractive, functional, and welcoming civic environments.
- Policy CFI-10.3** Develop a programming calendar to encourage year-round use of appropriate public buildings and outdoor public spaces for events, meetings, cultural activities, and workshops.
- Policy CFI-10.4** Ensure new and improved public spaces are designed to integrate seamlessly with pedestrian and bicycle networks, enhancing connectivity and accessibility.

## Goals and Policies

### ADMINISTRATIVE AND CIVIC FACILITIES (continued)

#### Goal CFI-11

Universal City is well-connected with Citywide high-speed internet access and digital infrastructure.

**Policy CFI-11.1** Partner with broadband providers to identify service gaps and support infrastructure expansion into underserved areas.

**Policy CFI-11.2** Integrate broadband readiness requirements into development codes for new subdivisions and commercial areas, such as pre-installation of conduit for fiber optic cables.

**Policy CFI-11.3** Promote access to digital learning and technology literacy programs through the Universal City Library and local partnerships.

#### Goal CFI-12

Universal City utilizes technology to improve municipal operations, fiscal responsibility, and quality of life.

**Policy CFI-12.1** Pilot smart sensors and analytics tools to monitor traffic, water usage, lighting, and environmental conditions.

**Policy CFI-12.2** Expand the City's GIS capabilities to enhance data-informed decision-making and improve transparency.

**Policy CFI-12.3** Develop a centralized platform or dashboard to provide residents with real-time updates on services, emergencies, and infrastructure projects.

## Goals and Policies

### CAPITAL IMPROVEMENTS PLAN (CIP)

#### Goal CFI-13

The Capital Improvements Plan implements long-range planning and development goals and community needs.

- Policy CFI-13.1** Enhance the annual review and prioritize capital investments based on Vision 35 goals over a 10-year planning horizon, incorporating public input, infrastructure data, and interdepartmental coordination.
- Policy CFI-13.2** Establish project selection criteria that consider safety, economic development, and environmental considerations that benefit all citizens.
- Policy CFI-13.3** Track and publicly report progress on CIP projects to enhance transparency and accountability.

#### Goal CFI-14

Universal City utilizes diverse funding sources for capital projects.

- Policy CFI-14.1** Pursue grants from regional, state, and federal sources to support large-scale infrastructure, park, and facility improvements.
- Policy CFI-14.2** Explore the use of Tax Increment Reinvestment Zones (TIRZ), certificates of obligation, and public-private partnerships to finance capital needs.
- Policy CFI-14.3** Create a CIP reserve fund to cover emergency or fast-track projects.

## Goals and Policies

### EDUCATIONAL FACILITIES

Goal  
CFI-15

Universal City partners with educational institutions to expand access to lifelong learning.

- Policy CFI-15.1** Formalize partnerships with Northeast Lakeview College, Schertz-Cibolo-Universal City Independent School District, and Judson Independent School District to support workforce development, internship opportunities, and dual-credit programs.
- Policy CFI-15.2** Promote shared use of school facilities for community recreation, arts programs, and continuing education.
- Policy CFI-15.3** Support infrastructure and safety improvements around schools through sidewalk repair, lighting enhancements, and Safe Routes to School programs.

Goal  
CFI-16

Educational facility planning is coordinated with community growth patterns and development processes.

- Policy CFI-16.1** Coordinate regularly with Schertz-Cibolo-Universal City Independent School District, Judson Independent School District, and Northeast Lakeview College to track enrollment trends and facility expansion plans.
- Policy CFI-16.2** Include Schertz-Cibolo-Universal City Independent School District and Judson Independent School District representatives in land use and development review processes to identify potential conflicts or opportunities.
- Policy CFI-16.3** Encourage land banking or developer incentives to reserve space for future educational campuses in growing areas.



*A community's truest sense of place organically evolves overtime through changing trends and technology that contribute to its identity and character.*

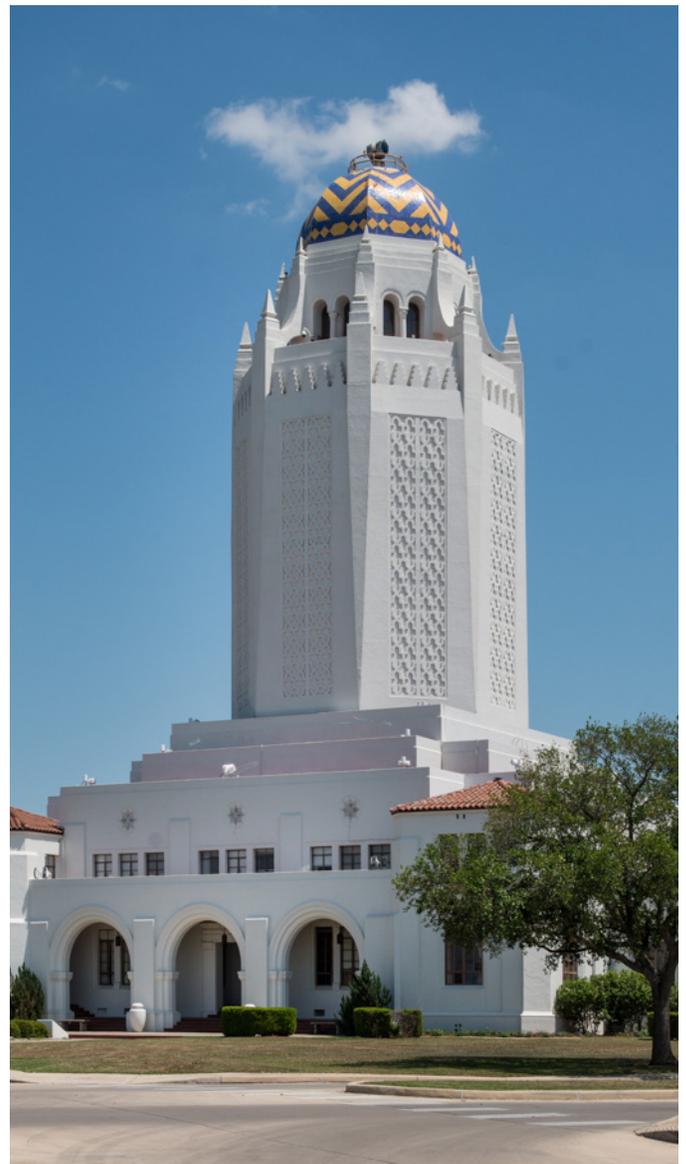
# 7 image, identity, and community character

A community's identity is its story, a unique combination of its **history**, its **people**, its **appearance**, and its **aspirations**.

## Chapter Overview

For Universal City, that story is overwhelmingly defined by its strong sense of community, cherished small-town charm, and proud military heritage. These are the core attributes that residents consistently rank as the most important aspects of their quality of life. As the City and the surrounding region continue to evolve, a proactive strategy is needed to ensure this distinct character is not only preserved but strengthened.

This chapter provides the framework for translating the community's identity into tangible actions through a unified brand, thoughtful design, and strategic communication, ensuring that Universal City's story is told clearly and consistently to residents, visitors, and future investors alike.

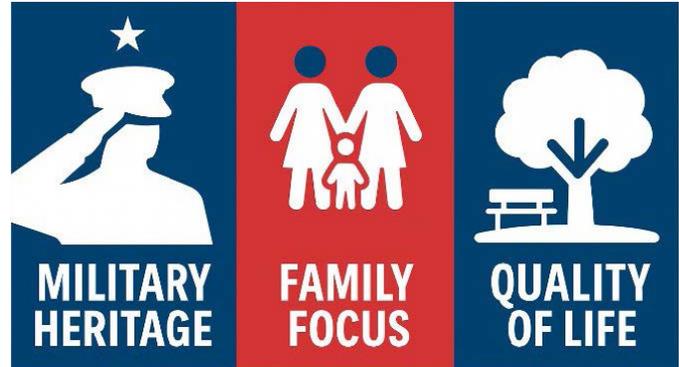


*From small-town charm to military tradition, Universal City's identity remains the foundation of its quality of life.*

## Branding Framework and Guidelines

A community's brand is its reputation. It is the collective perception and emotional connection that residents, visitors, and investors have with a place. More than just a logo or tagline, a strong brand tells a consistent and authentic story about a community's character, values, and aspirations.

A well-defined brand serves as a powerful tool for economic development by attracting desirable businesses and talent, boosts tourism by creating a memorable destination, and fosters civic pride by giving residents a shared identity to rally around. It provides a guiding principle for decision-making, ensuring that public investments, from streetscape projects to marketing campaigns, all work together to build a positive and recognizable identity.



### BRAND PILLARS

The potential brand pillars, while not adopted as part of a branding framework, are already deeply embedded in the community's fabric. As expressed by City leadership, a core component of the identity is a profound connection between residents that creates a sense of belonging that's hard to find in larger cities. This is powerfully combined with a high level of patriotic pride and is a direct result of the City's role as the gateway to JBSA-Randolph.

However, this strong, authentic identity is not always reflected in the City's physical environment and visual character. Public input revealed a disconnect between the high quality of life residents enjoy and the inconsistent appearance of key public spaces, particularly along the Pat Booker Road corridor. Establishing a unified brand and style guide, as called for in this plan's policies, is the primary tool to bridge this gap. It will ensure that the City's story is told cohesively across all communications and physical designs, from gateway signage to district revitalization projects, reinforcing a strong and positive sense for all.

## District and Neighborhood Identity Strategies

While a unified brand tells the City-wide story, Universal City is also a community of distinct districts and neighborhoods, each with its own character and potential.

A one-size-fits-all approach to design would fail to capture the unique qualities of the established residential neighborhoods, the commercial spine of Pat Booker Road, or the military-adjacent Aviation District. Public feedback highlighted the deep roots many residents have in their neighborhoods and a strong desire to celebrate the City's unique history.

Therefore, a key strategy is to develop character plans for these specific districts to guide their revitalization in a way that is authentic and context sensitive. This involves using architectural design standards, landscape guidelines, and place-based storytelling such as historic markers, interpretive signage, and memorials honoring the City's military legacy to reinforce the unique identity of each area. Supporting neighborhood-led beautification and placemaking efforts further empowers residents to actively participate in shaping the character of their own communities, ensuring that distinct local identities can thrive within the City's shared framework.

## Marketing and Communication

In a community that values connection and engagement, proactive and accessible communication is essential. Public feedback showed that residents receive information through a variety of channels, from traditional sources like the City newspaper to modern digital platforms like social media. This highlights the need for a multifaceted communication strategy that meets residents where they are.

Modernizing the City's website, expanding its social media presence, and exploring new tools like a civic engagement app can improve the day-to-day flow of information and enhance transparency.

These same communication channels are vital for marketing Universal City to the wider region. By developing a unified marketing strategy and a compelling visual storytelling campaign, the City can proactively promote itself as a premier destination to live, work, and visit. This involves targeting potential residents, employers, and developers with messaging that showcases the City's high quality of life, excellent schools, unique amenities, and military-friendly atmosphere, ensuring that Universal City's story reaches the audiences most critical to its future prosperity.

## Goals and Policies

### BRANDING FRAMEWORK AND GUIDELINES

Goal  
IIC-1

Universal City possesses a strong brand identity as a welcoming, vibrant, and resilient community.

- Policy IIC-1.1** Develop a unified brand and style guide for all City communications, signage, marketing materials, digital engagement, social media, and City websites to ensure consistency in visual identity and messaging.
- Policy IIC-1.2** Incorporate “brand pillars”, key community characteristics and values, such as military heritage, quality of life, and family focus into the brand and style guide to further unify communication and messaging.
- Policy IIC-1.3** Incorporate branding elements into gateway signage, wayfinding systems, and streetscape designs to reinforce the community’s sense of place.
- Policy IIC-1.4** Promote Universal City’s identity through City-sponsored events, tourism initiatives, and collaborations with the Chamber of Commerce and local businesses

Goal  
IIC-2

Marketing and development efforts position Universal City as a regional destination for quality of life, military heritage, and business opportunity.

- Policy IIC-2.1** Launch a branded tourism campaign celebrating the City’s connection to JBSA-Randolph, parks and trails, and regional events like SNOWFEST and the Pumpkin Patch.
- Policy IIC-2.2** Establish a public art program that celebrates community spirit and cultural expression, enhancing streetscapes and fostering civic pride through murals, sculptures, and temporary installations on public and private properties.
- Policy IIC-2.3** Integrate brand messaging into economic development marketing, including targeted digital outreach and printed materials for prospective developers and employers.
- Policy IIC-2.4** Collaborate with regional tourism marketing organizations, JBSA-Randolph public affairs, and local hospitality-related businesses to implement and amplify tourism marketing campaigns and initiatives.
- Policy IIC-2.5** Establish metrics and methods for tracking tourism activity (e.g., event attendance, hotel occupancy if applicable, website traffic) and the effectiveness of destination marketing efforts.

## Goals and Policies

### DISTRICT AND NEIGHBORHOOD IDENTITY STRATEGIES

#### Goal IIC-3

Distinct district and neighborhood identities coexist with and contribute to Universal City's shared community character.

- Policy IIC-3.1** Develop district-specific character plans for Pat Booker Road, Aviation District, and older residential areas to guide revitalization while reflecting local heritage and values.
- Policy IIC-3.2** Integrate recommendations from district-specific character plans into relevant zoning code updates, capital improvement priorities, and development review processes.
- Policy IIC-3.3** Encourage neighborhood associations or community groups to adopt and promote signage, events, and beautification efforts that reflect unique local identity.
- Policy IIC-3.4** Provide resources or technical assistance (e.g., toolkits, small matching grants, design assistance) to support community or neighborhood groups undertaking identity, beautification, or placemaking efforts.
- Policy IIC-3.5** Use architectural design standards and landscape guidelines to reinforce the aesthetic character of different areas and encourage compatible development.
- Policy IIC-3.6** Identify and articulate the core elements, values, and characteristics that define Universal City's shared community character to serve as a foundation for district planning and design standards.

#### Goal IIC-4

Universal City celebrates its history, culture, and military legacy through place-based design and storytelling.

- Policy IIC-4.1** Install historic markers, interpretive signage, and wayfinding features that tell the story of Universal City's history, founding, growth, and relationship with JBSA-Randolph.
- Policy IIC-4.2** Partner with JBSA-Randolph and local veterans groups to establish memorial spaces or exhibits honoring military service and community partnerships.
- Policy IIC-4.3** Explore opportunities to collect and share community stories (e.g., oral histories, digital archives, mobile tours) related to Universal City's history, culture, and military legacy.

## Goals and Policies

### MARKETING AND COMMUNICATION

#### Goal IIC-5

Communication between the City, residents, and stakeholders utilizes modern, accessible platforms in addition to traditional channels.

- Policy IIC-5.1** Redesign and continually update the City's website to improve usability, digital accessibility, such as adherence to Web Content Accessibility Guidelines (WCAG) standards, and access to real-time project updates, permitting tools, and public notices.
- Policy IIC-5.2** Launch a City-wide engagement app or online portal that allows residents to report concerns, provide input, and track City initiatives.
- Policy IIC-5.3** Expand the City's use of social media, email newsletters, and public service announcements to reach broader and more diverse audiences, utilizing non-digital communication methods where necessary and exploring options for multilingual content.
- Policy IIC-5.4** Ensure internal communication procedures support the timely and consistent sharing of information across City departments for public dissemination.

#### Goal IIC-6

Universal City proactively markets itself as a place to live, work, visit, and invest.

- Policy IIC-6.1** Create a unified marketing strategy targeting potential residents, employers, and developers, emphasizing quality of life, schools, amenities, and a military-friendly atmosphere.
- Policy IIC-6.2** Develop a visual storytelling campaign using testimonials, photography, and short videos to highlight the people, places, and success stories of Universal City.
- Policy IIC-6.3** Establish metrics and methods (e.g., website analytics, lead generation tracking, survey data) to evaluate the reach and effectiveness of marketing campaigns targeting residents, businesses, and investors.

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*The engine behind the success of all planning efforts is embodied in the day to day implimentation of the plan by the administration and staff who ensure the community's vison will come to fruition.*

# 8 administration and implementation

This chapter outlines the legal framework and strategic approach for the **adoption, interpretation, and ongoing implementation** of the Universal City Vision 35 Comprehensive Plan.

## Chapter Overview

A comprehensive plan is a living document, and its success depends on a clear and proactive strategy to translate its vision into tangible action. This implementation framework provides that strategy, detailing how the plan's goals will be achieved over a 10-year horizon through specific departmental actions, capital projects, and regular monitoring. The chapter provides City leadership with the opportunity to champion the plan's implementation, bridging the gap between its long-range policies and the City's annual budget and work programs. This process ensures the Vision 35 Plan remains an effective and durable guide for the city's future.



## Plan Adoption and Amendment

The Texas Local Government Code, Chapter 213, provides the authority for Universal City to adopt and amend a comprehensive plan to guide its long-range development. The Vision 35 Plan was adopted by ordinance of the City Council on November 18th, 2025 following a public hearing and a formal recommendation from the Planning and Zoning Commission on November 3rd, 2025.

This process ensures that residents have an opportunity to provide input before the plan is officially enacted. Amendments to the plan, whether initiated by the City or by private request, will follow a similar legal procedure, requiring review by the Planning and Zoning Commission and a public hearing before the City Council, which can approve any changes by ordinance.

## Plan Interpretation and Legal Standing

The Vision 35 Comprehensive Plan is the City's primary policy document for guiding long-range physical development. The goals and policies within this plan, along with the Future Land Use Plan, are intended to inform a wide range of public decisions, including those related to zoning, subdivision, capital improvements, and annexations.

It is important to note the distinction between this plan and regulatory ordinances. The Comprehensive Plan and the Future Land Use Plan are not zoning regulations and do not establish zoning district boundaries. Rather, they serve as the official guide for all future zoning and land development decisions. Per state law and City policy, the City's development regulations, including the Zoning Ordinance, must be in accordance with the Comprehensive Plan.



*Elected and appointed officials participate in quasi-judicial proceedings to make decisions about future development on behalf of the community.*

## Implementation Framework

The success of the Vision 35 Plan depends on a proactive and coordinated implementation strategy. The following tools will be used to translate the plan's vision into tangible action:

- **Capital Improvements Program (CIP):** The CIP is the City's primary tool for budgeting and constructing public projects. As directed by this plan's policies, the annual CIP review will be directly guided by the goals and priorities established in the Vision 35 Plan, ensuring that public spending on infrastructure and facilities is aligned with the community's long-term vision.
- **Zoning and Development Codes:** A critical early implementation step will be the comprehensive review and update of the City's Zoning Ordinance and other development regulations. This is necessary to ensure the codes are consistent with the Future Land Use Plan and fully enable the types of development, such as mixed-use and diverse housing options, envisioned in this plan.
- **Departmental Action and Master Plans:** City departments will utilize the Vision 35 Plan to guide their annual work programs, operational decisions, and the creation and update of more detailed, subject-specific master plans, such as the Transportation Master Plan, Parks Master Plan, and Stormwater Management Master Plan as called for in this document.
- **Monitoring and Annual Review:** To ensure the Vision 35 Plan remains a relevant and effective guide, it will be subject to an annual review. City staff will prepare an annual progress report for the Planning and Zoning Commission and City Council, tracking key metrics and the implementation status of the plan's policies. This regular monitoring will inform the CIP process, enhance transparency, and identify when future amendments to the Comprehensive Plan may be necessary.



*Mayor Tom Maxwell and the Universal City Planning and Zoning Committee attend specialized workshops to help set targeted goals for strategic community growth*



## Implementation Plan

The following table serves as the implementation program for the Vision 35 Comprehensive Plan, translating its goals and policies into specific, actionable steps. For each action, the table identifies the primary responsible City department(s) or partner agencies and a recommended timeframe for implementation.

The timeframes are defined as:

- **Ongoing (continuous actions)**
- **Short-Term (1-4 years)**
- **Mid-Term (5-10 years)**
- **Long-Term (10+ years)**

This implementation program is intended to be a strategic guide; the completion and timing of these actions are contingent upon available City resources, including annual budget appropriations, staffing capacity, and successful grant applications. The actions are not provided in a prioritized order.

### Implementation Plan Key

**LU** - Land Use

**TM** - Transportation and Mobility

**ED** - Economic Development

**POE** - Parks, Open Space, and the Environment

**CFI** - Community Facilities and Infrastructure

**IIC** - Image, Identity, and Community Character

**Table 9-1 Implementation Plan**

Implementation Action	Goal/Policy	Time Frame	Responsible Party
<p><b>Comprehensive Zoning and Development Code Update:</b> Initiate a comprehensive update of the City's zoning ordinance and related development codes to align with the Future Land Use Plan.</p>	<p><b>Primary:</b> LU-3.1 <b>Supporting:</b> LU-1.2, LU-1.3, LU-2.2, LU-2.3, LU-3.2, LU-3.3, LU-4.1, LU-4.2, LU-4.3, POE-6.4, IIC-3.5</p>	Short-Term	Development Services
<p><b>Develop and Adopt a Comprehensive Transportation Master Plan (TMP):</b> Create a city-wide TMP that integrates all modes of travel to guide corridor improvements, signal timing, ITS implementation, and safety projects.</p>	<p><b>Primary:</b> TM-2.1 <b>Supporting:</b> All policies under Goals TM-1 &amp; TM-2, plus TM-3.2, TM-3.4, ED-1.3</p>	Short-Term	Public Works
<p><b>Create and Implement a City-Wide Branding, Wayfinding, and Marketing Strategy:</b> Develop a unified brand identity, style guide, and city-wide wayfinding system, and launch a proactive marketing campaign to promote the city.</p>	<p><b>Primary:</b> IIC-1 <b>Supporting:</b> All policies under Goals IIC-1, IIC-2, IIC-3, IIC-4, plus ED-4.5</p>	Short-Term	Communications Dept.
<p><b>Launch a Formal Business Development &amp; Support Program:</b> Establish a proactive program that combines Business Retention &amp; Expansion (BRE), targeted business attraction, and small business support services.</p>	<p><b>Primary:</b> ED-3.1 <b>Supporting:</b> All policies under Goals ED-3 &amp; ED-4</p>	Short-Term	EDC

Implementation Action	Goal/Policy	Time Frame	Responsible Party
<p><b>Conduct a City-Wide Facilities Needs Assessment:</b> Conduct comprehensive needs assessments for a potential multi-generational community/senior center and for administrative services and public safety facilities to guide future capital investments.</p>	<p><b>Primary:</b> CF-9.1 <b>Supporting:</b> CFI-9.2, CFI-9.4, Goals CFI-7 &amp; CFI-8</p>	<p>Short-Term</p>	<p>City Manager's Office</p>
<p><b>Develop a Master Plan for the Pat Booker Road Corridor:</b> Initiate a comprehensive master planning process for the corridor focused on land use, streetscape, and redevelopment strategies.</p>	<p><b>Primary:</b> LU-1.5 <b>Supporting:</b> LU-1.1, TM-1.4, ED-1.1</p>	<p>Short-Term</p>	<p>Development Services</p>
<p><b>Update Zoning to Allow for "Missing Middle" Housing:</b> Draft and adopt clear code standards to integrate housing types such as Accessory Dwelling Units (ADUs), townhomes, and cottage courts into appropriate zoning districts.</p>	<p><b>Primary:</b> LU-4.1 <b>Supporting:</b> LU-3.1, LU-3.4, LU-4.2</p>	<p>Short-Term</p>	<p>Development Services</p>
<p><b>Conduct a Fire Service Coverage and Response Time Analysis:</b> Perform a detailed analysis to identify any service gaps in the city, optimize response districts, and determine the need and most effective location for a potential new fire station.</p>	<p><b>Primary:</b> CFI-7.1 <b>Supporting:</b> Goal CFI-7</p>	<p>Short-Term</p>	<p>Fire Department</p>
<p><b>Initiate a Parks System Enhancement &amp; Connectivity Program:</b> Systematically implement the priorities of the 2023 Parks Master Plan, focusing on upgrading amenities and creating safe connections from neighborhoods to parks.</p>	<p><b>Primary:</b> POE-1.1 <b>Supporting:</b> All policies under Goals POE-1, POE-2, &amp; POE-4</p>	<p>Mid-Term</p>	<p>Public Works</p>
<p><b>Design and Develop a Signature Public Space:</b> Initiate the planning and design process for a signature festival plaza or civic park in a key redevelopment area to serve as a community anchor.</p>	<p><b>Primary:</b> POE-4.1 <b>Supporting:</b> CFI-10.1</p>	<p>Mid-Term</p>	<p>Development Services</p>

Implementation Action	Goal/Policy	Time Frame	Responsible Party
<p><b>Implement a Targeted Retail and Restaurant Recruitment Strategy:</b> Conduct a retail gap analysis and develop a proactive strategy to attract the specialty retail, unique dining, and family-friendly entertainment options desired by the community.</p>	<p><b>Primary:</b> ED-4.6 <b>Supporting:</b> IIC-2.3</p>	Mid-Term	EDC
<p><b>Establish a Housing Attainability and Neighborhood Stability Program:</b> Develop and launch programs focused on housing rehabilitation, homeownership assistance, and mitigating displacement, utilizing tools like CDBG funds.</p>	<p><b>Primary:</b> LU-5.2, LU-5.3 <b>Supporting:</b> All policies under Goal LU-5</p>	Mid-Term	Development Services
<p><b>Launch a Formal Safe Routes to School Program:</b> Establish a multi-departmental team to coordinate with local school districts on infrastructure improvements, safety education, and promotional events to encourage safe walking and biking.</p>	<p><b>Primary:</b> TM-5.4 <b>Supporting:</b> CFI-15.3</p>	Mid-Term	Public Works
<p><b>Initiate a Park Safety and Security Enhancement Program:</b> Implement a proactive program to enhance park safety through regular lighting assessments, Crime Prevention Through Environmental Design (CPTED) reviews, and increased coordination with the Police Department.</p>	<p><b>Primary:</b> POE-1.6 <b>Supporting:</b> POE-2.3</p>	Mid-Term	Public Works
<p><b>Develop a Data-Driven Police Presence Strategy:</b> Utilize crime heat mapping and call data to identify and implement strategies for enhanced police presence in targeted areas.</p>	<p><b>Primary:</b> CFI-8.1 <b>Supporting:</b> Goal CFI-8</p>	Mid-Term	Police Department

Implementation Action	Goal/Policy	Time Frame	Responsible Party
<p><b>Modernize the City’s Digital Communication and Engagement Platforms:</b> Redesign the city website for usability and accessibility and explore launching a city-wide mobile app or online portal to improve resident access to information and services.</p>	<p><b>Primary:</b> IIC-5.1 <b>Supporting:</b> IIC-5.2, IIC-5.3</p>	<p>Mid-Term</p>	<p>Communications Dept.</p>
<p><b>Develop and Implement a City-Wide Environmental and Water Conservation Plan:</b> Consider creating a unified plan that integrates policies for tree canopy expansion, water conservation, native landscaping, and resource management.</p>	<p><b>Primary:</b> POE-7.1 <b>Supporting:</b> All policies under Goals POE-6, POE-7, &amp; POE-8</p>	<p>Mid-Term</p>	<p>Public Works</p>
<p><b>Create and Implement a Public Art Program:</b> Establish a program to enhance streetscapes and promote civic pride through murals, sculptures, and other art installations in public spaces and key corridors.</p>	<p><b>Primary:</b> IIC-2.2 <b>Supporting:</b> POE-4.4, POE-4.5</p>	<p>Long-Term</p>	<p>Development Services</p>
<p><b>Enhance and Execute the Capital Improvement Program (CIP):</b> Annually review and prioritize the CIP based on the goals of this Plan, utilizing diverse funding sources and ensuring public transparency through regular progress reports.</p>	<p><b>Primary:</b> CFI-13.1 <b>Supporting:</b> All policies under Goals CFI-13, CFI-14, plus CFI-3.1, CFI-3.2</p>	<p>Ongoing</p>	<p>Public Works</p>
<p><b>Strengthen Regional and Inter-Agency Partnerships:</b> Maintain an active role in regional organizations and formalize partnerships with key entities such as JBSA-Randolph, school districts, and neighboring cities to coordinate on shared goals.</p>	<p><b>Primary:</b> ED-4.2, CFI-15.1, TM-1.3 <b>Supporting:</b> LU-2.1, 4.4.1, 4.4.2, 4.6.3, 4.9.3, 5.6.2, 6.2.4, 6.4.2, POE-3.2, POE-6.3, CFI-1.2, CFI-2.1, CFI-2.2, CFI-16.1, CFI-16.2</p>	<p>Ongoing</p>	<p>City Manager’s Office</p>

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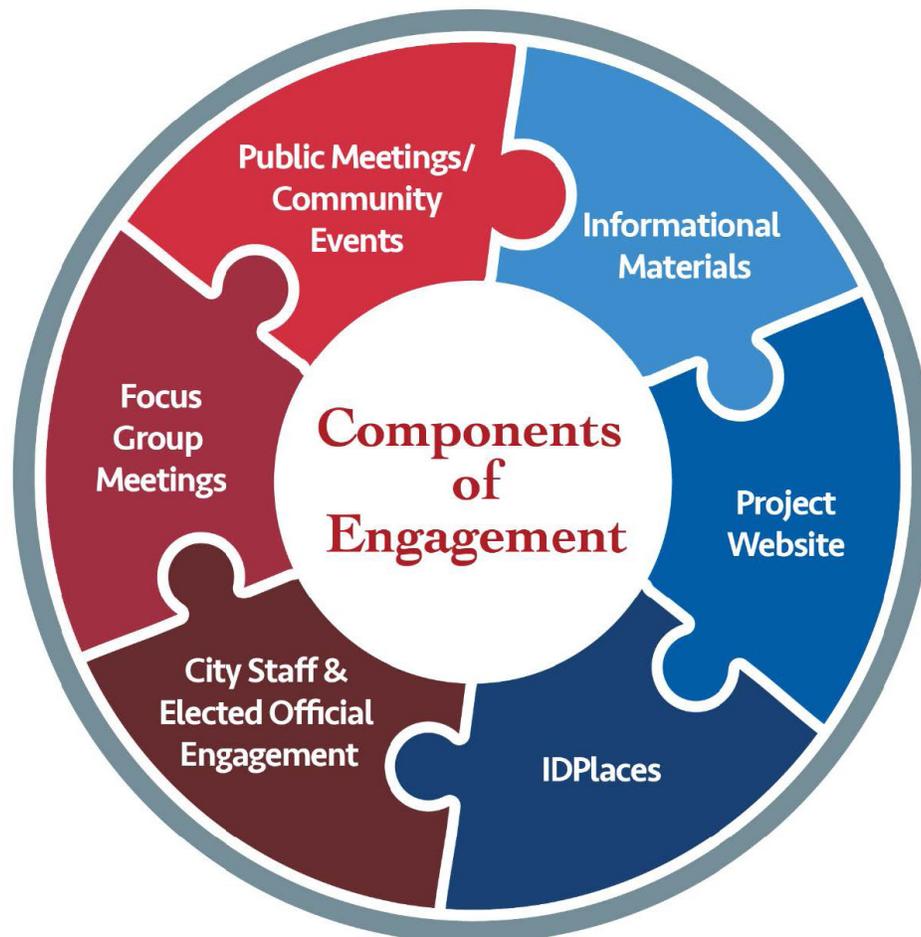


# 9 community involvement and engagement

Public **engagement** was a **cornerstone** ensuring the Universal City Vision 35 Comprehensive Plan reflects the **community's priorities and vision** for the future.

## Broad Participation

Participation by a broad cross-section of residents and stakeholders increases the likelihood that the Plan's goals and strategies will be rooted in community consensus, ultimately leading to more successful implementation. Gaining this invaluable community input was achieved through a multi-faceted approach, including efforts such as online engagement, broad in-person community engagement, and direct engagement with the City Council and Planning & Zoning Commission throughout the development of the plan.



## Informational and Online Meeting Materials

Diverse and robust informational materials were the cornerstone of the engagement strategy. Through resources like printed brochures and the project website, the project aimed to ensure full public involvement and transparent participation from start to finish.



*These materials served as a bridge between the project team and the public, ensuring everyone could understand and contribute to the planning process.*

## INFORMATIONAL BROCHURES

The project team developed two informational brochures to educate the public and stakeholders about the Comprehensive Plan. These materials aimed to build awareness and support for the planning effort while helping decision-makers, residents, and stakeholders understand key phases of the Plan's development. The brochures were distributed at all community meetings and work sessions and accessible on the project website.

## COMMUNITY QUESTIONNAIRE

The Community Questionnaire, which garnered 332 responses, revealed several broad themes reflecting the public's priorities and vision for the City. Key findings indicated that residents value the City's sense of community, safety, and existing amenities, perceiving these as what makes Universal City unique and contributes most to their quality of life.

For future development, respondents prioritized the following themes to guide the community's approach:

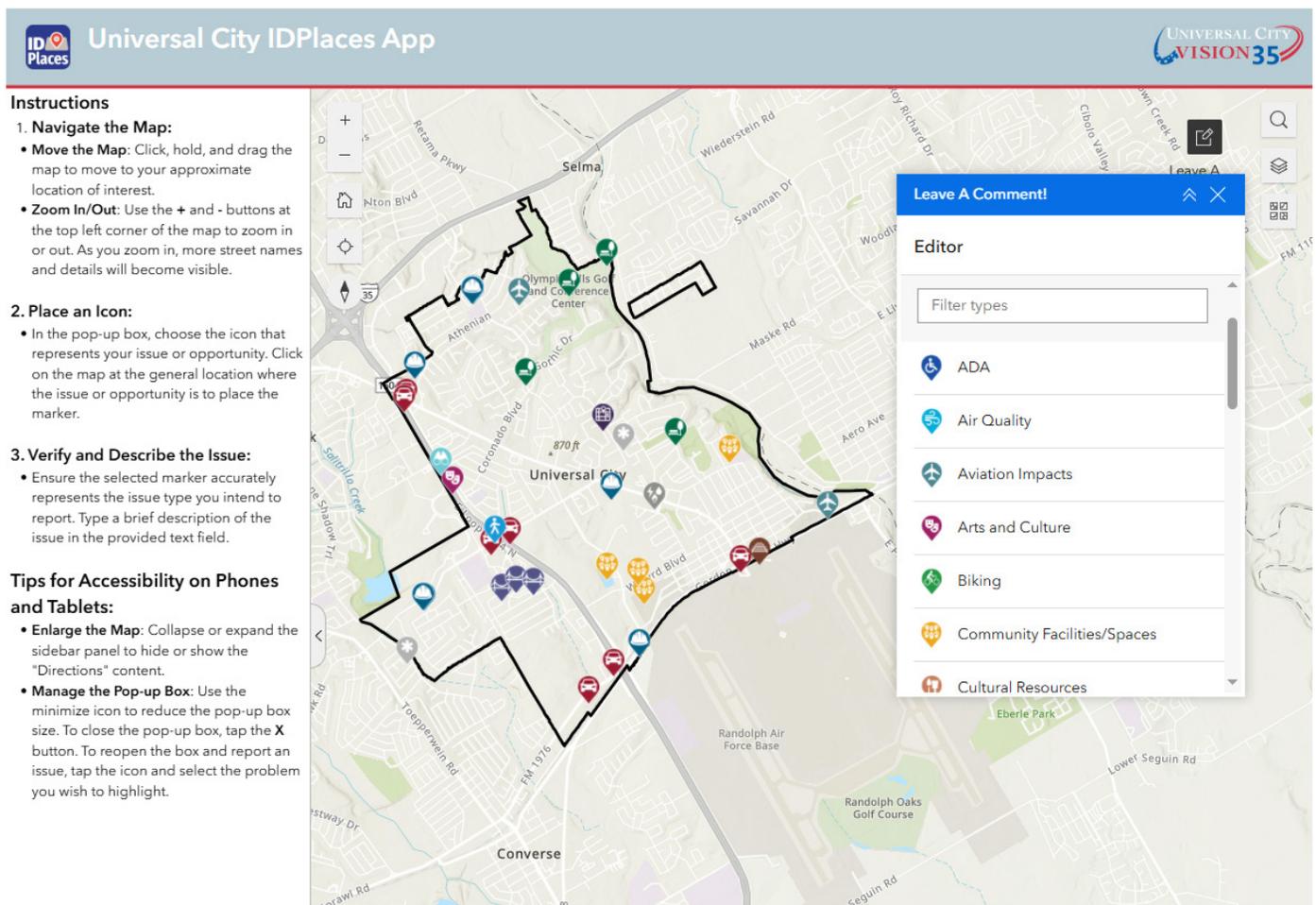
- Maintain moderate and balanced growth;
- Reduce congestion, expand sidewalks and public transit options;
- Increase revenue by attracting new businesses, supporting local business growth, seeking grant opportunities, and developing underutilized areas;
- Empower strong, transparent leadership focused on keeping the City safe, clean, and welcoming while providing essential public services;
- Diversify housing options, particularly senior and age-restricted housing, mixed-use developments, and housing suitable for various income levels.

## UC VISION 35 PROJECT WEBSITE

The project website served as a central resource for updates on the Plan, opportunities to get involved, and access to key documents. These tools were available throughout the planning process to support ongoing public engagement. Certain features, like the IDPlaces interactive mapping tool and the community questionnaire, were offered for a limited time to collect input during specific phases.

## ID PLACES TOOL

The interactive ID Places mapping and comment tool enabled the public and stakeholders to highlight issues and opportunities directly on a web-based map, offering several ways to share location-specific feedback. Users could pinpoint areas of concern or interest and add comments, which were shared publicly to foster a collaborative dialogue. This tool gave the community a dynamic platform for contributing geographically relevant input.



*A dynamic online map turned feedback into action—connecting local insight with planning decisions.*



## Planning and Zoning and City Council Engagement

### WORKSHOP #1 (INTRODUCTION, VISION AND FRAMEWORK)

The Joint City Council and Planning & Zoning Commission Workshop #1 was facilitated by the project team at the Universal City Public Library on February 13, 2025. The workshop commenced with a detailed introduction to the value of a comprehensive plan and its significance for guiding Universal City's growth. To spark collaborative conversation, ideation, and establish a framework for the community's vision, goals, and policies, live interactive polling utilizing Mentimeter was employed. This approach allowed for real-time input and discussion among City Council and Planning & Zoning Commission members regarding priorities for land use, housing, economic development, transportation, infrastructure, and community character.

### WORKSHOP #2 (GOALS, POLICIES, LAND USE SCENARIOS)

The Joint City Council and Planning & Zoning Commission Workshop #2 was facilitated by the project team at Universal City Hall on April 24, 2025. Similar to Community Meeting #2, this workshop included a PowerPoint presentation featuring Mentimeter polling, which enabled collaborative, real-time review and discussion of select draft goals and policies. The event also featured the same interactive boards and future land use maps that were presented at the public meeting, allowing participants to engage with and provide input on the proposed land use scenarios. This comprehensive approach ensured that both the elected officials and planning commissioners had multiple avenues to provide detailed feedback on the evolving Comprehensive Plan.





*Intentionally smaller facilitated group discussions allow for conversations that go deeper into specific issues and topics that key stakeholders in the community care about and can vet out during the planning process.*

### STAKEHOLDER FOCUS GROUPS

Eight stakeholder focus group interviews were conducted with local and regional experts between December 2024 and January 2025 to understand the specific needs and challenges that the Comprehensive Plan should address. Focus groups comprised small groups of representatives from local organizations, business leaders, landowners, developers, educators, and others interested in Universal City's future. These interviews deepened the understanding of what local issues need to be included in the plan.

### The focus group topics covered the following:

-  Elected Officials and Government Partners
-  Economic Development and Small Business
-  Development Community
-  Education
-  Infrastructure
-  Transportation
-  Neighborhood Associations & Property Owners
-  Community Service, Organizations, and Quality of Life

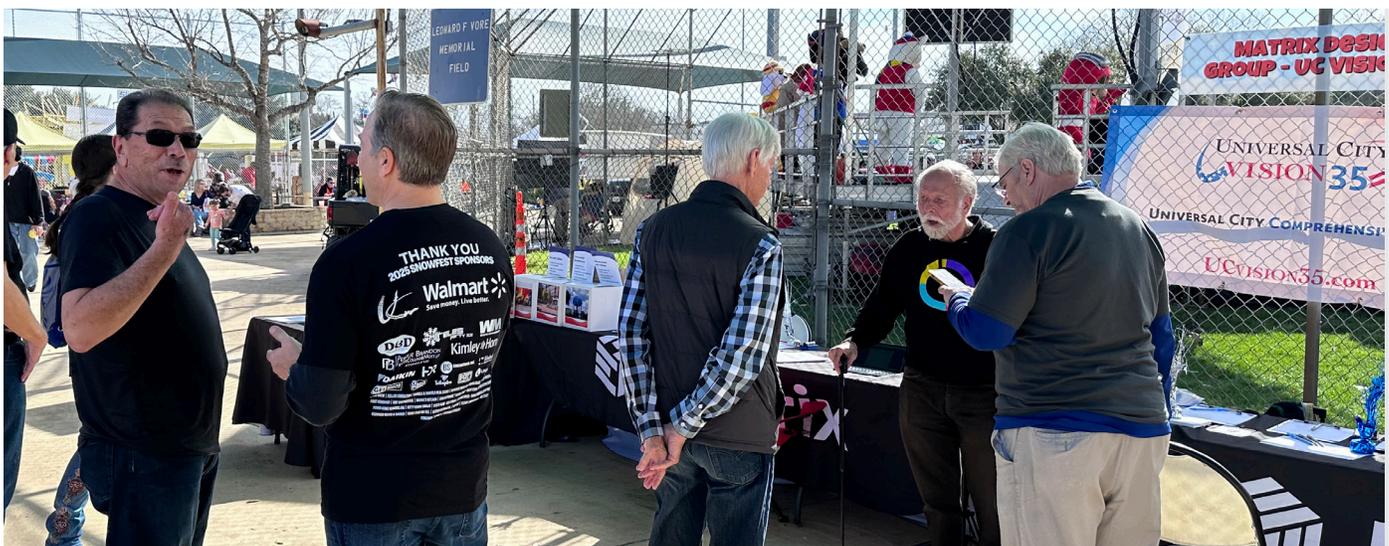
## Community Meetings

### COMMUNITY MEETING #1 (VISION AND INTRODUCTION)

The initial community engagement efforts for the Universal City Vision 35 update were strategically designed to launch the public engagement process, engage the community in developing a shared vision for Universal City's future, gather input on community priorities, challenges, and opportunities, encourage participation in shaping the Plan's goals and strategies, and ensure inclusivity by reaching a broad audience in a fun, informal setting. The project team collaborated with Universal City to host the first community meeting at Universal City's annual Snowfest in February 2025. The booth offered an informal, accessible way to introduce residents to the planning process and encourage ongoing involvement. The booth utilized interactive activities, surveys, and discussions to gather valuable input that would guide the next phase of the plan.

Activities such as preference voting boxes, which allowed residents to rank important topics and what they value most about Universal City were featured at the booth.

A prize wheel served as an incentive to boost participation and helped draw more visitors to the booth, enhancing engagement. QR code cards were distributed to extend involvement beyond the event, linking attendees to the project website for additional feedback. Comment cards and printed questionnaires were also available for those who preferred offline options. The open, interactive setup encouraged meaningful conversations, idea exchange, and real-time community interaction throughout the event. Over 100 individuals participated providing invaluable guidance for the development of the plan's community-driven vision, goals and policies.



*By bringing outreach to the people, engagement was increased and broadened garnering participation from residents that might not have otherwise participated in the plan development.*

## COMMUNITY MEETING #2 (PLAN ALTERNATIVES)

The second community meeting aimed to engage and inform the community about the progress of the Plan, gather input and feedback on draft goals and policies, and determine strategic land use priorities to enhance community development. Community Meeting #2 occurred at Universal City's City Hall on April 22, 2025. During the meeting, the project team facilitated an interactive mapping exercise in which attendees could choose their preferred future land use scenario and comment on specific locations on the maps. A set of boards showing draft goals and policies for each of the Comprehensive Plan's chapters was made available, allowing community members to agree or disagree with each by placing a corresponding sticker.

The interactive nature of Community Meeting #2 provided invaluable guidance for the Comprehensive Plan. Through the mapping exercises, residents expressed refinements to the future land use scenarios that aligned with their community vision. Furthermore, their feedback on the draft goals and policies, collected via the sticker voting system, offered critical insights, ensuring the proposed strategies were impactful, relevant, and truly reflective of the community's priorities and aspirations. This direct input is essential for developing a plan that resonates with the unique character and needs of Universal City.



## COMMUNITY MEETING #3 (DRAFT REVIEW)

The final community meeting was held at Universal City's City Hall on July 31, 2025. Approximately 20 individuals attended to learn how their comments and guidance through the plan development process culminated in refined goals, policies, and vision for the community. The meeting included an overview presentation, question and answer with the project team, and an open house where select goals and policies, the future land use plan, and circulation map could be reviewed. Residents were invited to review the entire Public Review Draft and provide their comments to prepare the final draft of the plan.



# appendix a

## Glossary of Terms

**AACOG:** Alamo Area Council of Governments

**AAMPO:** Alamo Area Metropolitan Planning Organization

**Accessible Housing:** Housing that is priced to be accessible to lower- and moderate-income households.

**Accident Potential Zone (APZ):** Areas identified by the Department of Defense (DOD) as having a statistically higher potential for an aircraft accident if one were to occur (not the probability of an accident, but where the crash pattern data falls). Development in APZs is tightly regulated for density and use. The APZ is divided into three sub-zones:

- **Clear Zone:** Critical areas located immediately at the ends of the runways, within the APZ designation. It has the highest accident potential of all zones. Land use in the Clear Zone should be minimal intensity or non-structural, low-occupancy uses like parks, open space, and agriculture.
- **APZ I & APZ II (Accident Potential Zones I & II):** These zones extend outward from the Clear Zone along the runway approach/ departure path. APZ I has the second-highest risk and more stringent guidance on land use type, intensity, and density. APZ II has is the lowest risk area and least restrictive land use type, intensity, and density guidance.

**Annexation:** The process of expanding city boundaries to incorporate additional land into city limits.

**Capital Improvements Plan (CIP):** A financial planning tool used to schedule and fund major public projects such as roads, parks, and utilities.

**Comprehensive Plan:** A long-range policy document guiding growth, development, and investment.

**Connectivity:** The degree to which streets, trails, and sidewalks link neighborhoods, parks, schools, and businesses.

**Density:** The number of dwelling units (or sometimes jobs) per acre of land.

**Extraterritorial Jurisdiction (ETJ):** The unincorporated area just outside a city's boundaries where the city retains limited regulatory authority.

**Future Land Use Plan (FLUP):** A planning map that illustrates the intended uses of land (residential, commercial, industrial, etc.) in the future.

**Housing Diversity:** A range of housing types (single-family, multifamily, townhomes, etc.).

**Infrastructure:** The fundamental facilities and systems serving a city, including transportation, water, sewer, and utilities.

**Land Use:** The way land is designated for different purposes (residential, commercial, industrial, open space, etc.).

**Mixed-Use Development:** Development that combines residential, commercial, cultural, or institutional uses in one area to create walkable, vibrant neighborhoods.

**Open Space:** Land left undeveloped for recreation, conservation, or community benefit, such as parks, greenbelts, or natural areas.

**Pat Booker Road:** Universal City's primary historic and commercial corridor.

**Plat:** A legal map or document that shows how a tract of land will be divided into lots, streets, and public areas.

**Joint Base San Antonio Randolph Air Force Base (JBSA-Randolph):** The adjoining military installation that strongly influences the city's growth and economy.

**Joint Land Use Study (JLUS):** A planning effort that coordinates development policies between a military installation (JBSA Randolph) and the surrounding communities to mitigate encroachment.

**Stormwater Management:** Systems designed to control runoff from rainfall, reducing flooding and improving water quality.

**Texas Department of Transportation (TxDOT):**

The state agency responsible for planning, designing, building, operating, and maintaining the transportation system in Texas, including highways, bridges, and other roadway infrastructure.

**Vision 35:** The long-range comprehensive plan for Universal City, setting policies for growth, land use, infrastructure, and quality of life through 2035.

**Workforce Development:** Training and programs that prepare residents for jobs in the regional economy.

**Zoning:** Local regulations that control how land can be used, what can be built, and how property can be developed.

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# appendix b

## Goals and Policies Matrix

This section lists the goals and the corresponding policies. The colored blocks indicate which element(s) the goals and policies are related to. Because the themes in this Comprehensive Plan are often interconnected, colored blocks may be found under more than one theme. Abbreviations for each element are as follows:

Key
<b>LU</b> - Land Use
<b>TM</b> - Transportation and Mobility
<b>ED</b> - Economic Development
<b>POE</b> - Parks, Open Space, and the Environment
<b>CFI</b> - Community Facilities and Infrastructure
<b>IIC</b> - Image, Identity, and Community Character

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Goal LU-1</b>	Universal City promotes and pursues efficient and context-sensitive redevelopment of underutilized properties to support community needs and enhance Universal City's character.	●	●	●	●	●	●
<b>Policy LU-1.1</b>	Prioritize redevelopment along the Pat Booker Road corridor by updating the zoning code to allow mixed-use development that incorporates retail, residential, and civic uses.	●	●	●		●	●
<b>Policy LU-1.2</b>	Conduct a land use audit every five years to identify underutilized parcels with redevelopment potential.	●		●	●		●
<b>Policy LU-1.3</b>	Provide development incentives, such as expedited permitting and infrastructure support, for projects that align with the Future Land Use Plan, Aviation District Masterplan and the community's character.	●		●		●	●
<b>Policy LU-1.4</b>	Ensure redevelopment projects incorporate transitional land uses and densities, respect existing neighborhood character, and utilize community character driven design principles.	●		●	●		●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy LU-1.5</b>	Develop a Pat Booker Corridor District Masterplan that includes prioritizing redevelopment along the Pat Booker Road corridor by updating the zoning code to allow mixed-use development that incorporates vertically and horizontally integrated retail, residential, and civic uses.	●	●	●	●	●	●
<b>Policy LU-1.6</b>	Require that a needs assessment is developed for each mixed-use master planned development.	●		●			
<b>Goal LU -2</b>	<b>Land use and zoning policies are aligned with military compatibility, environmental protection, and neighborhood preservation.</b>	●			●		●
<b>Policy LU-2.1</b>	Enforce zoning overlays that respect JBSA-Randolph's Clear Zones, Accident Potential Zones (APZs), and Noise Contours to protect public safety and support base operations while maintaining City development and redevelopment goals and integrity.	●		●			●
<b>Policy LU-2.2</b>	Update the zoning code to mitigate incompatible land uses and regulate infill development within or adjacent to environmentally sensitive areas, such as floodplains and the Cibolo Creek corridor, ensuring that development does not increase flood risk, harm natural systems, or compromise open space functions.	●			●		
<b>Policy LU-2.3</b>	Encourage context-sensitive infill development in residential neighborhoods that preserves existing character through compatible building design, scale, and landscaping, while meeting modern design, density, and infrastructure standards.	●		●		●	●
<b>Policy LU-2.4</b>	Maintain regular communication and coordination with JBSA-Randolph regarding land use and zoning proposals, development reviews, and long-term planning efforts.	●	●				●
<b>Policy LU-2.5</b>	Conduct a study of potential annexation areas within the City's extraterritorial jurisdiction (ETJ) to evaluate fiscal impacts, service extension requirements, land use compatibility (including military compatibility), and community character implications, leading to the development of a formal City annexation policy.	●		●			●
<b>Policy LU-2.6</b>	Coordinate with JBSA-Randolph on future development in the ETJ to ensure the land uses address compatibility with Accident Potential Zones and safety recommendations.	●	●	●	●		●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Goal LU-3</b>	<b>The zoning ordinance is regularly updated and modernized to support proven best-practice development practices and community priorities.</b>	●		●		●	●
<b>Policy LU-3.1</b>	Establish a clear set of guidelines for integrating accessory dwelling units (ADUs), small-lot housing, and other forms of missing middle housing within compatible zoning districts.	●		●			
<b>Policy LU-3.2</b>	Study and determine whether implementation of a custom form-based, hybrid or character design-based zoning code is suitable in key areas, such as the Aviation District, to encourage walkability, housing diversity, and design quality.	●	●	●	●		●
<b>Policy LU-3.3</b>	Develop an overlay or new Planned Unit Development (PUD) zoning district to support Aviation District redevelopment that incorporates flexible uses, height and infrastructure incentives, and design standards tailored to its strategic location.	●				●	●
<b>Policy LU-3.4</b>	Update and modernize the zoning ordinance to: (i) maintain consistency with the Future Land Use Plan, facilitating orderly and development aligned with community goals; and (ii) provide direction on the examination of zoning classification consolidation, accessory structures, fencing & screening, parking requirements (alternative standards, compact spaces, parking studies, shared parking), and certain trending commercial uses such as shared commercial kitchens, live-work spaces and pop-up businesses.	●	●	●		●	
<b>Policy LU-3.5</b>	Evaluate and potentially adopt mixed-use zoning districts to allow for a specified mix of non-retail uses (commercial services) and/or non-commercial uses (residential) within commercial developments, considering thresholds for by-right approval versus specific use permits, to enhance vibrancy and utility.	●		●			●
<b>Policy LU-3.6</b>	In coordination with relevant school districts, identify and implement appropriate development review procedures and zoning strategies and land use tools to facilitate the timely and effective placement of educational facilities and adaptive reuse of transitional educational facilities.	●				●	●
<b>Policy LU-3.7</b>	Review zoning regulations and consider amendments or the use of tools such as specific use permits, dispersal standards, or targeted incentives to encourage a diverse mix of desired business types and mitigate the potential over-concentration of specific uses (such as car washes, coffee kiosks, smoke shops, and pawn shops), particularly in key commercial corridors and districts, in alignment with economic development goals.	●		●			●
<b>Policy LU-3.8</b>	Evaluate the Zoning Code and Sign Ordinance and update, as necessary for compliance with federal, state, and case law and community character priorities.	●		●		●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Goal LU -4</b>	<b>Land use regulations facilitate a variety of housing types meeting growth and diverse community needs.</b>	●		●			●
<b>Policy LU-4.1</b>	Study and amend zoning regulations to allow for a broader range of housing types, such as townhomes, cottage courts, senior housing, and accessory dwelling units (ADUs), in appropriate neighborhoods based on criteria addressing existing character, infrastructure capacity, and proximity to services.	●	●			●	●
<b>Policy LU-4.2</b>	Support context-sensitive higher-density residential options in targeted areas near major transportation corridors, special planning areas, mixed-use developments, post-secondary education campuses, and employment centers where higher density residential development can transition between and buffer nonresidential uses from established neighborhoods.	●	●	●		●	
<b>Policy LU-4.3</b>	Partner with housing nonprofits, developers, and regional agencies to attract projects that meet workforce and senior housing needs.	●		●		●	
<b>Policy LU-4.4</b>	Utilize land use tools (such as density bonuses, flexible zoning, or expedited review) to encourage projects that diversify the mix of housing types and densities aligned with City goals.	●		●			●
<b>Goal LU-5</b>	<b>Land use planning and community programs contribute to housing attainability and neighborhood stability.</b>	●		●		●	●
<b>Policy LU-5.1</b>	Monitor housing vacancy, cost burden, and permit trends annually to assess housing market conditions and adjust policy and regulations accordingly.	●		●			
<b>Policy LU-5.2</b>	Develop a housing rehabilitation grant or loan program for low- to moderate-income homeowners to improve energy efficiency and safety.	●		●		●	●
<b>Policy LU-5.3</b>	Promote homeownership and financial literacy through community-based programs in partnership with local schools, banks, and nonprofit organizations.	●		●		●	●
<b>Policy LU-5.4</b>	Pursue and promote state, federal, and local homeownership assistance programs targeted to first-time homebuyers and low-to-moderate income households.	●		●		●	●
<b>Policy LU-5.5</b>	Collaborate with Bexar County to strategically utilize Community Development Block Grant (CDBG) funds for eligible activities, such as housing rehabilitation and public infrastructure improvements, that enhance neighborhood stability in targeted areas.	●	●	●		●	●
<b>Policy LU-5.6</b>	Analyze potential displacement impacts of major redevelopment or rezoning proposals and explore mitigation strategies for affected residents in established neighborhoods.	●	●				●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy LU-5.7</b>	Analyze impacts of transitory housing facilities and develop a strategy to mitigate impacts to established neighborhoods.	●	●			●	●
<b>Policy LU-5.8</b>	Analyze the impacts of Public Facility Corporations (PFC) and Housing Finance Corporations (HFC) and establish methods to mitigate potential negative impacts to the City.	●				●	●
<b>Policy LU-5.9</b>	Analyze the impacts of Single-Family Rental (SFR) and Two-Family Rental (DFR) subdivisions and establish methods to mitigate potential negative long-term impacts to the City.	●		●			●
<b>Goal TM-1</b>	<b>Universal City enhances the safety, connectivity, and capacity of its existing roadway network.</b>	●	●	●		●	●
<b>Policy TM-1.1</b>	Establish and fund a systematic Pavement Management Program for the regular assessment, maintenance, and restoration of all City-owned and maintained paved surfaces, explicitly including streets, alleys, and sidewalks, prioritizing work based on condition assessments and functional importance.		●			●	●
<b>Policy TM-1.2</b>	Improve signage, striping, lighting, and intersection design along Pat Booker Road, Kitty Hawk Road, and Universal City Boulevard to enhance safety and traffic flow.		●			●	●
<b>Policy TM-1.3</b>	Coordinate roadway improvements with planned AAMPO and TxDOT projects to ensure alignment with regional infrastructure investments.		●			●	
<b>Policy TM-1.4</b>	Develop and implement comprehensive streetscape and beautification plans for the Aviation District and the Pat Booker Road corridor to enhance their visual character and create a more attractive and welcoming environment. The plans should establish design standards and identify priority projects for landscaping, street trees, and other aesthetic improvements in accordance with the Aviation District Master Plan and community vision.	●	●		●		●
<b>Goal TM-2</b>	<b>Traffic flow is strategically enhanced, and congestion is reduced on key corridors through multimodal and operational upgrades.</b>	●	●				
<b>Policy TM-2.1</b>	Develop and adopt a comprehensive, city-wide Transportation Master Plan to guide the development of a safe, efficient, and integrated multimodal transportation system. The Plan shall address the needs of all modes of travel including vehicular, freight, public transit, bicycle, and pedestrian and should incorporate strategies for intelligent transportation systems (ITS), traffic calming, and a prioritized list of capital projects.	●	●	●	●	●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy TM-2.2</b>	Conduct comprehensive corridor studies of Pat Booker Road, Universal City Boulevard, and Kitty Hawk Road to evaluate and implement multimodal and operational improvements, including lane reconfiguration, turn lanes, traffic signal optimization, access management, pedestrian and bicycle enhancements, transit integration and potential roundabout implementation.	●	●		●	●	●
<b>Policy TM-2.3</b>	Develop a citywide traffic signal timing and coordination plan to reduce delays and improve efficiency.		●			●	●
<b>Policy TM-2.4</b>	Install intelligent transportation systems (ITS) and implement smart traffic management strategies at major intersections and along key corridors to provide real-time traffic data, optimize traffic flow, and improve emergency response coordination.		●			●	●
<b>Policy TM-2.5</b>	Develop and implement a prioritized program of roadway capacity improvements, including widening, intersection improvements, and new connections, based on traffic volume projections and growth patterns.		●	●		●	
<b>Goal TM-3</b>	<b>Regional and interlocal transportation partnerships are strong and support long-term and diverse community mobility.</b>	●	●	●	●	●	●
<b>Policy TM-3.1</b>	Collaborate with AAMPO, TxDOT, and neighboring jurisdictions to advocate for and prioritize expanded capacity improvements along Loop 1604, FM 1518 and FM 78.	●	●				
<b>Policy TM-3.2</b>	Maintain an active role in regional planning organizations and MPO advisory groups to ensure Universal City's priorities are represented.	●	●			●	●
<b>Policy TM-3.3</b>	Partner with JBSA-Randolph to improve military-related traffic flow and access management along Aviation Boulevard, FM 78, and Pat Booker Rd.		●				●
<b>Policy TM-3.4</b>	Coordinate with VIA Metropolitan Transit or other micro transit providers and explore opportunities for X transit service expansion or enhanced connectivity within Universal City.		●	●		●	
<b>Goal TM-4</b>	<b>Parks, neighborhoods, schools, and commercial centers are linked by an interconnected pedestrian and bicycle network.</b>	●	●	●	●	●	●
<b>Policy TM-4.1</b>	Complete a Bicycle and Pedestrian Master Plan to identify priority trail, sidewalk, and bike lane projects across the city that close network gaps, connect key destinations (schools, parks, transit stops, commercial areas), improve safety, and serve historically underserved areas. The Plan should also explore the use of underused alleys, enhance connectivity citywide, promote active transportation, and ensure integration with regional mobility plans.		●		●	●	

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy TM-4.2</b>	Extend and connect the Cibolo Creek Trail to other parks within Universal City or neighboring cities to form a continuous citywide greenway.	●	●		●	●	●
<b>Policy TM-4.3</b>	Require pedestrian and bicycle infrastructure consideration as part of new development and redevelopment projects in target corridors and neighborhoods.	●	●	●	●	●	●
<b>Goal TM-5</b>	<b>Universal City's pedestrian and bicycle networks are accessible, comfortable, and safe for users, pedestrians and cyclists of all ages and abilities.</b>	●	●		●	●	●
<b>Policy TM-5.1</b>	Install ADA-compliant curb ramps, tactile paving, and pedestrian countdown timers at key intersections near schools, parks, and civic facilities.		●		●	●	●
<b>Policy TM-5.2</b>	Develop and implement comprehensive design guidelines for pedestrian and bicycle facilities that ensure consistency, ADA accessibility, and user comfort, explicitly incorporating features such as street trees for shade, physical separation from traffic, and pedestrian-scale lighting, while integrating safety best practices.		●		●	●	●
<b>Policy TM-5.3</b>	Add dedicated, modern bike lanes along Universal City Boulevard, Kitty Hawk Road, and Aviation Boulevard, connecting to major destinations and recreational areas, where not already provided.	●	●		●	●	●
<b>Policy TM-5.4</b>	Launch a Safe Routes to School program in collaboration with the Schertz-Cibolo-Universal City Independent School District, Judson Independent School District, and the Universal City Police Department to promote safe walking and biking to schools.		●			●	●
<b>Goal TM-6</b>	<b>Active transportation serves as a core component of Universal City's transportation strategy.</b>		●		●	●	●
<b>Policy TM-6.1</b>	Host annual community bike rides and walking tours to raise awareness and promote trail use.		●		●	●	●
<b>Policy TM-6.2</b>	Install wayfinding signage throughout the trail system and bicycle network to encourage recreational use and navigation.		●		●	●	
<b>Policy TM-6.3</b>	Pursue grants and funding from the Texas Trails Program, AAMPO, and other sources to implement active transportation improvements.	●	●	●	●	●	
<b>Policy TM-6.4</b>	Implement a comprehensive active transportation promotion program that includes public information campaigns, network maps, safety education, and partnerships with schools and employers.		●	●	●	●	●
<b>Policy TM-6.5</b>	Encourage or require the installation of secure bicycle parking (e.g., racks, lockers) and other end-of-trip facilities (e.g., repair stations) at public buildings, parks, commercial centers, and in new multi-family residential developments.	●	●		●	●	

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Goal TM-7</b>	<b>Residents who choose not to drive or are without access to a personal vehicle have expanded transportation options.</b>	●	●			●	●
<b>Policy TM-7.1</b>	Conduct a feasibility study for micro transit, on-demand rideshare, or a circulator shuttle serving Universal City and connecting to VIA Link zones, which includes a specific assessment of the mobility needs of seniors, youth, low-income residents, and people with disabilities, to determine the most effective and equitable options.		●	●		●	
<b>Policy TM-7.2</b>	Establish micro-mobility hubs or micro-park-and-ride lots near Loop 1604 and Pat Booker Road to support carpooling and transit expansion within the boundary of the City	●	●			●	
<b>Policy TM-7.3</b>	Collaborate with VIA Metropolitan Transit to extend transit services or provide first-mile/last-mile connectivity within city limits, if feasible.	●	●			●	
<b>Goal TM-8</b>	<b>Universal City is a leader in reducing reliance on single-occupancy vehicles and long-lasting traffic reduction.</b>	●	●		●	●	
<b>Policy TM-8.1</b>	Offer incentives to employers who adopt flexible work schedules, telecommuting, or alternative transportation and carpool programs. Universal City should evaluate and adopt these incentives as a leading employer in the community.		●	●		●	●
<b>Policy TM-8.2</b>	Provide preferred parking or discounted fees for electric vehicles and carpools at public facilities.	●	●	●		●	●
<b>Policy TM-8.3</b>	Launch a public education campaign to promote alternative transportation options and reduce peak-hour congestion.		●			●	●
<b>Policy TM-8.4</b>	Encourage shared ridership in autonomous vehicles (AVs) and ride-sourcing services through favorable curb-space management, preferential drop-off/pick-up access at high-density commercial and Mixed Use centers, and reduced fees.	●	●	●			●
<b>Policy TM-8.5</b>	Study and consider adopting zoning regulations to allow for the scheduled reduction or eventual elimination of minimum parking requirements for new development, particularly in areas designated for Mixed Use and high-density residential development if AV related facilities are provided such as sheltered and protected drop-off/pick-up areas.	●	●	●			
<b>Goal TM-9</b>	<b>Safe movement throughout the city and quality mobility options are available to aging residents and people with disabilities.</b>	●				●	●
<b>Policy TM-9.1</b>	Partner with regional nonprofits and health providers to expand senior and paratransit services.		●	●		●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy TM-9.2</b>	Prioritize pedestrian improvements near senior housing, healthcare centers, and community service hubs.	●	●			●	
<b>Policy TM-9.3</b>	Ensure city transportation and land use policies consider mobility equity in project scoring and implementation.	●	●				●
<b>Goal ED-1</b>	<b>Strategic investment and infrastructure improvements focused in key growth areas attract high-value development, employers, and industries.</b>	●	●	●		●	●
<b>Policy ED-1.1</b>	Focus infrastructure upgrades and aesthetic enhancements in key growth corridors such as Pat Booker Road, Loop 1604 frontage, and the Aviation District to support robust and diversified commercial and economic redevelopment.	●	●	●		●	●
<b>Policy ED-1.2</b>	Prioritize zoning and land use updates that support compatible mixed-use, logistics, and employment-generating uses in proximity to JBSA-Randolph and major transportation routes.	●	●	●		●	
<b>Policy ED-1.3</b>	Collaborate with regional transportation agencies to align roadway and mobility improvements and timing with economic development sites and opportunities.	●	●	●		●	●
<b>Policy ED-1.4</b>	Coordinate with willing property owners to facilitate public acquisition, through fair market purchase, of key targeted properties in the Aviation District to effectuate redevelopment and revitalization. Consider expanding property acquisition into other commercial corridors if viable in the future and if there are willing property owners.	●	●	●			●
<b>Policy ED-1.5</b>	Initiate a parcel-level Land Use Fiscal Analysis to quantify the net revenue generated by and the full life-cycle costs associated with existing and proposed land uses, and include strategies for aligning zoning and incentives to attract fiscally productive development, specifically destination commercial, high-tech research and development, and advanced logistics compatible with JBSA missions.	●		●			●
<b>Goal ED-2</b>	<b>City codes and processes streamline adaptive reuse and redevelopment of underutilized sites.</b>	●	●	●	●	●	●
<b>Policy ED-2.1</b>	Create a Redevelopment Incentive Program that offers expedited permitting, fee waivers, or infrastructure assistance for projects revitalizing vacant or underutilized properties.	●		●		●	●
<b>Policy ED-2.2</b>	Identify and catalog key opportunity sites for infill or redevelopment, including aging commercial centers and large-format retail buildings.	●	●	●			●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy ED-2.3</b>	Market redevelopment sites and pursue public-private partnerships for catalytic redevelopment projects in the Aviation District and Pat Booker Road corridor.	●	●	●			●
<b>Goal ED-3</b>	<b>Existing Businesses are retained, supported, and grow in Universal City.</b>	●		●		●	●
<b>Policy ED-3.1</b>	Launch a Business Retention & Expansion (BRE) program to conduct regular check-ins, offer technical assistance, and connect local businesses with state and federal resources.			●		●	●
<b>Policy ED-3.2</b>	Promote local business networking opportunities and foster partnerships between businesses, educational institutions, and community organizations.			●		●	●
<b>Policy ED-3.3</b>	Streamline permitting and inspections through an online portal and single point of contact to improve the customer experience for local businesses.			●		●	
<b>Policy ED-3.4</b>	Develop incentives such as façade improvement grants or matching funds for businesses investing in exterior improvements along key corridors.		●	●		●	●
<b>Policy ED-3.5</b>	Strengthen partnerships with Northeast Lakeview College, JBSA-Randolph, and regional workforce agencies to create and promote training programs and continuing education opportunities tailored to the needs of local employers, including an emphasis on soft skills.			●		●	●
<b>Policy ED-3.6</b>	Facilitate the creation of a formal Universal City business network or alliance to foster collaboration and peer support, and explore the feasibility of establishing shared resources such as co-working or flex-space for startups and small businesses			●		●	●
<b>Goal ED-4</b>	<b>Economic development efforts focus on attracting new businesses and industries aligned with Universal City’s strengths and values.</b>	●		●		●	●
<b>Policy ED-4.1</b>	Actively market Loop 1604 corridor and key development areas to target industry sectors including manufacturing, aerospace, logistics, healthcare, and professional service firms.	●	●	●		●	
<b>Policy ED-4.2</b>	Collaborate with JBSA-Randolph to support defense-related businesses and veterans transitioning into entrepreneurship.			●		●	●
<b>Policy ED-4.3</b>	Participate in regional economic development coalitions and maintain a digital prospectus showcasing shovel-ready sites and workforce assets.	●		●			
<b>Policy ED-4.4</b>	Provide a predictable and efficient development review and permitting process for targeted new businesses and industries.	●		●		●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy ED-4.5</b>	Integrate information on community quality of life, housing diversity, school quality, and local amenities into business attraction marketing materials and presentations.	●	●	●		●	●
<b>Policy ED-4.6</b>	Develop and implement a targeted recruitment strategy to diversify the city's commercial and retail offerings, with a focus on attracting specialty boutiques, unique dining experiences, and family-friendly entertainment options that align with community character and reduce economic leakage.	●		●			●
<b>Policy ED-4.7</b>	Develop a strategy to leverage key city assets, such as the Olympia Hills Golf Course and the redeveloping Aviation District, as hubs for tourism, entertainment, and hospitality-related businesses.	●		●	●	●	
<b>Goal POE-1</b>	<b>Existing Park assets are well-maintained and regularly enhanced to meet evolving community needs and support recreation, health, and community engagement.</b>	●	●		●	●	●
<b>Policy POE-1.1</b>	Implement maintenance and capital improvement priorities identified in the Parks Master Plan, beginning with high-use parks like Universal City Park and Red Horse Park.	●	●	●	●	●	●
<b>Policy POE-1.2</b>	Upgrade and enhance park amenities including restrooms, playgrounds, picnic areas, athletic fields, landscaping, and natural features to meet current safety, accessibility, and user standards and improve aesthetic quality.	●			●	●	●
<b>Policy POE-1.3</b>	Expand programming at community parks (e.g., fitness classes, movie nights, cultural events) to encourage year-round use by residents of all ages.				●	●	●
<b>Policy POE-1.4</b>	Establish metrics and methods for tracking park utilization, user satisfaction, and the success of recreational programming to guide ongoing park management and investment decisions.	●			●	●	●
<b>Policy POE-1.5</b>	Develop channels for ongoing community input regarding park maintenance needs and priorities, such as feedback forms, park volunteer groups, or periodic neighborhood meetings.				●	●	●
<b>Policy POE-1.6</b>	Proactively enhance park safety and security through regular lighting assessments, the application of Crime Prevention Through Environmental Design (CPTED) principles in all new and updated park designs, and coordination with the Universal City Police Department to monitor activity and address public safety concerns.	●			●	●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Goal POE-2</b>	<b>All residents have equitable access to high-quality park facilities within a 10-minute walk.</b>	●	●		●	●	●
<b>Policy POE-2.1</b>	Identify underserved neighborhoods in the Parks Master Plan and prioritize park investment or new pocket parks and other recreational amenities in those areas.	●	●		●	●	●
<b>Policy POE-2.2</b>	Use parkland dedication fees and developer incentives to secure land and funding for parks near new residential development.	●		●	●	●	
<b>Policy POE-2.3</b>	Analyze pedestrian and bicycle network gaps, safety conditions (including lighting and perceived crime risk), and other physical barriers to identify specific obstacles limiting equitable access to parks, and use this analysis to guide infrastructure investments and safety initiatives.	●	●		●	●	●
<b>Policy POE-2.4</b>	Upgrade neighborhood connections (sidewalks, lighting, crossings) that provide access to nearby parks and trails.	●	●		●	●	●
<b>Goal POE-3</b>	<b>The city's park and open space system is expanded through strategic acquisition and development.</b>	●	●	●	●		●
<b>Policy POE-3.1</b>	Identify parcels for acquisition in underserved or rapidly growing areas using GIS-based gap analysis and equity mapping.	●	●	●	●	●	
<b>Policy POE-3.2</b>	Pursue conservation easements or public-private partnerships to preserve natural corridors like Cibolo Creek and create linear parks or greenways.	●	●	●	●		
<b>Policy POE-3.3</b>	Prioritize future park development in growth nodes such as the Aviation District to align with redevelopment and residential demand.	●	●	●	●	●	●
<b>Policy POE-3.4</b>	Secure adequate funding for parkland acquisition and development through a combination of parkland dedication fees, impact fees (if applicable), bonds, state/federal grants, and partnerships.	●		●	●	●	
<b>Policy POE-3.5</b>	Utilize parkland dedication requirements, developer agreements, public-private partnerships, and other tools during the development review process to secure publicly accessible plazas, gathering spaces, pocket parks, and other diverse open space types, particularly within mixed-use and commercial areas.	●	●	●	●	●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Goal POE-4</b>	<b>Signature destination spaces draw residents and visitors while supporting economic development.</b>	●		●	●	●	●
<b>Policy POE-4.1</b>	Design and implement a signature park project or festival plaza near the Pat Booker Road corridor or Aviation District to serve as a civic anchor.	●	●	●	●	●	●
<b>Policy POE-4.2</b>	Expand the trail system, including potential conversion of alleys to pedestrian pathways, and integrate art, signage, lighting, and gathering spaces to create a unique outdoor experience.	●	●		●	●	●
<b>Policy POE-4.3</b>	Encourage park-oriented commercial development—like cafes, kiosks, or rental stands—at key park entrances or along trails.	●	●	●	●		●
<b>Policy POE-4.4</b>	Encourage public art pieces, such as on public garbage receptacles, sidewalks, murals on public buildings, and in public park spaces.				●	●	●
<b>Policy POE-4.5</b>	Encourage City or EDC-sponsored art pieces on private commercial properties and identify means to provide financial assistance.			●		●	●
<b>Goal POE-5</b>	<b>Green infrastructure and public spaces are integrated into infill and redevelopment projects.</b>	●		●	●	●	●
<b>Policy POE-5.1</b>	Require the inclusion of plazas, courtyards, green roofs, bioswales, or protected environmentally sensitive areas in large mixed-use or commercial developments.	●	●	●	●		●
<b>Policy POE-5.2</b>	Ensure long-term maintenance responsibility for required public spaces and green infrastructure within private developments is clearly defined through conditions of approval, development agreements, Covenants, Conditions & Restrictions (CC&Rs), or other mechanisms.	●		●	●	●	●
<b>Policy POE-5.3</b>	Encourage temporary pop-up parks or parklets in underutilized spaces as interim uses.	●		●	●	●	
<b>Policy POE-5.4</b>	Incentivize developers to exceed minimum open space area requirements and enhance provided amenities through density bonuses or expedited permitting.	●		●	●	●	●
<b>Goal POE-6</b>	<b>Universal City's environmental assets and natural systems are protected and enhanced.</b>	●	●	●	●	●	●
<b>Policy POE-6.1</b>	Maintain and enforce environmental buffers and protections along Cibolo Creek and floodplain areas.	●	●		●		●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy POE-6.2</b>	Restore and promote native vegetation and remove invasive species in new development, parks, and preserved open spaces to improve ecological health.	●		●	●	●	●
<b>Policy POE-6.3</b>	Partner with the San Antonio River Authority (SARA), the Cibolo Creek Municipal Authority (CCMA), and other local conservation groups to monitor water quality and implement streambank stabilization where needed.	●			●	●	●
<b>Policy POE-6.4</b>	Implement standards and programs to increase shade tree canopy coverage citywide, prioritizing locations such as public parking lots, pedestrian walkways, transit stops, and parks to mitigate urban heat island effects and enhance comfort and aesthetics.	●	●		●	●	●
<b>Goal POE-7</b>	<b>Promote resource conservation and operational efficiency in city functions and development.</b>	●	●	●	●	●	●
<b>Policy POE-7.1</b>	Develop and implement a municipal Resource Management Plan outlining goals for water conservation, waste reduction, and the use of renewable energy.	●		●	●		
<b>Policy POE-7.2</b>	Retrofit public facilities with energy-efficient lighting, HVAC systems, and solar panels, starting with high-energy-use buildings.	●		●	●	●	
<b>Policy POE-7.3</b>	Require new city buildings and infrastructure projects to meet LEED or equivalent high-performance energy standards.	●		●	●	●	●
<b>Goal POE-8</b>	<b>Environmental stewardship and awareness are valued components of community life and development in Universal City.</b>	●	●	●	●	●	●
<b>Policy POE-8.1</b>	Launch a public education campaign focused on water conservation, tree planting, recycling, and stormwater best practices.				●	●	
<b>Policy POE-8.2</b>	Consider establishing an Environmental Stewardship Business Program to celebrate companies that demonstrate leadership in resource conservation and environmental protection.			●	●	●	●
<b>Policy POE-8.3</b>	Support volunteer environmental events such as creek clean-ups, tree planting days, and native landscaping workshops.				●	●	●
<b>Goal CFI-1</b>	<b>Reliable and efficient utility systems meet current and future demands in Universal City.</b>	●		●	●	●	●
<b>Policy CFI-1.1</b>	Prioritize upgrades to aging water mains and sewer lines with high failure or inflow/infiltration risk.	●		●	●	●	

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy CFI-1.2</b>	Develop a citywide water conservation strategy in coordination with the Edwards Aquifer Authority and the Schertz/Seguin Local Government Corporation.	●			●	●	
<b>Policy CFI-1.3</b>	Adopt updated water and wastewater system models to support future growth areas and infrastructure sizing.	●		●	●	●	
<b>Policy CFI-1.4</b>	Evaluate the feasibility, costs, and benefits of placing existing overhead utility lines underground, prioritizing opportunities during major roadway reconstruction projects, in designated redevelopment areas, or along key visual corridors, and collaborate with utility providers to develop a long-term strategy. Identify funding sources for such opportunities.	●	●	●		●	●
<b>Goal CFI-2</b>	<b>Utility services incorporate resiliency and redundancy measures.</b>			●	●	●	●
<b>Policy CFI-2.1</b>	Expand partnerships with Schertz-Seguin Local Government Corporation to diversify water sources and mitigate drought risks.	●		●	●	●	
<b>Policy CFI-2.2</b>	Actively fund and pursue strategies to secure diverse and long-term water rights, participating in relevant regional water planning groups and initiatives such as Regional Water Resource Development Group (RWRDG).	●		●	●	●	
<b>Policy CFI-2.3</b>	Upgrade power and communications infrastructure at critical city facilities to include backup generators and battery storage.	●		●		●	
<b>Policy CFI-2.4</b>	Evaluate opportunities to use reclaimed water for irrigation in parks, golf courses, and landscaped rights-of-way.	●	●	●	●	●	
<b>Goal CFI-3</b>	<b>Universal City provides a high-performing and resilient infrastructure system.</b>			●		●	●
<b>Policy CFI-3.1</b>	Use asset management software to monitor infrastructure lifespans and prioritize preventive maintenance.			●		●	●
<b>Policy CFI-3.2</b>	Review and update the existing impact fee schedule to ensure it adequately addresses current infrastructure needs and supports community growth and development goals.	●		●		●	●
<b>Policy CFI-3.3</b>	Identify critical infrastructure vulnerabilities and implement measures to enhance system redundancy and resilience to natural hazards and disruptions.	●	●		●	●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy CFI-3.4</b>	Develop and implement a comprehensive Stormwater Management Master Plan that addresses system capacity, water quality, flood mitigation, and regular maintenance needs, incorporating Low Impact Development (LID) principles and specific infrastructure upgrades (such as improved grating or channel stabilization) where feasible.	●	●	●	●	●	
<b>Goal CFI-4</b>	<b>Infrastructure capacity aligns with future development needs through proactive planning.</b>	●	●	●	●	●	●
<b>Policy CFI-4.1</b>	Expand infrastructure capacity in strategic growth areas, especially near the Aviation District and Loop 1604 corridor.	●	●	●		●	●
<b>Policy CFI-4.2</b>	Review and update infrastructure capacity and impact study requirements for new development and rezoning applications.	●	●	●		●	
<b>Policy CFI-4.3</b>	Coordinate with regional utilities and jurisdictions to align infrastructure improvements with economic development plans.	●	●	●		●	
<b>Goal CFI-5</b>	<b>Universal City provides high-quality police, fire, and EMS services that ensure community safety.</b>	●	●			●	●
<b>Policy CFI-5.1</b>	Monitor staffing levels and response times annually and adjust hiring, retention standards, or shifts to maintain service standards.			●		●	●
<b>Policy CFI-5.2</b>	Modernize equipment and facilities for first responders, prioritizing long-term investments in technology and training resources.	●	●	●		●	●
<b>Policy CFI-5.3</b>	Expand cross-training and mutual aid agreements with neighboring jurisdictions to increase emergency capacity.	●	●	●		●	
<b>Policy CFI-5.4</b>	Develop and implement competitive strategies to improve recruitment and retention of qualified public safety personnel.			●		●	●
<b>Policy CFI-5.5</b>	Ensure first responder facilities are resilient to natural and man-made hazards and located to minimize service gaps in growing neighborhoods.	●	●		●	●	
<b>Goal CFI-6</b>	<b>Public safety efforts in Universal City are proactive and community-oriented.</b>	●	●		●	●	●
<b>Policy CFI-6.1</b>	Strengthen neighborhood policing, youth outreach, and community watch programs to reduce crime and build trust.		●			●	●
<b>Policy CFI-6.2</b>	Invest in public safety education programs related to fire prevention, traffic safety, disaster preparedness, and mental health crises.		●		●	●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Goal CFI-7</b>	<b>Fire service capacity meets community needs and optimizes response times through strategic station location.</b>	●	●			●	●
<b>Policy CFI-7.1</b>	Conduct a fire service coverage and response time analysis to identify underserved areas, optimize response districts, and, if critical, determine the most effective location for a new fire station, or, implement new technologies that provide for a faster and safer response time for fire apparatus.	●	●			●	
<b>Policy CFI-7.2</b>	When and if determined critical, pursue land acquisition for a new fire station through a mix of public-private partnerships, long-term lease agreements, or strategic land banking in underutilized or redevelopment-priority areas.	●	●	●		●	●
<b>Goal CFI-8</b>	<b>Strategically located police substations or neighborhood stations improve community safety and reduce response times.</b>	●	●			●	●
<b>Policy CFI-8.1</b>	Utilize police call data, crime heat mapping, and traffic enforcement records to identify locations that would most benefit from enhanced police presence.	●	●			●	
<b>Policy CFI-8.2</b>	Explore low-footprint solutions such as leasing commercial space in shopping centers, co-locating in community centers or libraries, or modular public safety buildings on existing public land to house police presence in outlying areas.	●		●		●	
<b>Policy CFI-8.3</b>	Consider pursuing grants such as the U.S. Department of Justice's Community Oriented Policing Services (COPS) grants, and work with the Universal City Economic Development Corporation and regional partners to support capital and operational funding for satellite police facilities.	●		●		●	
<b>Goal CFI-9</b>	<b>Universal City provides community facilities that meet the needs of its growing and diverse population.</b>	●	●	●	●	●	●
<b>Policy CFI-9.1</b>	Conduct a citywide facilities assessment every five years to identify capacity limitations, accessibility issues, and future expansion needs.	●	●	●	●	●	●
<b>Policy CFI-9.2</b>	Utilize demographic analysis, community surveys, and needs assessments to specifically evaluate the feasibility and community demand for targeted facilities such as a senior center, multi-generational community center, and/or performance/auditorium space, including the potential for adaptive reuse of existing structures or partnerships with organizations like the YMCA.	●	●			●	●
<b>Policy CFI-9.3</b>	Co-locate public facilities (e.g., library, event center, court services) when possible, to maximize efficiency and improve service access.	●	●		●	●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy CFI-9.4</b>	Conduct a Space Needs Assessment of City Hall, including the Police Department, and Fire Department to provide a better understanding of current and projected staffing and operational needs.	●	●			●	
<b>Policy CFI-9.5</b>	Prioritize upgrades to aging facilities like the Universal City Library and City Hall to support modern technology and digital service delivery, accessibility, and expanded services.			●		●	●
<b>Goal CFI-10</b>	<b>Vibrant public spaces support civic pride and community interaction in Universal City.</b>	●	●	●	●	●	●
<b>Policy CFI-10.1</b>	Invest in community gathering places such as a new civic plaza, amphitheater, or public market space in high-visibility areas like the Pat Booker corridor.	●	●	●	●	●	●
<b>Policy CFI-10.2</b>	Integrate traditional art that reflects the city's community spirit, signage, lighting, and wayfinding into facility design to create attractive, functional, and welcoming civic environments.		●			●	●
<b>Policy CFI-10.3</b>	Develop a programming calendar to encourage year-round use of appropriate public buildings and outdoor public spaces for events, meetings, cultural activities, and workshops.				●	●	●
<b>Policy CFI-10.4</b>	Ensure new and improved public spaces are designed to integrate seamlessly with pedestrian and bicycle networks, enhancing connectivity and accessibility.	●	●		●	●	●
<b>Goal CFI-11</b>	<b>Universal City is well-connected with citywide high-speed internet access and digital infrastructure.</b>			●		●	
<b>Policy CFI-11.1</b>	Partner with broadband providers to identify service gaps and support infrastructure expansion into underserved areas.	●		●		●	
<b>Policy CFI-11.2</b>	Integrate broadband readiness requirements into development codes for new subdivisions and commercial areas, such as pre-installation of conduit for fiber optic cables.	●				●	
<b>Policy CFI-11.3</b>	Promote access to digital learning and technology literacy programs through the Universal City Library and local partnerships.			●		●	●
<b>Goal CFI-12</b>	<b>Universal City utilizes technology to improve municipal operations, fiscal responsibility, and quality of life.</b>	●		●		●	●
<b>Policy CFI-12.1</b>	Pilot smart sensors and analytics tools to monitor traffic, water usage, lighting, and environmental conditions.		●		●	●	
<b>Policy CFI-12.2</b>	Expand the city's GIS capabilities to enhance data-informed decision-making and improve transparency.	●	●	●	●	●	

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy CFI-12.3</b>	Develop a centralized platform or dashboard to provide residents with real-time updates on services, emergencies, and infrastructure projects.	●	●	●		●	
<b>Goal CFI-13</b>	<b>The Capital Improvements Plan implements long-range planning and development goals and community needs.</b>	●		●		●	●
<b>Policy CFI-13.1</b>	Enhance the annual review and prioritize capital investments based on Vision 35 goals over a 10-year planning horizon, incorporating public input, infrastructure data, and interdepartmental coordination.	●	●	●		●	
<b>Policy CFI-13.2</b>	Establish project selection criteria that consider safety, economic development, and environmental considerations that benefit all citizens.	●	●	●	●	●	
<b>Policy CFI-13.3</b>	Track and publicly report progress on CIP projects to enhance transparency and accountability.	●				●	●
<b>Goal CFI-14</b>	<b>Universal City utilizes diverse funding sources for capital projects.</b>			●		●	●
<b>Policy CFI-14.1</b>	Pursue grants from regional, state, and federal sources to support large-scale infrastructure, park, and facility improvements.		●	●	●	●	
<b>Policy CFI-14.2</b>	Explore the use of Tax Increment Reinvestment Zones (TIRZ), certificates of obligation, and public-private partnerships to finance capital needs.	●		●		●	
<b>Policy CFI-14.3</b>	Create a CIP reserve fund to cover emergency or fast-track projects.	●	●	●		●	
<b>Goal CFI-15</b>	<b>Universal City partners with educational institutions to expand access to lifelong learning.</b>			●		●	●
<b>Policy CFI-15.1</b>	Formalize partnerships with Northeast Lakeview College, Schertz-Cibolo-Universal City Independent School District, and Judson Independent School District to support workforce development, internship opportunities, and dual-credit programs.			●		●	●
<b>Policy CFI-15.2</b>	Promote shared use of school facilities for community recreation, arts programs, and continuing education.	●			●	●	●
<b>Policy CFI-15.3</b>	Support infrastructure and safety improvements around schools through sidewalk repair, lighting enhancements, and Safe Routes to School programs.		●			●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Goal CFI-16</b>	<b>Educational facility planning is coordinated with community growth patterns and development processes.</b>	●	●	●		●	●
<b>Policy CFI-16.1</b>	Coordinate regularly with Schertz-Cibolo-Universal City Independent School District, Judson Independent School District, and Northeast Lakeview College to track enrollment trends and facility expansion plans.	●	●	●		●	
<b>Policy CFI-16.2</b>	Include Schertz-Cibolo-Universal City Independent School District and Judson Independent School District representatives in land use and development review processes to identify potential conflicts or opportunities.	●		●		●	
<b>Policy CFI-16.3</b>	Encourage land banking or developer incentives to reserve space for future educational campuses in growing areas.	●	●	●		●	●
<b>Goal IIC-1</b>	<b>Universal City possesses a strong brand identity as a welcoming, vibrant, and resilient community.</b>	●	●	●	●	●	●
<b>Policy IIC-1.1</b>	Develop a unified brand and style guide for all city communications, signage, marketing materials, digital engagement, social media, and city websites to ensure consistency in visual identity and messaging.					●	●
<b>Policy IIC-1.2</b>	Incorporate “brand pillars”, key community characteristics and values, such as military heritage, quality of life, and family focus into the brand and style guide to further unify communication and messaging.					●	●
<b>Policy IIC-1.3</b>	Incorporate branding elements into gateway signage, wayfinding systems, and streetscape designs to reinforce the community’s sense of place.	●	●		●	●	●
<b>Policy IIC-1.4</b>	Promote Universal City’s identity through city-sponsored events, tourism initiatives, and collaborations with the Chamber of Commerce and local businesses.			●		●	●
<b>Goal IIC-2</b>	<b>Marketing and development efforts position Universal City as a regional destination for quality of life, military heritage, and business opportunity.</b>			●		●	●
<b>Policy IIC-2.1</b>	Launch a branded tourism campaign celebrating the city’s connection to JBSA-Randolph, parks and trails, and regional events like SNOWFEST and the Pumpkin Patch.	●	●	●	●	●	●
<b>Policy IIC-2.2</b>	Establish a public art program that celebrated community spirit and cultural expression, enhancing streetscapes and fostering civic pride through murals, sculptures, and temporary installations on public and private properties.		●	●	●	●	●
<b>Policy IIC-2.3</b>	Integrate brand messaging into economic development marketing, including targeted digital outreach and printed materials for prospective developers and employers.	●		●		●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Policy IIC-2.4</b>	Collaborate with regional tourism marketing organizations, JBSA-Randolph public affairs, and local hospitality-related businesses to implement and amplify tourism marketing campaigns and initiatives.			●		●	●
<b>Policy IIC-2.5</b>	Establish metrics and methods for tracking tourism activity (e.g., event attendance, hotel occupancy if applicable, website traffic) and the effectiveness of destination marketing efforts.			●		●	●
<b>Goal IIC-3</b>	<b>Distinct district and neighborhood identities coexist with and contribute to Universal City's shared community character.</b>	●	●			●	●
<b>Policy IIC-3.1</b>	Develop district-specific character plans for Pat Booker Road, Aviation District, and older residential areas to guide revitalization while reflecting local heritage and values.	●	●	●			●
<b>Policy IIC-3.2</b>	Integrate recommendations from district-specific character plans into relevant zoning code updates, capital improvement priorities, and development review processes.	●		●			●
<b>Policy IIC-3.3</b>	Encourage neighborhood associations or community groups to adopt and promote signage, events, and beautification efforts that reflect unique local identity.		●		●	●	●
<b>Policy IIC-3.4</b>	Provide resources or technical assistance (e.g., toolkits, small matching grants, design assistance) to support community or neighborhood groups undertaking identity, beautification, or placemaking efforts.	●	●	●		●	●
<b>Policy IIC-3.5</b>	Use architectural design standards and landscape guidelines to reinforce the aesthetic character of different areas and encourage compatible development.	●	●	●	●		●
<b>Policy IIC-3.6</b>	Identify and articulate the core elements, values, and characteristics that define Universal City's shared community character to serve as a foundation for district planning and design standards.	●	●			●	●
<b>Goal IIC-4</b>	<b>Universal City celebrates its history, culture, and military legacy through place-based design and storytelling.</b>	●		●	●	●	●
<b>Policy IIC-4.1</b>	Install historic markers, interpretive signage, and wayfinding features that tell the story of Universal City's history, founding, growth, and relationship with JBSA-Randolph.					●	●
<b>Policy IIC-4.2</b>	Partner with JBSA-Randolph and local veterans groups to establish memorial spaces or exhibits honoring military service and community partnerships.	●		●	●	●	●
<b>Policy IIC-4.3</b>	Explore opportunities to collect and share community stories (e.g., oral histories, digital archives, mobile tours) related to Universal City's history, culture, and military legacy.					●	●

Reference No.	Goals and Policies	LU	TM	ED	POE	CFI	IIC
<b>Goal IIC-5</b>	<b>Communication between the City, residents, and stakeholders utilizes modern, accessible platforms in addition to traditional channels.</b>					●	●
<b>Policy IIC-5.1</b>	Redesign and continually update the City's website to improve usability, digital accessibility, such as adherence to Web Content Accessibility Guidelines (WCAG) standards, and access to real-time project updates, permitting tools, and public notices.					●	●
<b>Policy IIC-5.2</b>	Launch a city-wide engagement app or online portal that allows residents to report concerns, provide input, and track city initiatives.	●	●	●	●	●	●
<b>Policy IIC-5.3</b>	Expand the City's use of social media, email newsletters, and public service announcements to reach broader and more diverse audiences, utilizing non-digital communication methods where necessary and exploring options for multilingual content.					●	●
<b>Policy IIC-5.4</b>	Ensure internal communication procedures support the timely and consistent sharing of information across City departments for public dissemination.					●	●
<b>Goal IIC-6</b>	<b>Universal City proactively markets itself as a place to live, work, visit, and invest.</b>	●	●	●	●	●	●
<b>Policy IIC-6.1</b>	Create a unified marketing strategy targeting potential residents, employers, and developers, emphasizing quality of life, schools, amenities, and military-friendly atmosphere.	●	●	●	●	●	●
<b>Policy IIC-6.2</b>	Develop a visual storytelling campaign using testimonials, photography, and short videos to highlight the people, places, and success stories of Universal City.			●		●	●
<b>Policy IIC-6.3</b>	Establish metrics and methods (e.g., website analytics, lead generation tracking, survey data) to evaluate the reach and effectiveness of marketing campaigns targeting residents, businesses, and investors.	●		●		●	●

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# UNIVERSAL CITY VISION 35

