

HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION



Hemisfair
TRANSFORMING SAN ANTONIO

FRAMEWORK & MASTER PLAN

FEBRUARY 2012



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F O R E W O R D

Hemisfair Park Area Framework and Master Plan

The following Framework and Master Plan has been developed by the Hemisfair Park Area Redevelopment Corporation (HPARC) executive staff and its planning team, under the direction of the Board of Directors. The process has included extensive public input including three large public workshops plus numerous individual and small group meetings with citizens of San Antonio, neighborhood groups, civic organizations, public institutions, and other stakeholders. The Framework and Master Plan is consistent with, and intended to support, the Vision Statement and Guiding Principles contained in the HPARC By-Laws. Prior to actual redevelopment of Hemisfair, the design concepts contained herein will be developed to greater levels of detail while remaining consistent with the Plan.

Respectfully submitted,

Executive Management Team
and the Board of Directors
Hemisfair Park Area Redevelopment Corporation





Process and Core Values

The preparation of the Framework Plan for Hemisfair was undertaken with the intent to hear from a broad base of stakeholders, and to incorporate what was learned into a set of principles to guide future redevelopment.. The process included active engagement of the public through interviews, focus groups, small workshops, and three large public workshops, all of which yielded an array of ideas and recommendations for the future of the site. This engagement process was grounded by seven guiding principles established by

the Hemisfair Park Area Redevelopment Corporation (HPARC) Board of Directors. The process was further informed by other citywide policies in San Antonio, including the SA 2020 visioning process (which ran concurrently with the Hemisfair planning process), the City’s Mission Verde sustainable economic development principles, and the Mayor’s focus on improving the quality of Downtown. All of these factors formed the core values for planning at Hemisfair.





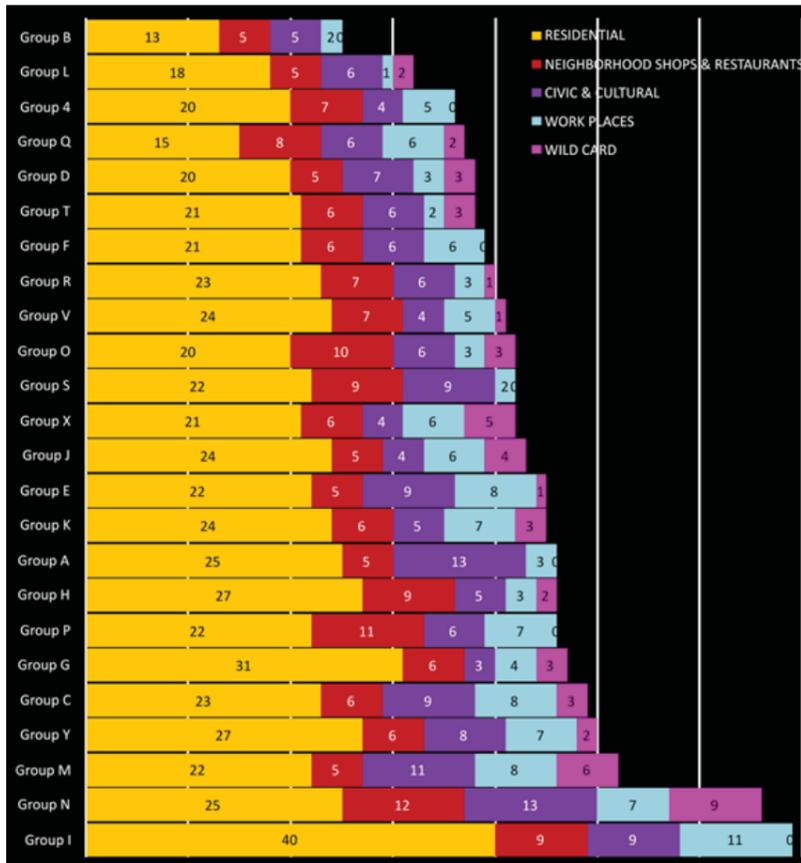
Public Engagement

The Hemisfair Framework and Master Plan began with extensive input from stakeholders and the general public over a six-month period. Individual and group interviews were conducted with approximately 200 persons with interest in the site. Strong themes began to emerge from these conversations, including recommendations related to Arts, Culture, Family, Neighborhood, Authenticity, Market, History and Confluence, and Education among others. A series of public workshops then followed. More than 400 people attended the first workshop that focused on two key questions: (1) *What makes San Antonio uniquely San Antonio?* And, (2) *What would you like to see happen at Hemisfair?*

Discussion groups offered a rich word portrait of the city: “A city with a soul” . . . “Continuity of neighborhoods” . . . “Passion and character” . . . “Family” . . . “Civility” . . . “It is a ‘front porch’ city” . . . “Where the color purple is considered neutral” . . . “Harmonious crossroads of diverse cultures” . . . “Any excuse for a party!” . . . “History is not ‘then’ – it is ongoing” . . . “Where past and future exist today” . . . “Water Culture Food Art History.” These values and characteristics will be found in Hemisfair and are embodied in its master plan. The groups also offered a revealing list of possibilities for the site, which are grouped into five general categories: **Parks and Open Space** (Regional Park, Neighborhood Park, Public Events, Amphitheater, Arts/Sculpture

Garden, Community Gardens, Water Element, Playing Fields, Jogging Trails, Children’s Play Area); **Arts and Culture** (Cultural Institutions, ITC / UNAM / Instituto de Mexico, Magik Theatre, Live music, Local arts programs, Folk art market, Contemporary Arts); **History** (City of SA Museum, Historic Homes, Goliad Trail, Historic Street Grid, Acequia System, Public Art / Memory); **Education** (School, Library/ Media Center, Recreation Center, Community Services, non-traditional learning opportunities); and **A 24/7 Living Place** (Residential, Neighborhood shops & restaurants, Work places, Civic & cultural, Local business, Public transit).





The results of the workshop exercises were analyzed both quantitatively and qualitatively to identify patterns of ideas and preferences in the plan. The graph illustrates the distribution of uses represented by the “chips” used in each table’s model. While the total number of “chips” varied significantly from group to group, all of them indicated a mix of uses that included a large proportion of residential uses in the HemisFair plan.

Qualitatively, the patterns of development represented in the plan showed some areas of common agreement, as illustrated in the diagrams to the right.

Convention Center



Nearly all (23 out of 24 teams) moved the Convention Center to the East

Parkland



All groups placed a significant open space at the corner of Market and Alamo, and all groups used the required minimum of 15 acres of open space.

Amphitheater



14 groups added an amphitheater to the site. half of these groups placed the amphitheater in the northwest corner.

Integration of Water Features



12 out of 24 teams extended the river into the site. A majority of the teams suggested water features; 3 of the teams added a lake.

Streetcar through the Site



17 out of 24 teams ran the potential streetcar line through the site. 5 teams ran the streetcar down Chavez; 2 along Market Street.

Chavez / Alamo Corner



A majority of the teams used their retail chips along Chavez. Several teams also located some retail uses along Alamo Street. A majority placed retail at ground level below other uses.

LEADERSHIP



The San Antonio City Council



The Mayor



The HPARC Board of Directors



The Citizens of San Antonio

The Hemisfair Park Area Master Plan is based on the seven fundamental guiding principles adopted by the Hemisfair Park Area Redevelopment Corporation Board of Directors. The Plan seeks to address the principles through a set of related goals.

LEADERSHIP

PRINCIPLE: The redevelopment of Hemisfair requires dedicated, long-term civic leadership in order to be sustainable.

GOAL: Make the redevelopment of Hemisfair a transformative leader in the revitalization of downtown as it transitions to a vital, mixed-use, urban core for the city of San Antonio.

PRESERVATION

PRINCIPLE: Protection of historic buildings within Hemisfair is mandatory. However, the strategic removal of non-historic or temporary buildings may be considered. Relating development to existing historic structures is critical in the creation of a unique urban environment.

GOAL: Protect historic buildings and recall the historic fabric of the area through careful integration of existing historic structures and new development.

PUBLIC SPACE

PRINCIPLE: Expand and preserve public and open space.

GOAL: Expand and preserve existing green and public space while providing enhancements to make the space usable and successful as a public urban resource.

MIXED USE

PRINCIPLE: Mixed-use development that includes mixed-income housing, as well as commercial, institutional, and civic uses is desired.

GOAL: Incorporate mixed use development (mixed-income housing commercial, institutional, and civic uses), to support and enhance downtown and to establish Hemisfair as a major downtown asset. Create a destination designed to meet the demands of locals who desire to live, work and play downtown.

CONNECTIVITY

PRINCIPLE: Linkages within Hemisfair and to and from the adjacent areas are critical to the area's viability. Connectivity must address multimodal transportation including pedestrian, bicycle, wheel-chair and vehicular access, including parking.

GOAL: Link Hemisfair with adjacent areas through multiple modes of transit, and ensure compatible and supportive land uses throughout the space.

BALANCE

PRINCIPLE: A balance between public open space and development is required.

GOAL: Maintain a balance between green space and development in mutually supportive combinations.

SUSTAINABILITY

PRINCIPLE: The redevelopment of Hemisfair and its surrounding area should consider environmental, social, and economic impacts in order to ensure a better quality of life for everyone, now and in the future.

GOAL: Achieve the highest possible standard of environmental, social, and economic sustainability to ensure a better quality of life for all San Antonians, now and in the future.

These seven principles and their related goals provide a structure for defining the major elements of the HemisFair Park Area Framework Plan. Each of these major elements is discussed and described in the following pages.

RESPECTING HISTORY

Currently, the Hemisfair site is disconnected from Downtown, separated by the wide streets of Alamo, Commerce, Market, as well as by the impenetrable walls of the Henry B. Gonzalez Convention Center which occupies Hemisfair's northern edge. In addition to these factors, Cesar Chavez Blvd, the Institute of Texan Cultures and the federal properties form a barrier to the Lavaca residential neighborhood to the south. Furthermore, the elevated IH-37 highway and limited access points across the highway separate Hemisfair from neighborhoods to the east such as Dignowity Hills, Jefferson Heights and Denver Heights.

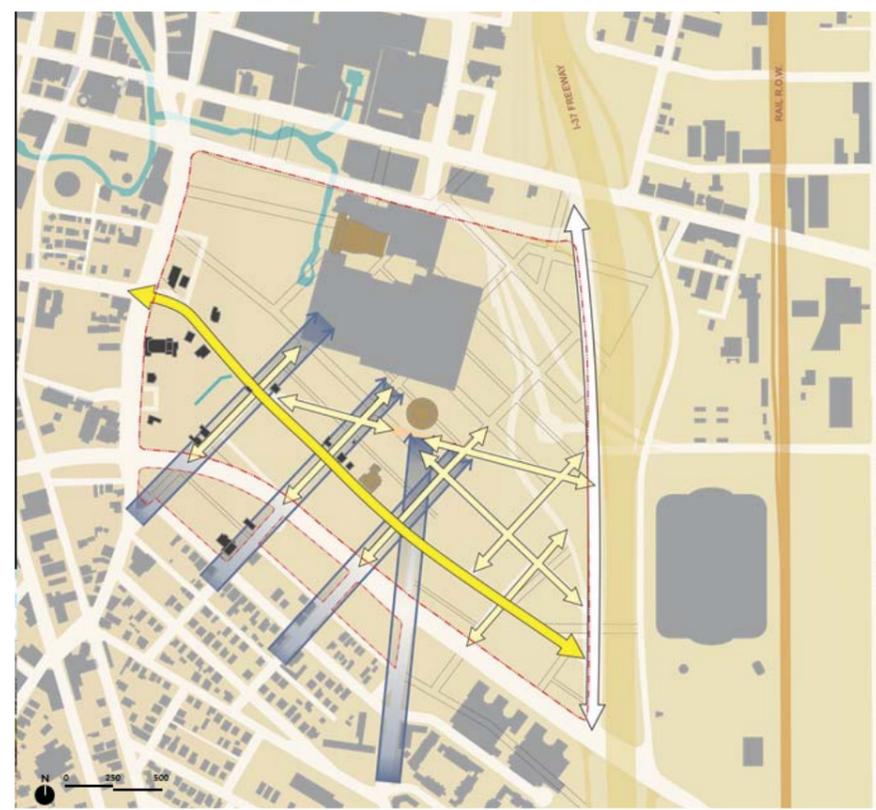
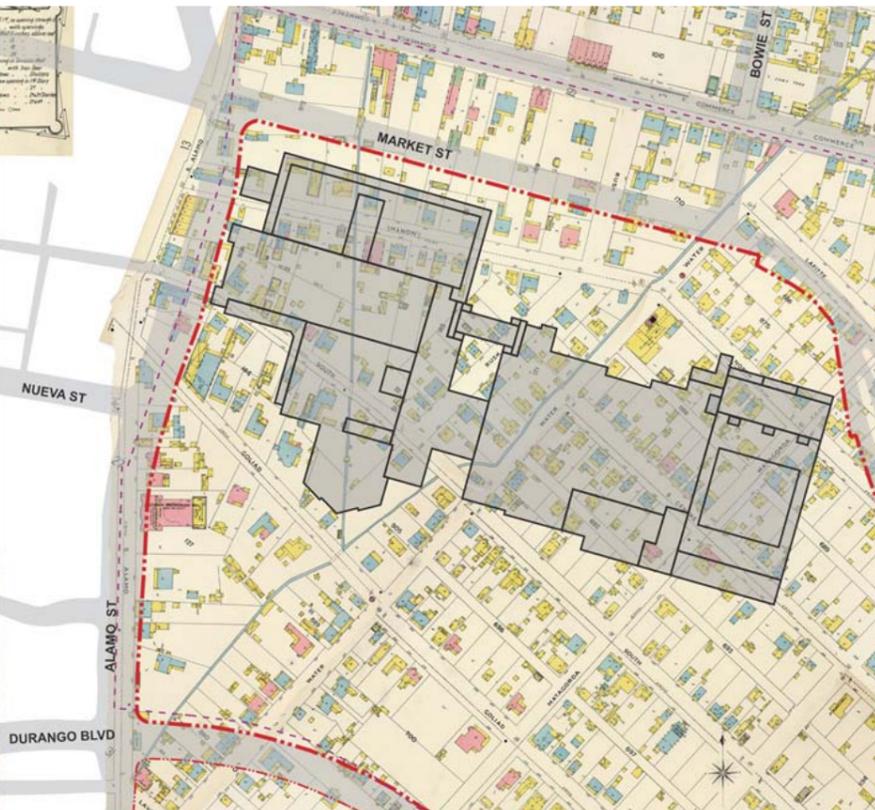
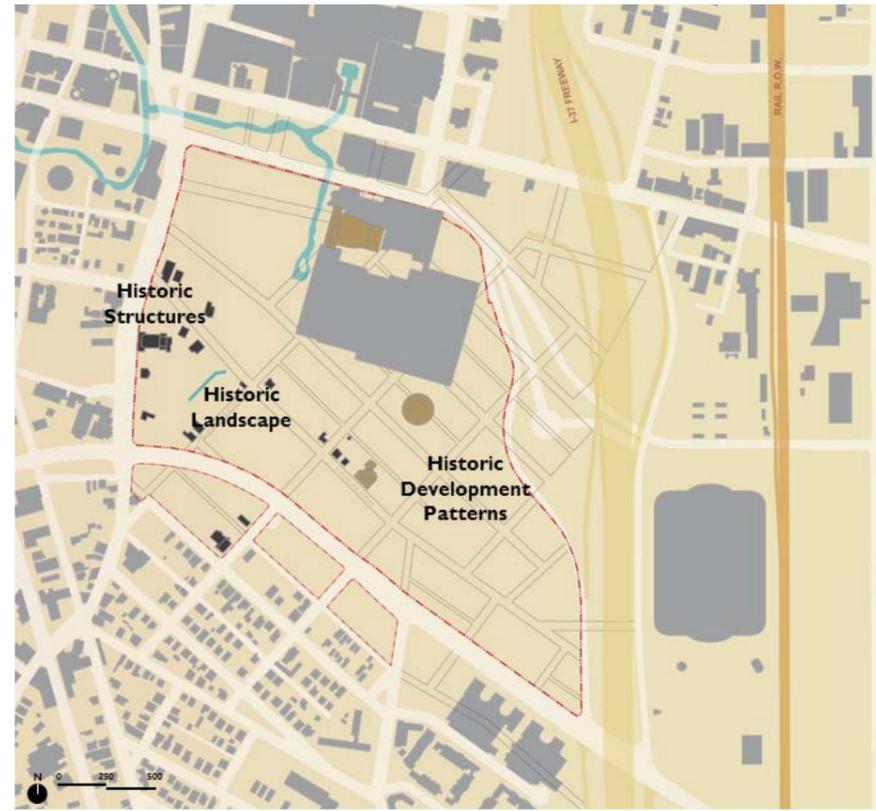
Internally, the site is fragmented and disjointed. Surviving pre-1968 buildings have been stripped of their historic context and many lay abandoned and boarded up. Several of the buildings from the 1968 Expo are large in scale and are a stark contrast to the older, historical structures. Additionally, several more buildings were added to the site since 1968 in an opportunistic way. The result is a confusing and uncoordinated mix of buildings that lacks cohesiveness.

Future development at Hemisfair needs to restore contextual meaning to the surviving older structures; seek ways to re-connect this former neighborhood with its surroundings, including Lavaca to the south, La Villita to the west, and the Eastside communities across the highway; and establish a more urban and human-scale to the site. To achieve this, the Hemisfair plan should adhere to strong guiding Framework principles.

Framework principles for historic preservation include:

- Preserve, renovate, and reuse the historic structures and historic site features
- Integrate the historic fabric with future new development
- Reflect and celebrate the layers of history on the site
- Re-instate Goliad as a central street and restore the historical street grid, reflecting to the degree possible the original street grid from pre-1968 and helping to restore some of the historic context of the surviving structures to help clarify their meaning
- Introduce a new north-south connector street between Cesar Chavez and Market
- Create view corridors into the site
- Use the tradition of the acequia to help organize the site and recall its origins
- Use water features as form-defining elements in the community

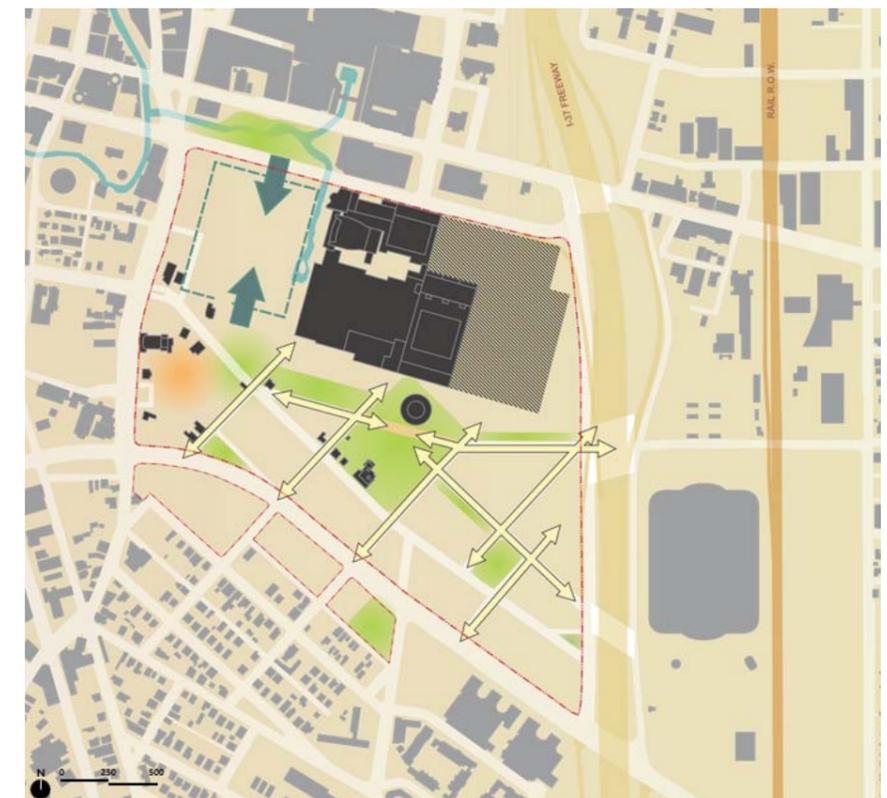
PRESERVATION

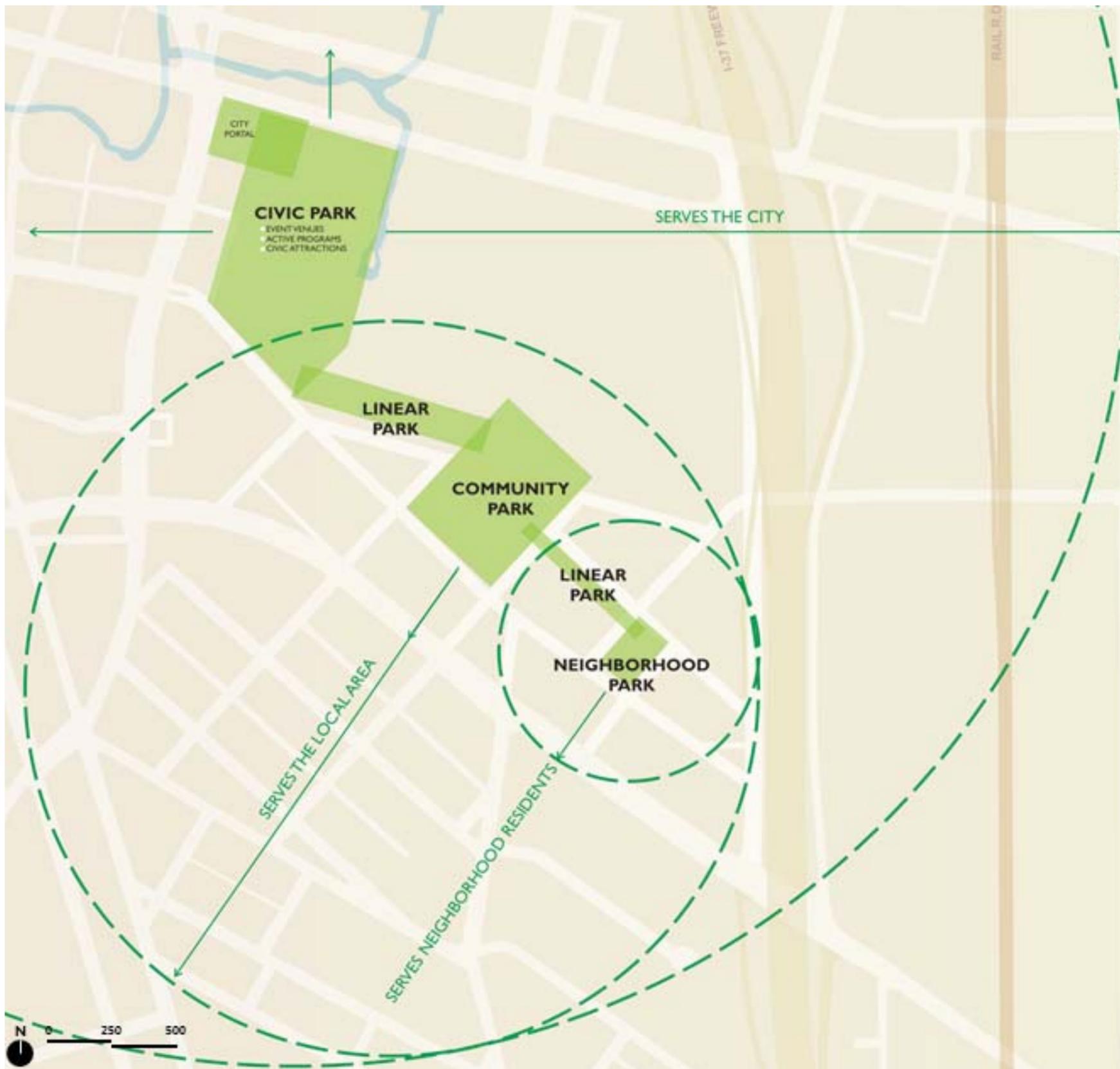


Current Dedicated Park. The area of the formally dedicated Hemisfair parkland is approximately 15 acres, but less than half of that is functionally useful as open space. Some of the area is occupied by the existing footprint of the Convention Center, some by parking lots, and some by various other structures. The result is open space that is fractured and difficult to program with active park uses.



Future Opportunity. The proposed expansion and re-configuration of the Convention Center provides the opportunity to clarify and expand Hemisfair's park area and to integrate it more fully into the life of the city.





A VARIETY OF PUBLIC SPACES

One of the expressions that emerged from the public workshop process was an interest in seeing a significant amplification of park usage in the Hemisfair site, and in particular to see “parks within the Park.” This illustrates the importance of open spaces to San Antonians, and the diverse uses that urban parks can provide.

What makes a successful urban park? Great parks are properly connected to their surrounding neighborhoods and compatible with them. They are well-managed and maintained, appropriately sized, and are authentic to local culture in a way that contributes positively to the character of the city. Above all, they have “good edges,” which is to say that the uses that surround them are lively and active, and provide a consistent supply of users and activities to the park space itself.

To provide a better amenity, open space on the Hemisfair site should be designed as a series of useful and successful parks, at a variety of scales, and with a variety of functions and configurations. This series of parks can be considered as a hierarchy of open space use in the community, and serve different constituencies.

CIVIC PARK. The largest park type in this hierarchy, a Civic Park is a great public space that welcomes the whole city, and is expansive and useful enough that it can host large gatherings (like Fiesta or Luminaria), and at other times functions as a gracious space for relaxation and recreation.

LINEAR PARK. A Linear Park is a functional connector defined by wide landscaped paths that link the subareas of a neighborhood or a district.

COMMUNITY PARK. A Community Park is smaller than a Civic Park but serves the collection of neighborhoods around it with ample open space for occasional recreational uses, and smaller community events and gatherings.

NEIGHBORHOOD PARK. The small Neighborhood Park serves the residents around it with more intimately scaled picnic areas, children’s play yards, and gathering spaces for small groups of families and neighbors.

ENHANCING PUBLIC OPEN SPACE

Framework principles for public space include:

- Provide a hierarchy of open space with diverse programs for diverse constituencies including active areas (recreation, exercise, games) and passive areas (reading, yoga, etc.)
- Provide space that is more usable, and of better quality
- Design a variety of parks to serve diverse interests Expand the public space opportunities by demolishing the west end of the existing Convention Center building and expanding to the east
- Open up approximately 10-12 acres of public space in the northwest corner of the site, creating a strong link from Downtown to Hemisfair and allowing for more cohesive open space

CIVIC PARK



LINEAR PARK

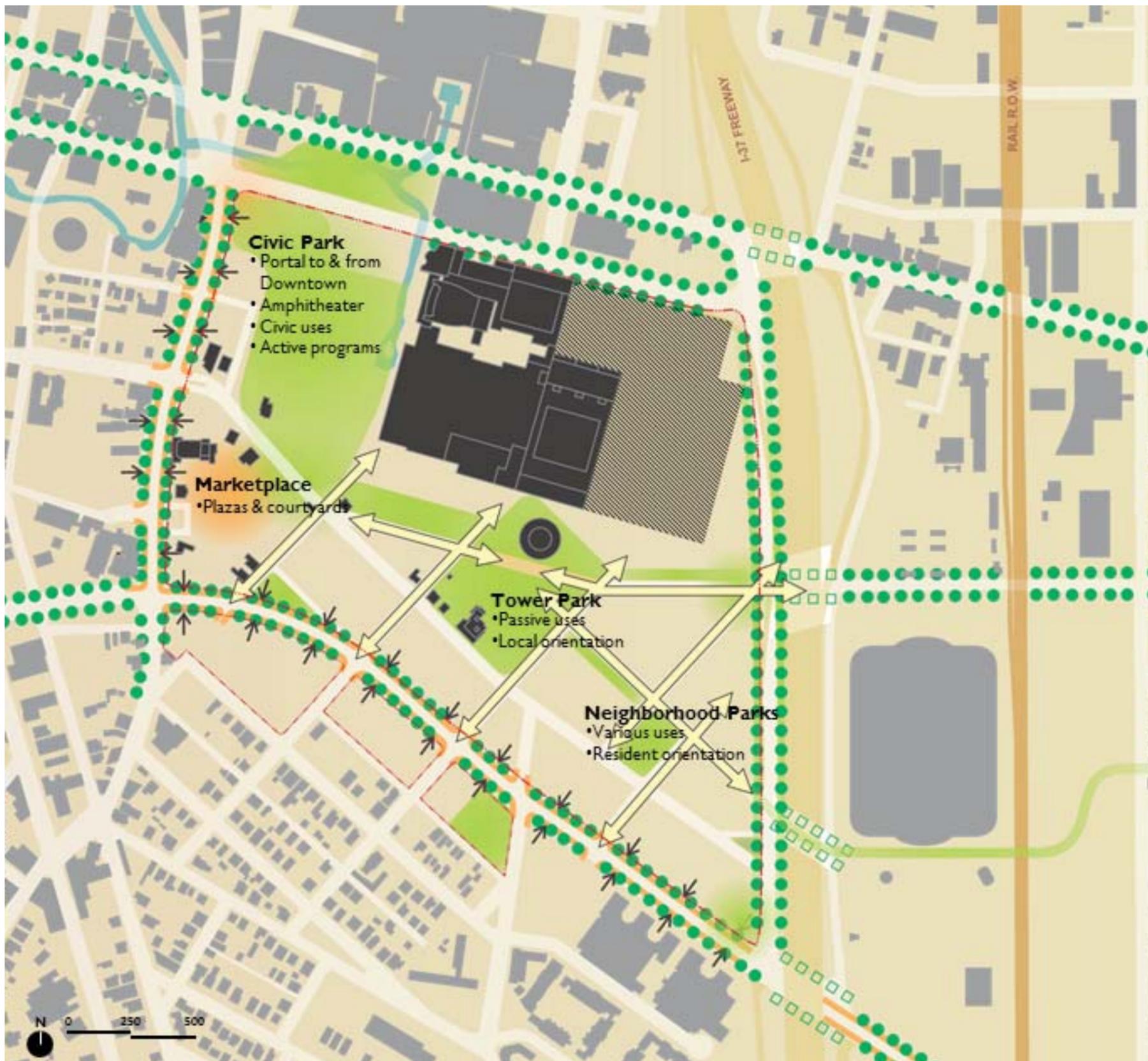


COMMUNITY PARK



NEIGHBORHOOD PARK



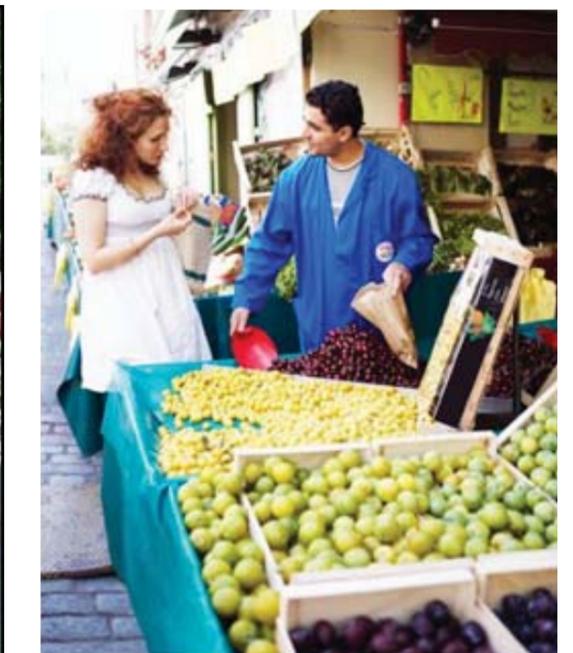


Removing the oldest part of the Convention Center and expanding it to the west with updated facilities will open approximately 10 - 12 acres in the northwest corner of the Hemisfair site and allow it to have a true connection with Downtown.

CIVIC AND CULTURAL USES



NEIGHBORHOOD SHOPS AND RESTAURANTS



A balanced mix of uses is vital in creating the 24/7 living place with people and activities that will keep it alive throughout the day and night. Hemisfair needs to continue its traditional role of providing civic and cultural amenities for the city and the community. The existing institutions and tenants will be encouraged to remain,

with facilities provided at the highest and most up-to-date quality. New cultural and arts-related functions will also add to the mix. Neighborhood shops and restaurants will serve the local residents and contribute to the street life. Most importantly, however, is the presence of residents who make the 24/7 life possible. Residential

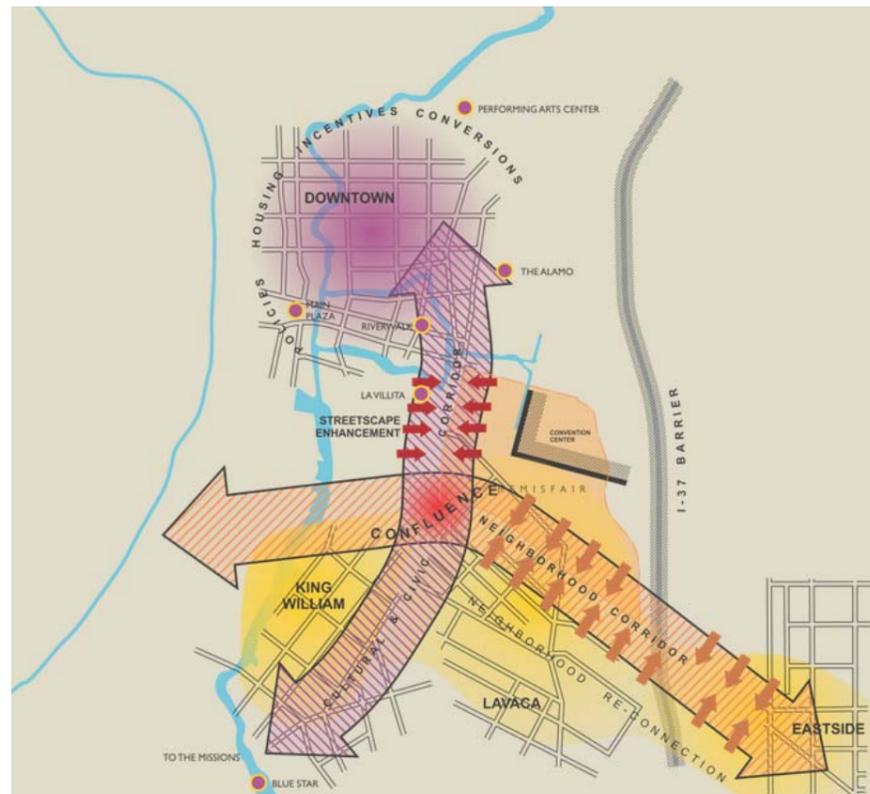
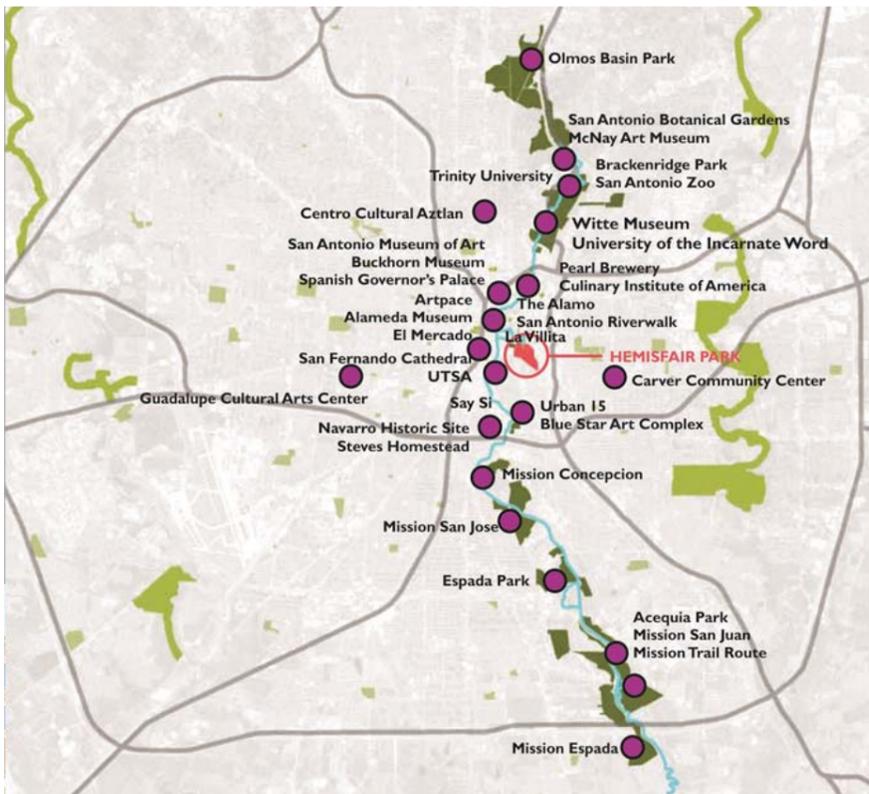
neighborhoods in a variety of configurations and a range of affordability are basic building blocks for making Hemisfair a vibrant neighborhood compatible with the existing neighborhoods that surround it.

RESIDENTIAL VARIETY





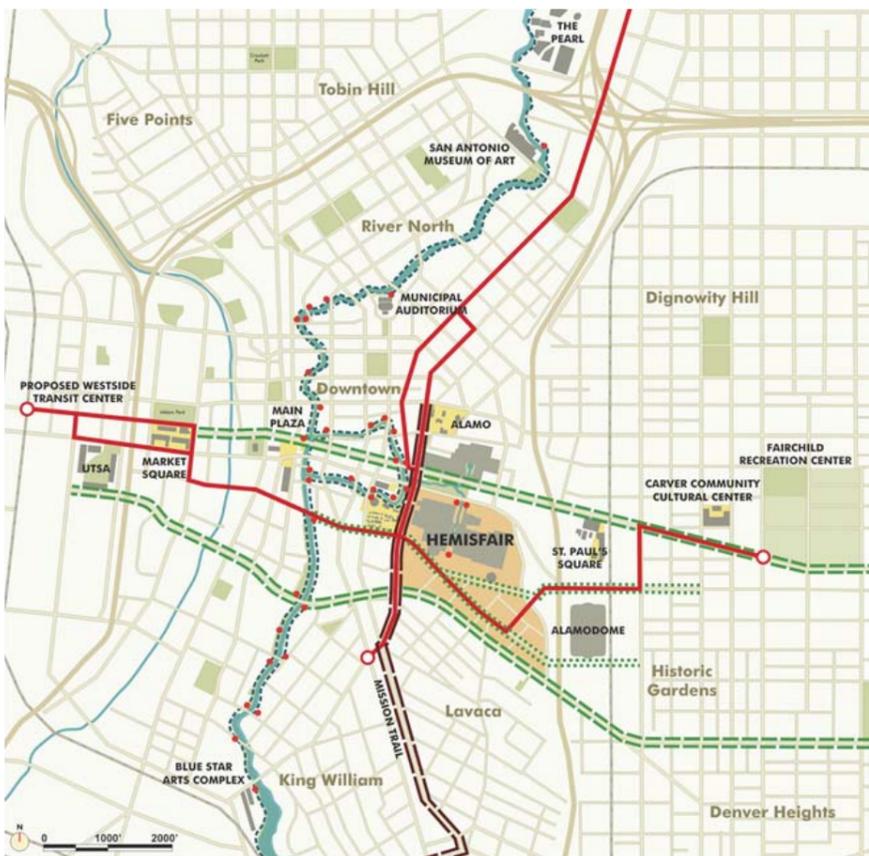




CONFLUENCE AND RECONNECTIONS

Just as HemisFair '68 took the "Confluence of Cultures" as its organizing theme, San Antonio today is uniquely positioned to celebrate the north-south cultural axis of the western hemisphere. San Antonio's cultural resources are most prevalent along the San Antonio River corridor, following a north-south axis, with Hemisfair located near its geographic center. Improvements at Hemisfair will strengthen connections with the San Antonio River, Mission Trails, surrounding neighborhoods, and historic areas like La Villita, St. Paul Square and Alamo Plaza.

San Antonio is a city of great neighborhoods, and Hemisfair can help to knit them back together. Moreover, the redevelopment of Hemisfair can help to catalyze the re-invigoration of Downtown, building on its cultural resources, as well as the ongoing revitalization on the near Eastside, and in the Lavaca/Southtown area.







Framework principles for connectivity include:

IMPROVING CONNECTIONS

- Establish a strong portal to and from Downtown
- Enhance connections with La Villita, the Convention Center, and Riverwalk
- Strengthen pedestrian linkages to Southtown and on to the Missions
- Incorporate potential streetcar lines and enhanced pedestrian/bike connections along major streets
- Open a pedestrian, vehicular and potential streetcar route to Thompson Transit Center and enhance uses there through transit-oriented development
- Create new vehicular and pedestrian connections east of IH37 including Commerce and Montana streets

“HUMANIZING” THE PERIMETER STREETS

- Widen sidewalks, enhance streetscape, build an urbanized street presence on Alamo and Chavez
- Reinststate the historical street grid within Hemisfair, helping to connect it physically and spiritually with the Lavaca neighborhood to the south
- Introduce a new north-south connector road with enhanced streetscape at the eastern end of site
- Improve connections to the Eastside communities through enhanced landscaping and lighting



Housing and cultural uses mixed together.
Arts Walk, Washington DC



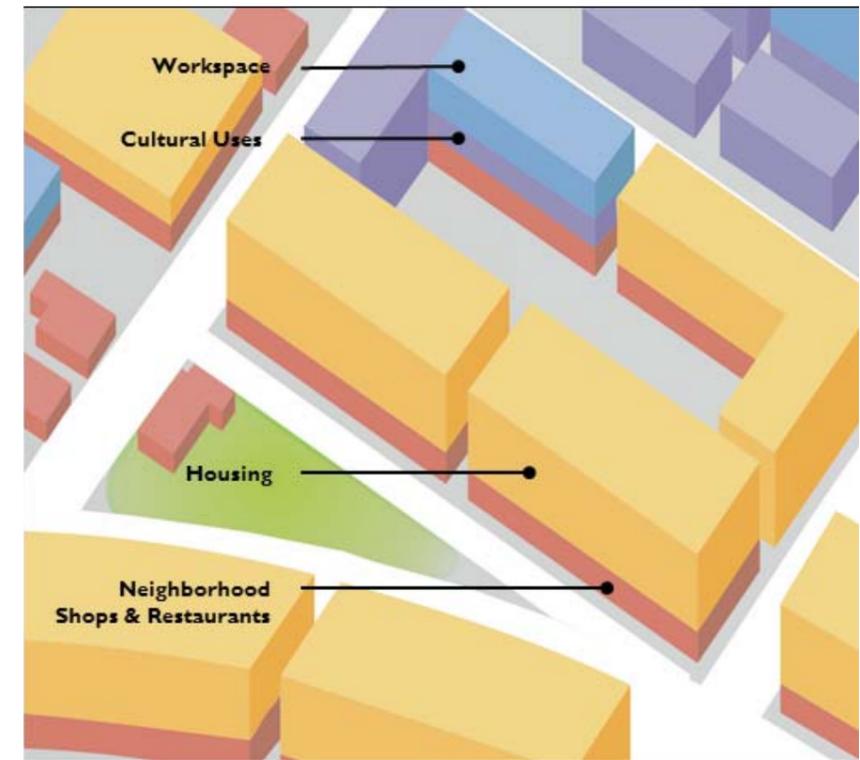
Residences, workplaces, and public space working together in layers.



Living over the store.
The Lofts at Playa Vista, Los Angeles



Office above, museum below.
Lincoln Museum, Washington DC



A vertical mix of residential, cultural, workspace and neighborhood shops and restaurants will help to maintain a “24-7” vitality at the HemisFair site.





Introducing urban land uses into Hemisfair will create a new neighborhood and re-integrate the site into the life of the city. A key to the success of this new neighborhood is maintaining a healthy mix of uses. This will ensure livability and compatibility with surrounding areas.

Land use within the site should all be considered mixed-use, although certain areas of the site may carry predominant themes. At the northwest corner of the site, a civic park with highly public uses will forge a stronger connection with Downtown. Along the southern end, at Cesar Chavez Boulevard, a predominance of neighborhood uses will reconnect Hemisfair to Lavaca and King William. Cultural facilities can serve as a “hinge” between neighborhood and public uses. A mix of civic, cultural, workplace, and residential uses can help to buffer surrounding areas from the mass of the Convention Center. Throughout the site, vertical layers of use (with the most active, public uses at the ground floor and more private uses above) will ensure the activation of the street level and provide life for those streets for residents and workers above.

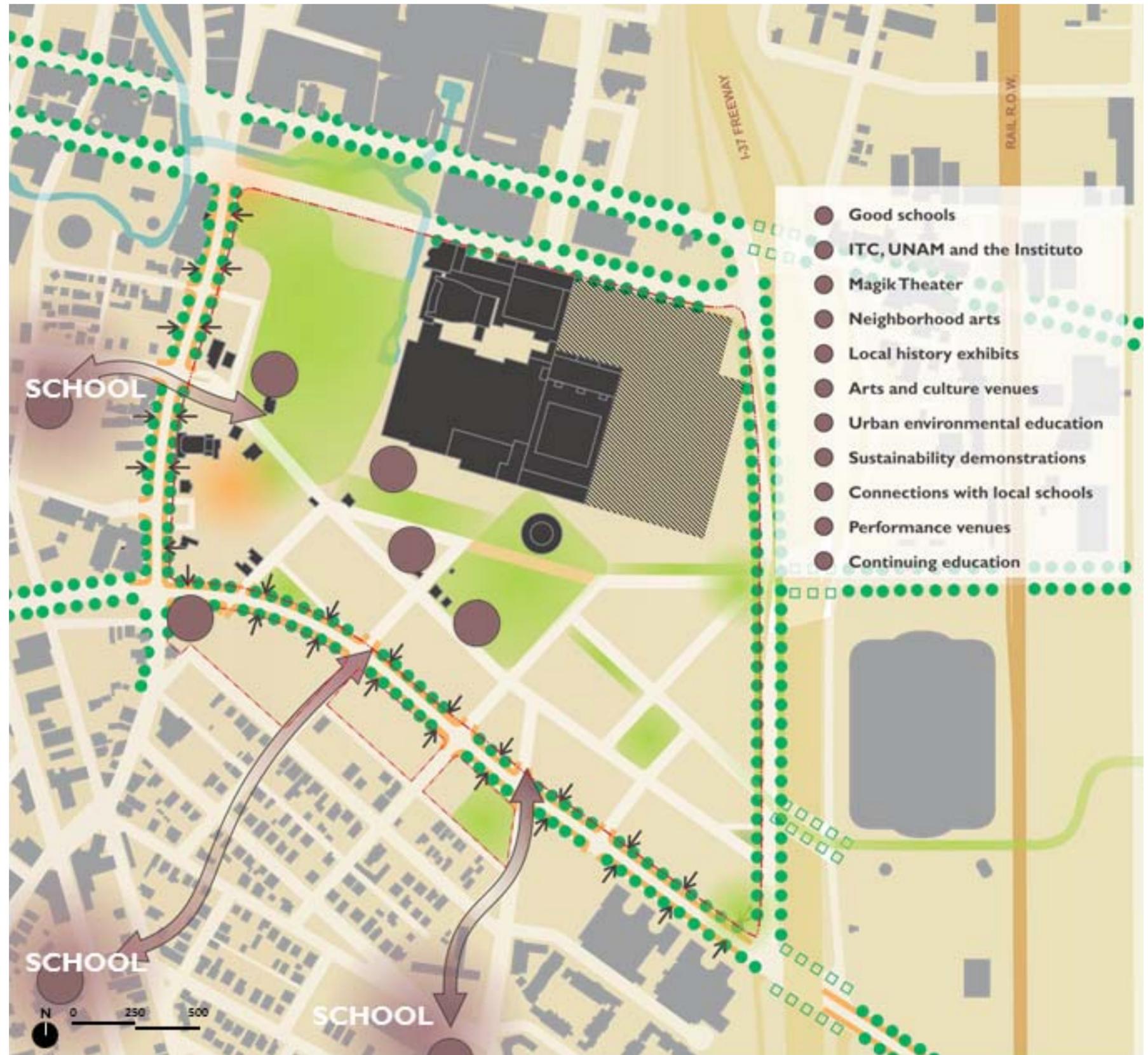
Framework principles for balanced land use include:

LAND USE

- Adopt a policy of mixed-use development throughout the Hemisfair site
- Orient the most public uses toward Downtown
- Develop the Alamo & Cesar Chavez area as a link between Downtown and Southtown
- Use cultural institutions as a “hinge” between neighborhood and public uses
- Consider the entire area as a parking district with a variety of shared parking opportunities
- Keep building scale appropriate to local context – smaller scale to the south to blend with existing neighborhood; larger scale to the north to blend with the scale of the Convention Center and Downtown
- Stack uses within individual buildings and blocks to provide public and commercial uses at the ground level, and residential, civic, or office uses above

A LEARNING PLACE

- Consider the whole site as a learning experience, expressive of the history of the site, the city, the hemisphere, and the world.
- Encourage strong relationships with local schools—public and private—and promote Hemisfair as a site for a new arts and environmental focuses to be integrated into the education program.
- Imbue the site with diverse opportunities for children and adults for life-long learning





A HEALTHY NEIGHBORHOOD

- Develop the site as a family-friendly place: a great place to live, work, and play
- Ensure safe streets, diverse housing, and active places, to appeal to all ages and backgrounds



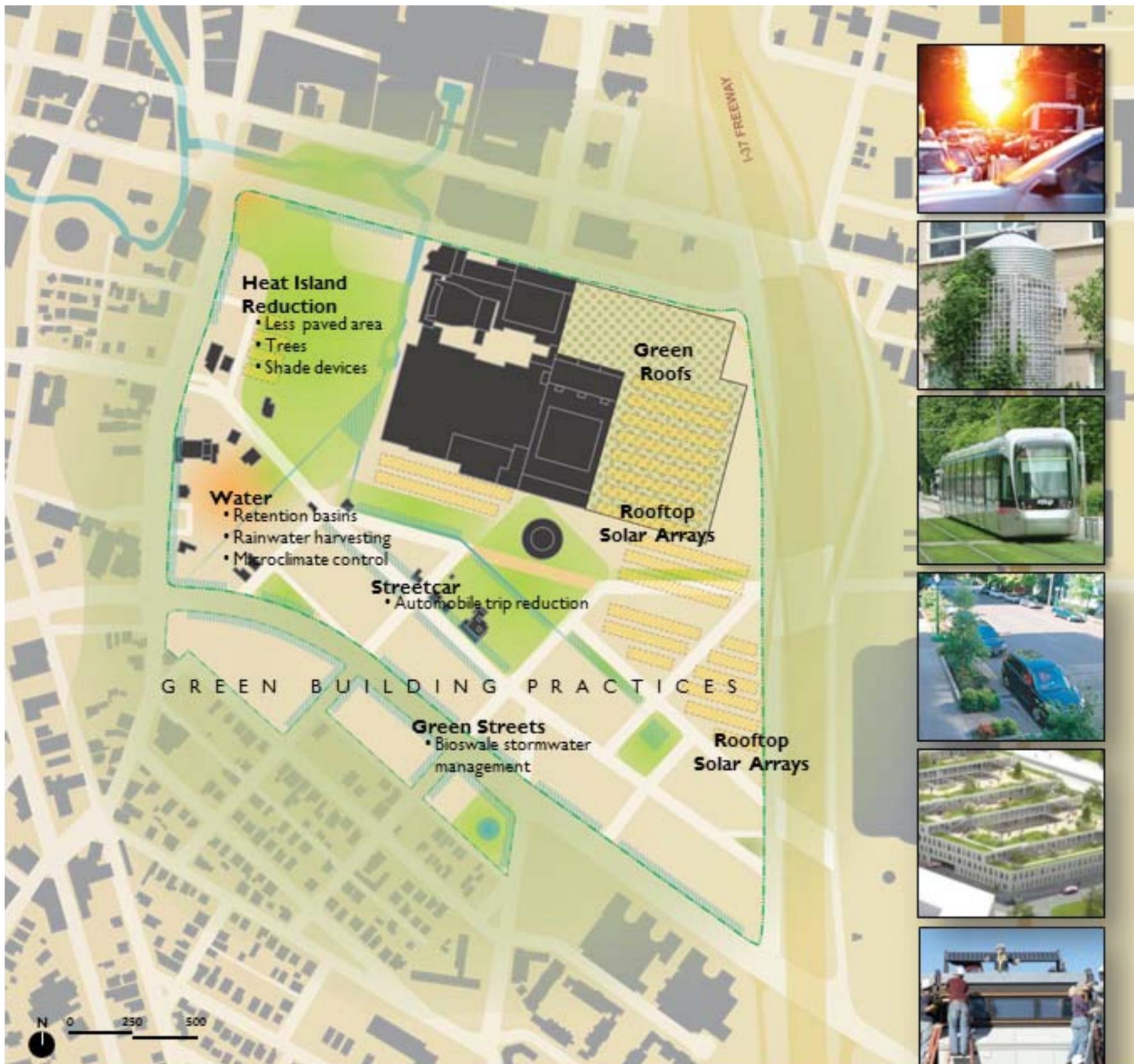
Developing HemisFair as a vibrant mixed use neighborhood within the city will establish it as a model of balanced growth and neighborhood sustainability for San Antonio, for Texas, and the nation.



A sustainable community incorporates the principle of mixed use . . .



. . . and takes advantage of compact building design to optimize convenience for residents and maintain vitality on the streets.



A SUSTAINABLE COMMUNITY

In a sustainable community, the demands of use are balanced with the consumption of resources. Given its urban infill location and the plan for mixed-use development, Hemisfair will be a model of sustainable neighborhood development. Hemisfair’s approach to transit, proximity to urban resources, retention of existing historic structures, and expansion of open space, creates a strong foundation on which to build its sustainability framework. In future development at the site, all spaces will serve more than one purpose. For example, recreational open space will improve the site’s ground permeability and reduce heat island effects. Another example is how restoration and expansion of the historic acequias will support a program of onsite stormwater absorption. Development at Hemisfair should explore incorporation of the following principles:

Water. Plan for sustainable stormwater management and rainwater harvesting; introduce water features for microclimate control.

Connections. Establish Hemisfair as a “Transit First Zone” – incorporate the practices of “Smart Growth.”

Energy. Consider the use of rooftop solar collector arrays. Reduce demands of energy through sustainable design.

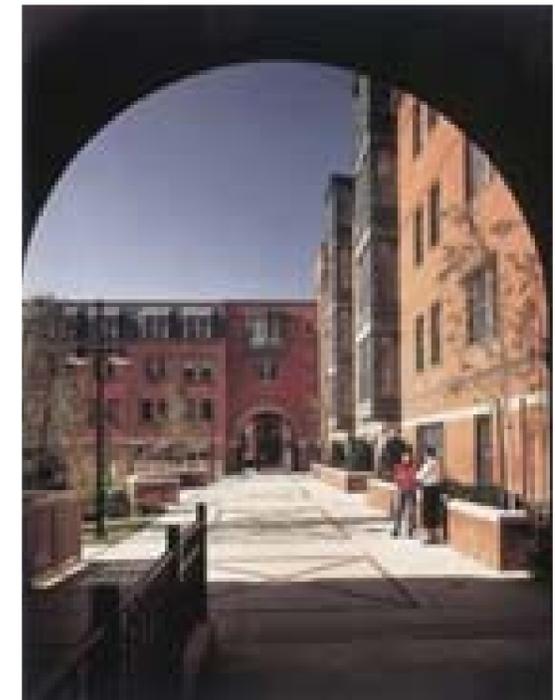
Climate. Promote heat island reduction through the use of green roofs and “Green Streets.”

Best Practices. In all building design, follow “green” building practices and consider adopting LEED standards as a measure of compliance. A separate Sustainability Framework and Strategy for the site should be prepared to guide future development on the site.

Coordination. Promote an overall integration of systems for the entire Hemisfair and Convention Center site.



Through its mix of uses and its careful design of streets, plazas, and all of the public realm, a sustainable community creates pleasant and walkable neighborhoods ...



... and offers a range of housing choices.



It fosters distinctive, attractive communities with a strong sense of place ...



... strengthens and directs development towards existing community resources ...



... and preserves open space, natural beauty, and critical environmental areas.



A sustainable plan provides for a variety of transportation choices ...



... it makes development decisions predictable, fair, and cost effective ...



... and it encourages community and stakeholder collaboration in development decisions at each step along the way.



The May 2011 HemisFair Park Area Framework Plan identifies a balanced distribution of uses within a mixed-use neighborhood context.



Among the key elements of the Framework Plan is a hierarchy of public space that provides for a variety of park types, public plazas and courtyards, and a “humanized” network of streets to activate the new neighborhood.

OVERVIEW

The HemisFair Park Area Master Plan presents a strategic approach for the future of the physical form of HemisFair Park site and its critical role as a neighborhood in the revitalization of downtown San Antonio. Bounded by Alamo Street on the west, Market Street on the north, Chavez Boulevard on the south, and the I-37 corridor on the east, the site occupies approximately 96 acres of land, inclusive of the Henry B. Gonzalez Convention Center. With the addition of land currently controlled by the Federal government and the San Antonio Independent School District on the south side of Chavez Boulevard, the area included in this master plan totals approximately 104 acres in all.

The plan is based on the HemisFair Park Area Framework Plan adopted by the San Antonio City Council in May 2011, which is predicated on principles and planning concepts that emerged from an extensive public outreach process.

Preservation. Preserve, protect and reuse the historic structures and historic site features, and integrate the historic fabric with new development through re-stating the pre-1968 street grid and, with few exceptions, retaining the historic structures on their existing or historically original sites. An historic resources assessment (“Preservation Component: Inventory, Assessment and Evaluation of Historic Resources in HemisFair Park”) has been prepared by UTSA’s Center for Cultural Sustainability as a companion study to this master plan and will serve as the background support for planning the future uses and preservation of HemisFair’s historic resources.

Public Space. Provide a hierarchy of open space with diverse programs for diverse constituencies.

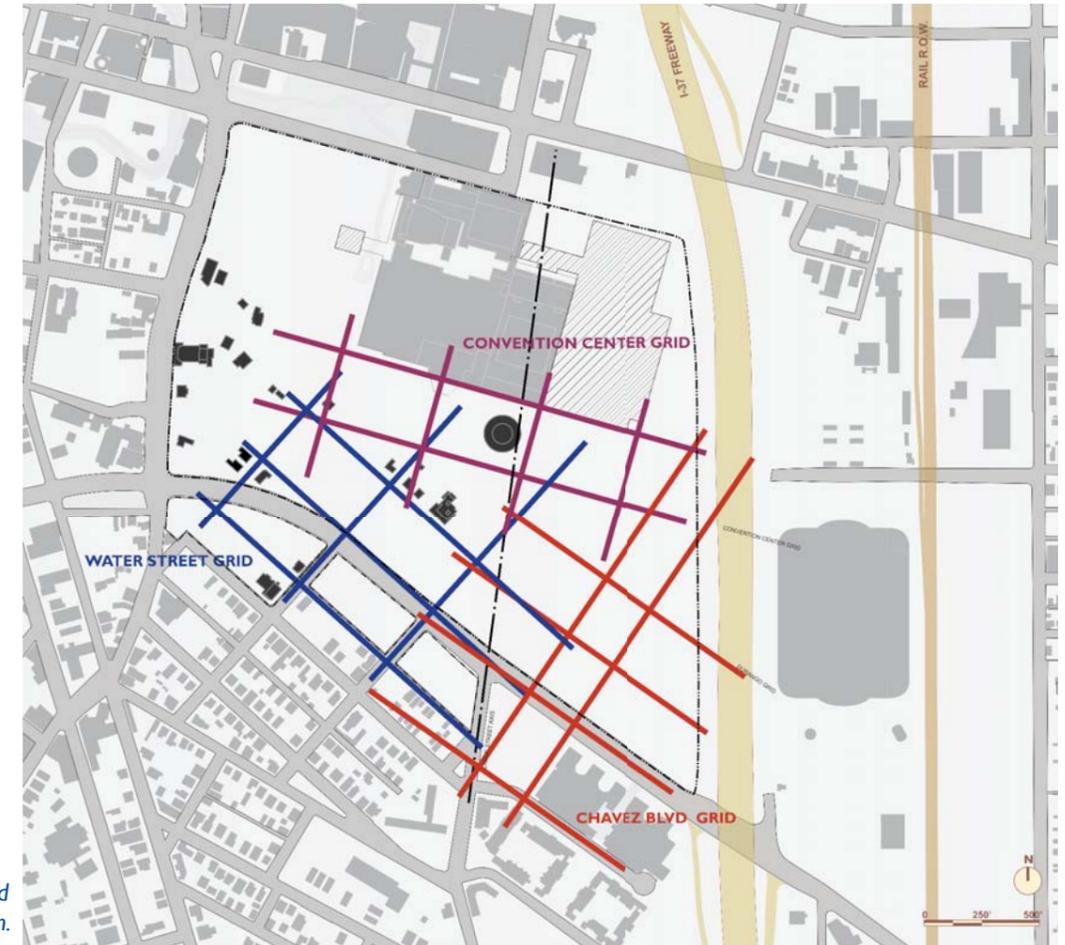
Mixed Use. Develop a vibrant, “24-7” mixed use neighborhood with civic and cultural uses, neighborhood shops and restaurants, and residential uses.

Connectivity. Improve connections that can help fill in the missing links to forge stronger ties between HemisFair and the San Antonio River, the Convention Center, La Villita, St. Paul Square and the Alamodome, as well as to the adjacent neighborhoods. Establish a strong portal to and from Downtown; enhance connections with La Villita, the Convention Center, and Riverwalk; strengthen pedestrian linkages to Southtown and on to the Missions; open vehicular and streetcar routes to Thompson Transit Center and enhance uses there through transit-oriented development; and “humanize” the perimeter streets through wider sidewalks, enhanced streetscape, a stronger streetwall on Alamo and Chavez, a new north-south road at the easterly end of site with enhanced streetscape, and improved landscaped connections to East Side communities.

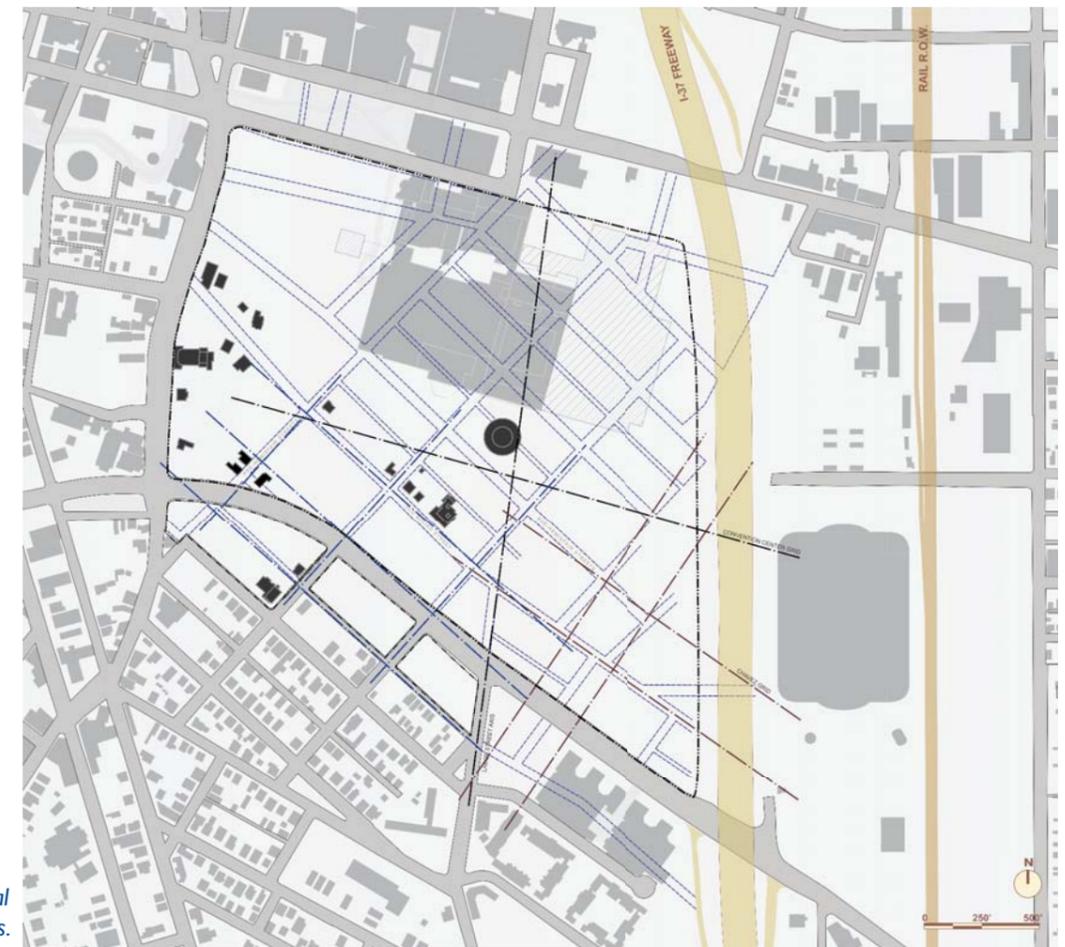
Balance. Establish a balance of uses that adds value to downtown San Antonio and to the surrounding neighborhoods by orienting public uses toward downtown, reconnecting the site to the adjoining Lavaca, King William, and East Side neighborhoods and La Villita, encouraging vertical layers of use with public and commercial uses below upper levels of residential and office uses above, buffering the new and existing residential neighborhoods from activities of the Convention Center, and establishing a shared parking approach.

Sustainability. Develop a culturally, economically, and environmentally sustainable community where everything serves more than one purpose, which takes advantage of urban mixed use and compact planning and design, offers a range of housing and transportation choices, creates a walkable neighborhood, and preserves open space and natural beauty.

The master plan builds from these community-vetted principles to describe an achievable future for the HemisFair site and its surroundings. It specifies a plan for land uses, street grid and parcelization, and parks and open space programming, and provides guidelines for design and development of the site.



The site is at the intersection of several adjoining neighborhood street grids which are resolved in the Master Plan.



Restating a portion of the original pre-1968 street grid helps bring rational order to the site and restores context for surviving historic structures.



STREET HIERARCHY

Streets are the backbone of public space, as well as the element that connects a neighborhood to its context. The streets in Hemisfair will re-state the pre-1968 streets in their historic alignments where feasible, or in a pattern that recalls those alignments where replication of the original is not possible owing to the intervention of features such as the freeway or the Convention Center. Re-statement of the original street grid will help to tie Hemisfair to its neighbors, in particular Lavaca where the original street grid survives and may be connected across Chavez Boulevard to provide continuity.

Much of the original street character will be restored as well, with typical street widths held to the scale of San Antonio's historic residential neighborhood streets that favors pedestrian experience over speed of vehicular traffic. To achieve both graciousness of scale as well as efficiency of connectivity, a range of typical street types is proposed for Hemisfair, as illustrated in the street sections on the following pages.

- **“Humanized” Boulevards.** Both Alamo Street and Chavez Boulevard are currently scaled to move high volumes of traffic at relatively high speeds. Both of these important streets need to be brought back down in scale to serve pedestrians, and to act more as a connection between Hemisfair and its neighboring areas, such as Lavaca and La Villita. On these streets, medians may be removed, lanes slightly narrowed, and sidewalks widened on either side to allow movement of cars while still favoring the pedestrian.

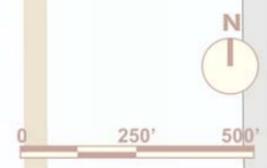
- **Interior Streets.** Typical streets within Hemisfair will have one lane of traffic in each direction and parallel parking on both sides. Wide sidewalks and street trees will add visual quality to the blocks and provide shading to enhance the pedestrian experience. Special conditions are identified for those streets that bound major parks and open space, where parking is limited to one side of the street to enhance the openness of the park space.
- **Streetcar.** Pending confirmation from VIA, the downtown streetcar will pass through the site from west to east, entering and following on Goliad Street and then bending north past the neighborhood park to Montana Street, where it will pass under I-37. Because of the existing historic structures that line Goliad along its westerly end, right-of-way space is limited, so that the street section will contain one lane of vehicular traffic in each direction and the streetcars will run in the curb lanes on either side.
- **Bicycles.** Bicycle use is a growing mode of transportation in San Antonio, and the Hemisfair site will accommodate bike movement through the site in a combination of dedicated bicycle paths skirting beside the Civic and Tower parks, and accommodated in a bike path paralleling Chavez Boulevard along its south edge.

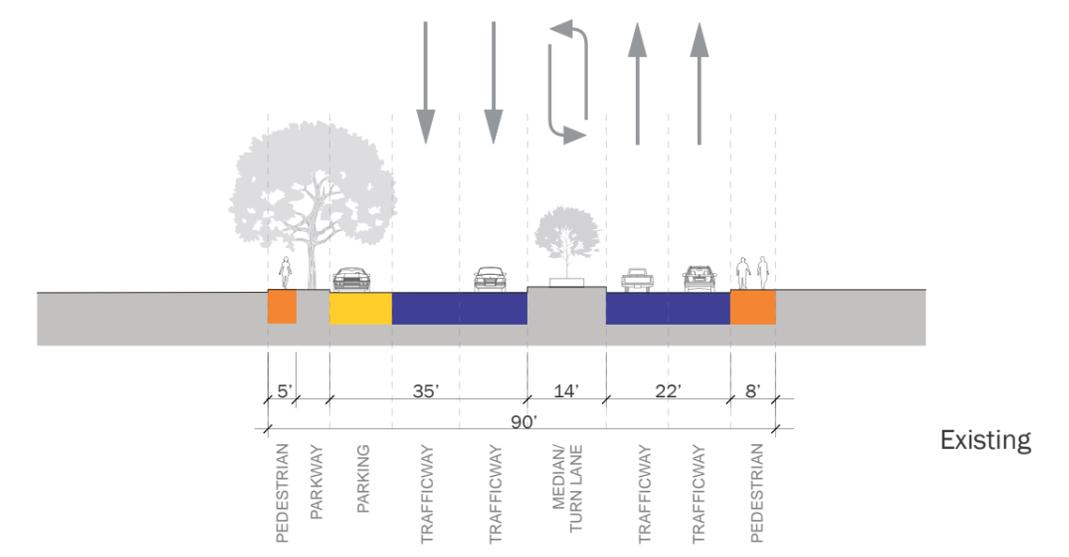
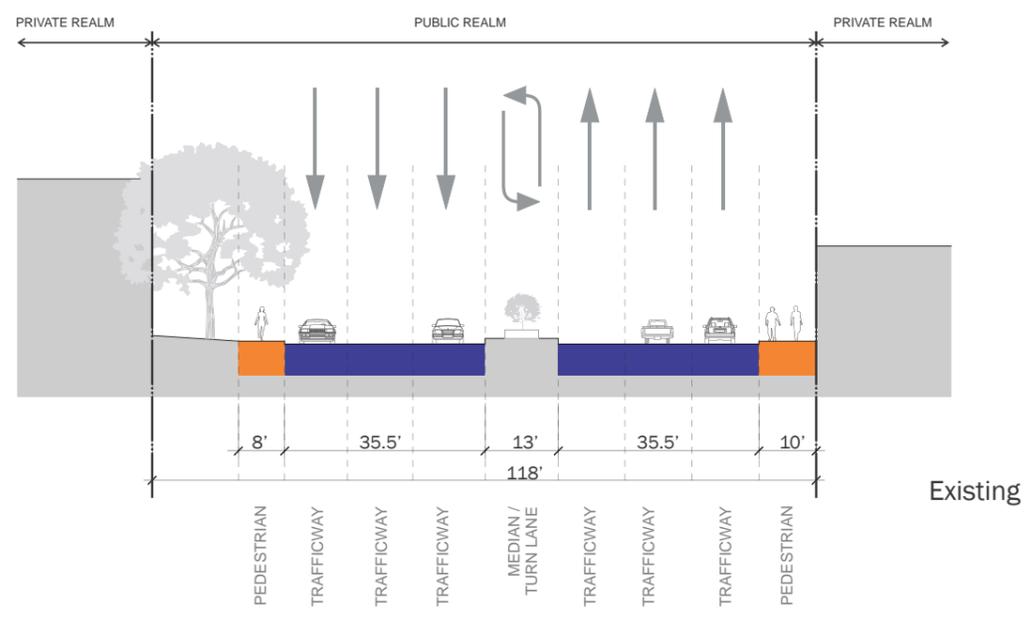
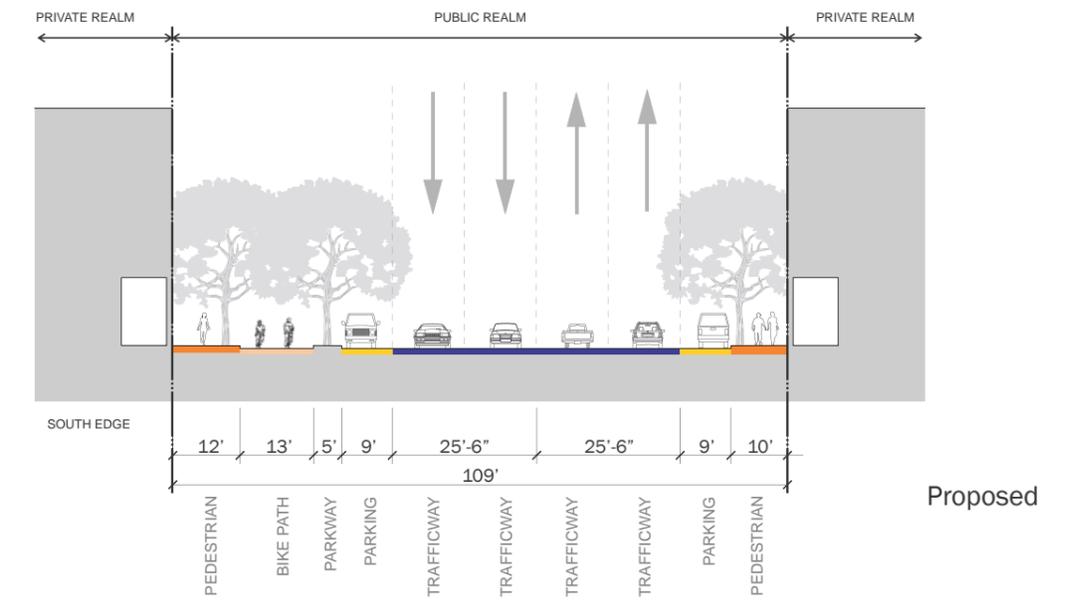
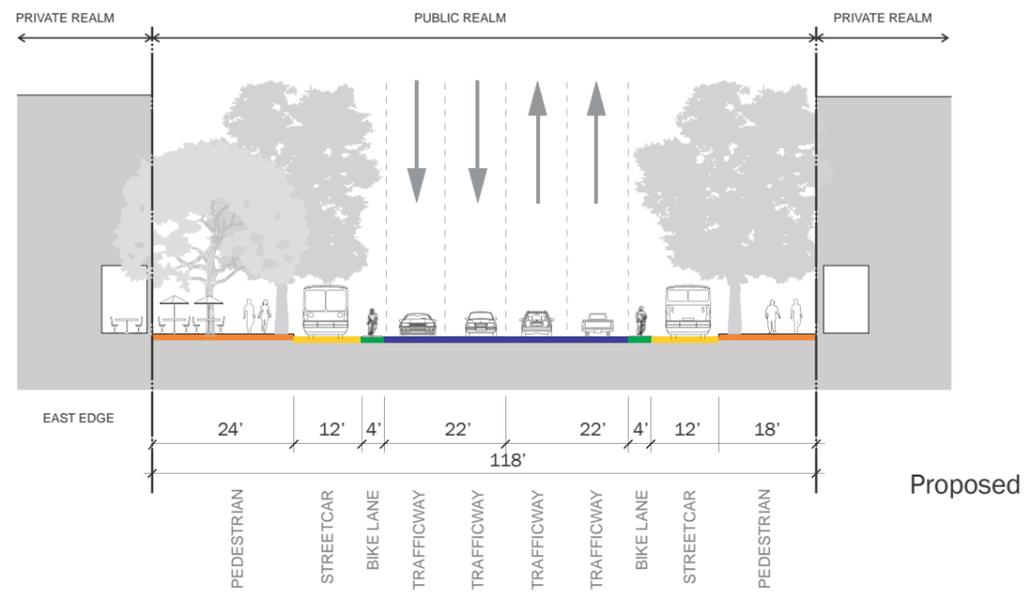
Circulation

HIERARCHY OF STREETS



- A** Alamo Street Corridor
- B** Chavez Boulevard Corridor
- C** Streetcar Corridor
- D** Interior Street - Typical
- E** Interior Street with Park Frontage
- Bike Route
- Pedestrian street / ROW (some segments convertible to auto use for selected events)

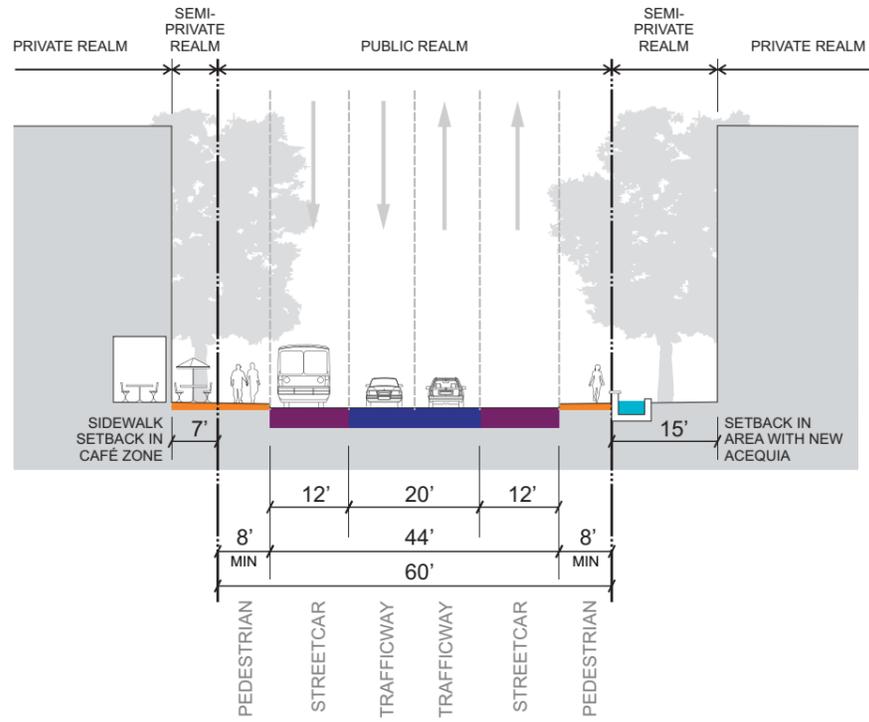




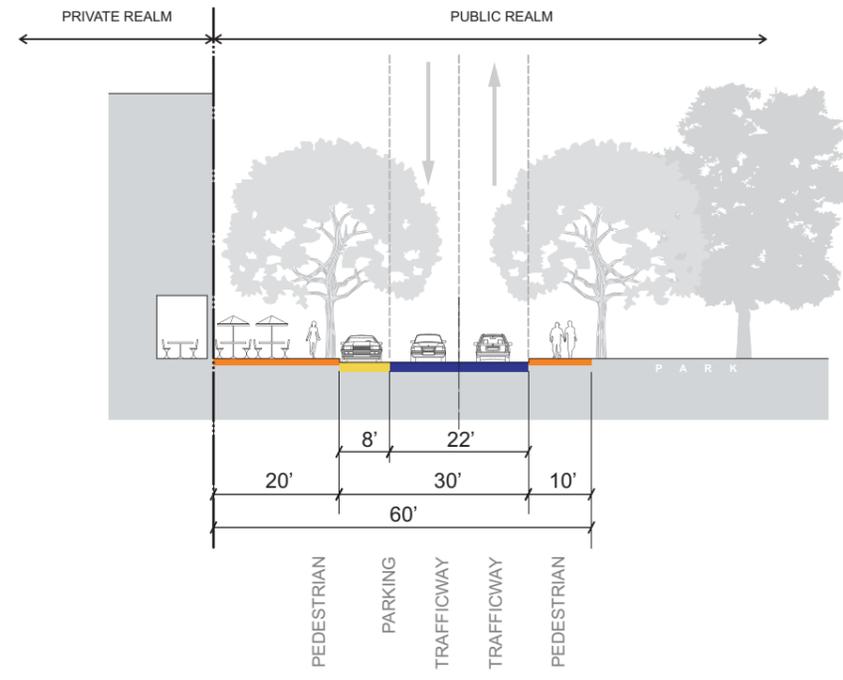
A ALAMO STREET CORRIDOR

B CHAVEZ BOULEVARD CORRIDOR

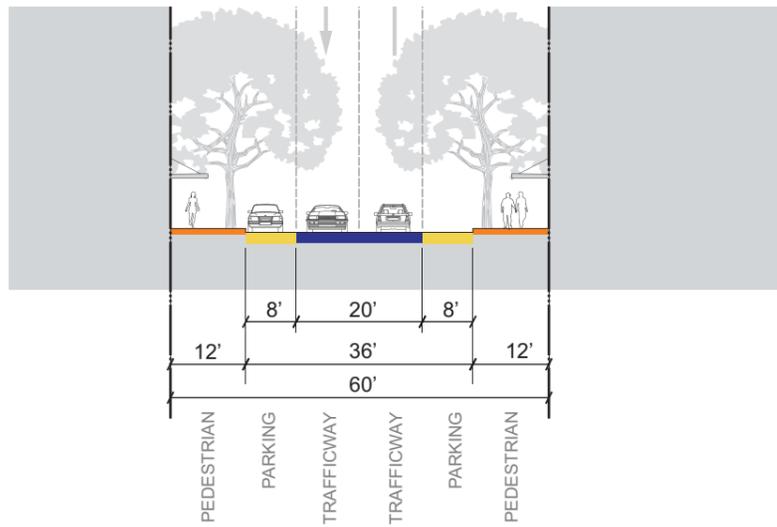
CONCEPTUAL STREET SECTIONS



C GOLIAD STREET / STREETCAR CORRIDOR



E INTERIOR STREET WITH PARK FRONTAGE



D INTERIOR STREET WITH PARKING BOTH SIDES

OPEN SPACE ARMATURE

Hemisfair Park's current disaggregated array of open space will be made more cohesive and legible through a series of parks and open spaces at various scales connected by open space corridors with pedestrian paths and trees that link the parts to each other, and the site as a whole to its surroundings. As indicated by the green areas in the Open Space Structure Plan on the facing page, the overall net area of land identified for parks and open space in the plan totals approximately 31.5 acres north of Chavez Boulevard, and approximately 1.6 acres south of Chavez.

This armature of open space will feature several major park areas programmed for a variety of uses, with linear green connections that will both link the larger spaces together and connect Hemisfair's open space with the surrounding neighborhoods.

The programmed park areas, described in the following pages and in the Development Guidelines in Part 2 of this plan, can comprise more than 24 net acres, with deductions allowing for development of civic facilities within the park areas. These programmed areas can potentially be dedicated as public park land, exceeding the current 14.97 acres of dedicated park land within the Hemisfair site by approximately 62 percent.

Open Space

STRUCTURE PLAN



PARKS AND OPEN SPACE

HemisFair features a wide array of program types and scales, ranging from festivals with 200,000 attendees to small weddings. Large events are the lifeblood of the park: they define HemisFair's current identity and provide a foundation for expanding the park's image in the future.

The plan provides more coherent gathering spaces at multiple scales: for the large events that currently sustain the park, and for the smaller, more frequent events that could bring daily life to the area. Varied spaces support a diverse program that changes daily, weekly, monthly, seasonally, and yearly. In addition to planned events, HemisFair's parks will provide passive and active recreation opportunities for individual visitors. To form a legible network, parks will be linked to the urban fabric and to each other with clear pedestrian connections.

Open Space

CONCEPT PLAN



GENERALIZED LAND USE

Land use throughout the HemisFair site should be considered a ‘mixed use zone,’ permitting a blend of uses that work together to support the development of the site as an urban neighborhood. How and where the uses are mixed is flexible, but with emphasis on certain use blends within different regions of the site. These may be characterized as follows:

Open Space, Plazas, and Courtyards.

A diverse array of open space types, sizes, and configurations is the backbone of the site plan. This category includes informal open space, programmed park areas, event spaces, programmed plazas, promenades, and pathways.

Civic Uses.

Civic uses have been the predominant use on the site since the closing of the 1968 HemisFair Exposition, and their presence will continue to be a key character-defining feature of the new neighborhood. These include museums, educational institutions, performing arts venues, visual and plastic arts studios, galleries, and workshops, as well as community centers and neighborhood service facilities. A civic use will anchor its portion of the site, but its combination with other commercial uses will help to maintain an active setting on the site throughout the day, including those times when the civic use may be inactive. Combination of civic uses with residential uses above is strongly encouraged throughout the site.

Commercial Uses.

This may include neighborhood-serving retail, specialty retail, neighborhood services, restaurants and cafes. In particular, a “café zone” with widened sidewalks is located along the south side of Goliad Street wrapping north on Matagorda fronting Tower Park, and south on Water Street opposite the Children’s Square site.

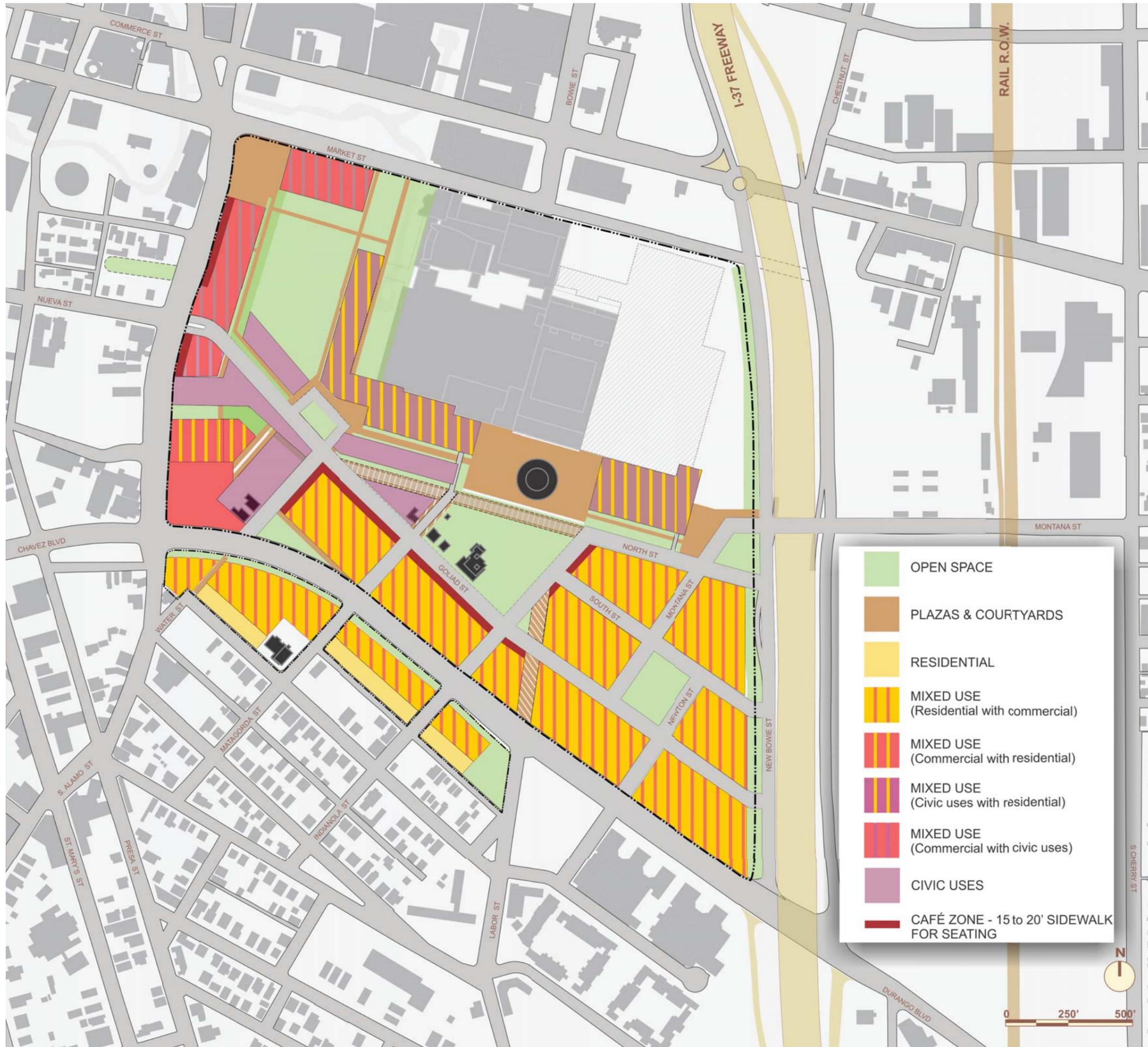
Commercial uses will be especially important at the ground level, and will be enhanced by their combination with civic uses and with residential uses built over them or within the same building envelope. Workplace development (offices, studios, etc.) are also allowed and encouraged, especially where live-work options can be built into neighborhood.

Residential Uses.

Whether stand-alone or over civic or commercial uses, residential use will provide the lifeblood of the new neighborhood. Residential use is allowed and encouraged throughout the site, and may include a range of unit types, including condominium and rental apartments, ground-level townhouse configurations with flats above, and live-work configurations. Residential uses are specifically encouraged within historic structures.

Land Use

GENERALIZED
USE DISTRIBUTION



PROGRAM OF FUNCTIONS

New development in the Hemisfair area will complement the diversity of downtown San Antonio and augment existing uses with a broad array of new and newly located uses within its neighborhood setting. To fulfill its role as a re-invigorating influence on the area, Hemisfair will provide expansive parks and public spaces, it will restore the historic fabric of the old neighborhood, and it will introduce a vibrant mix of uses that will help contribute to a “24-7” urban vitality.

Parks and Public Spaces.

The area’s new centerpiece parks will combine broad areas of Open Lawn (1) with flexible Event Spaces (6) and Plazas (2) and courtyards capable of supporting a wide range of public activities. At two key locations, welcoming Drop-off / Transit Plazas (5) serve as great outdoor reception rooms for arriving visitors and residents, along with three Streetcar Stops (3) that serve the site. The open space will be varied in character with many opportunities for people to explore, from tree-lined Promenades (9) and intimate Shade Gardens (8) to lively Children’s Parks and playgrounds (7).

The Historic Context.

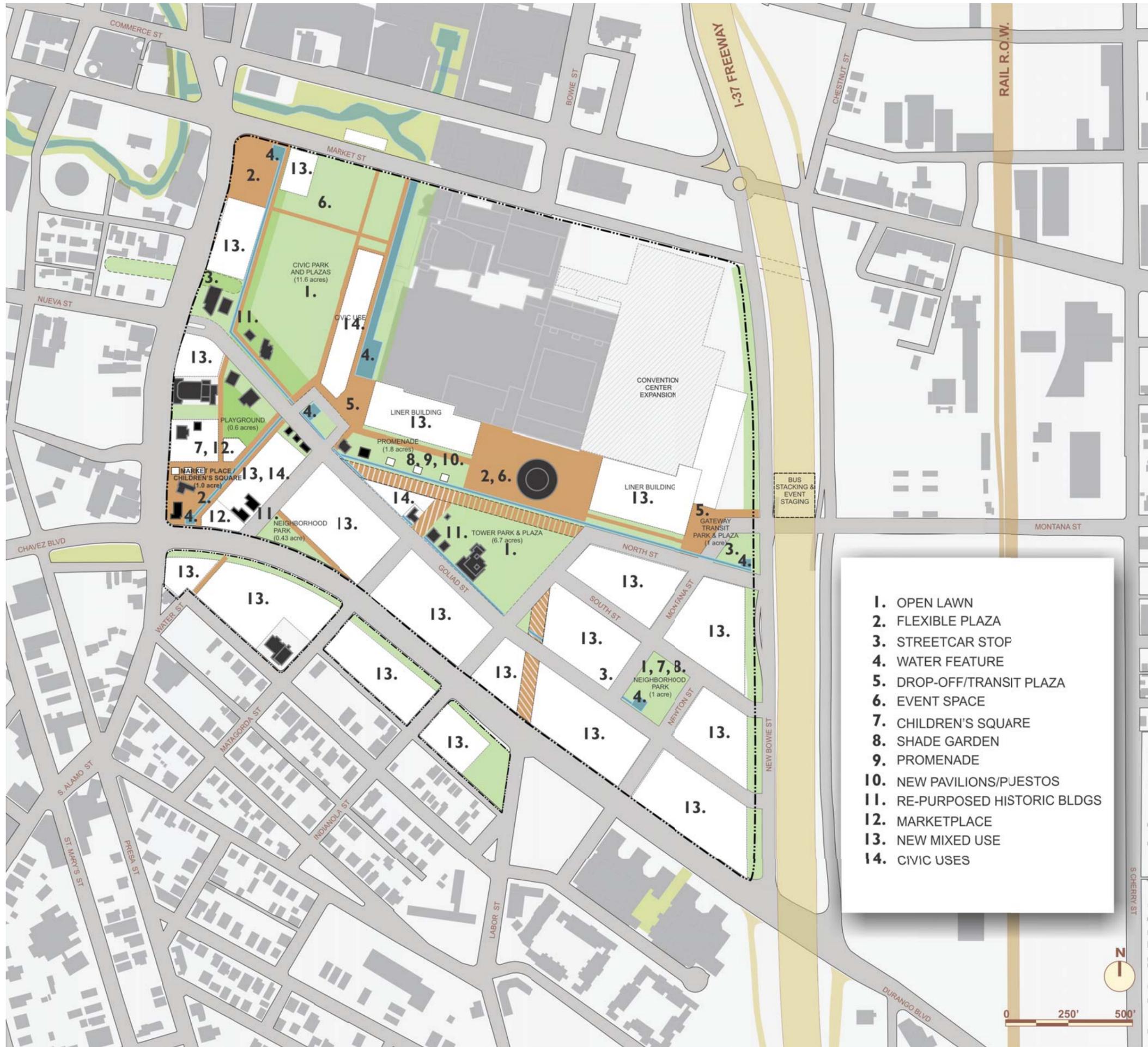
One of the area’s unique resources is its rich trove of historic structures and references to San Antonio’s historic past. Beginning with the streets, the plan intends to restore meaning to Hemisfair’s historic buildings by re-stating the pre-1968 street grid, thus giving back an “address” to the surviving structures. In addition, the structures themselves (11) will be re-purposed for commercial, residential, and cultural uses, housing cafes and shops where feasible, as well as small galleries and arts workshops. Networked across the site, there will also be Water Features (4) that recall the historic role of the acequias in giving form and sustenance to San Antonio’s early settlements. The San Antonio River will also become a restored presence in the park, especially at the confluence of the park with the river in front of the Lila Cockrell Theater, providing one of the only places in downtown where the Riverwalk visitor environment can meet the park’s resident users on “common ground.”

A “24-7” Mix of Uses.

The plan proposes a mix of cultural, commercial, and residential opportunities throughout the Hemisfair area. Cultural uses will cluster primarily around the central western area of the site (14), along Goliad Street and the new northwest Civic Park. Retail and commercial uses will be concentrated most intensively in the southwest section of the site, between Chavez Boulevard and Goliad Street east of Alamo. This southwest area is conceived to be a “Children’s Square” environment (12), re-using the historic structures for retail and restaurant purposes, and introducing multiple *puestos* indoors and out, on a street-corner Market Plaza (2) focused around the Pereida House, or under a large covered shed or open arcade to the interior of the site. The marketplace adjoins the family-oriented uses to the north, focused around the Magik Theater and an active Children’s Park (7), with uses open to the park allowing parents, for example, to relax in a café setting while their children enjoy the playground setting. The Acequia abuts the playground and serves as part of the Children’s Square anchor activities. It’s restoration includes landscape beautification, historic education and water activities and features.

The idea of the *puestos* is carried to other locations on the site as well, with small pavilion-like spaces (10) supplementing the historic structures as small commercial spaces, cultural arts venues, or event places located throughout the park.

Finally, in all cases of new development, residential uses are encouraged. Certainly, there will be some blocks of the Hemisfair area that are developed in largely residential use, but the plan strongly encourages vertical integration of uses, with residential units built above retail and civic uses. Encouraging residential-oriented Mixed Use Development (13) throughout the site and its surroundings will ensure that there are people in the new neighborhood day and night, helping to support the new commercial ventures, animating the public spaces with activities of everyday life, and enhancing security through holding an important stake in the good health and condition of the area.



DEVELOPMENT AREAS

The total net area of the site, exclusive of streets and rights-of-way and the existing and proposed Henry B. Gonzalez Convention Center, is approximately 61.25 acres north of Chavez Boulevard, with an additional approximately 7.0 acres south of Chavez.

- As illustrated in the plan and referenced in the Open Space Armature, approximately 31.5 acres is identified for parks, parkways, promenades, and other open space north of Chavez (with an additional 1.6 acres south of Chavez), for a total of approximately 33 acres of open space.
- The net area available for development of mixed use (civic, commercial, and residential) within the blocks illustrated in the plan is 29.8 acres north of Chavez, and an additional 5.4 acres south of Chavez, for a total of approximately 35 acres available for new development.

Land Use

PARCEL AREAS



NET SITE AREA SUMMARY

<i>North of Chavez</i>	
Parks and Open Space	31.5 acres
Development Parcels	29.8 acres
Subtotal	61.3 acres
<i>South of Chavez</i>	
Parks and Open Space	1.6 acres
Development Parcels	5.4 acres
Subtotal	7.0 acres
<i>Total Combined Site</i>	
Parks and Open Space	33.1 acres
Development Parcels	35.2 acres
TOTAL	68.3 acres

PARKING

As a rule, each mixed-use block will be self-parked to satisfy the parking requirements of its uses. Parking will be accomplished by one or two levels below grade. Where parking structures are located above grade, they will be “wrapped” by active uses so that the parking facility is not visible from the street, and their upper deck will be improved with landscape and amenities to serve the development.

Exceptions include several key locations where public parking for sitewide uses will be required and provided in common facilities.

With improvements to the northwest sector of the site for the Civic Park, at least one level of underground parking will be built, under the plaza and a portion of the park. This can supply from approximately 460 parking spaces (in one level) to more than 900 spaces (in two levels). Access and egress can be from Alamo Street and Market Street.

Parking for the Children’s Square and its related cultural facilities will be provided in one level below the site along its Water Street frontage. The parking facility should extend beneath Water Street, in which case the structure will accommodate approximately 130 parking spaces (in one level; 260 in two). Knock-out panel provisions should be made for future extension in a second phase under the current Federal Courthouse site, in conjunction with the mixed-use development on that site. Combined, the area can provide approximately 400 parking spaces in one level (or 800 in two).

In connection with the development of new “liner” buildings across the south and east sides of the existing and new Convention Center, parking may be embedded in the development, “wrapped” with active uses to screen the parking from public view. There is capacity in this “liner” development for up to 350 parking spaces per level, distributed across three locations. Ultimate capacity of this parking would depend on the height of the “liner” development and how many levels of parking were built .

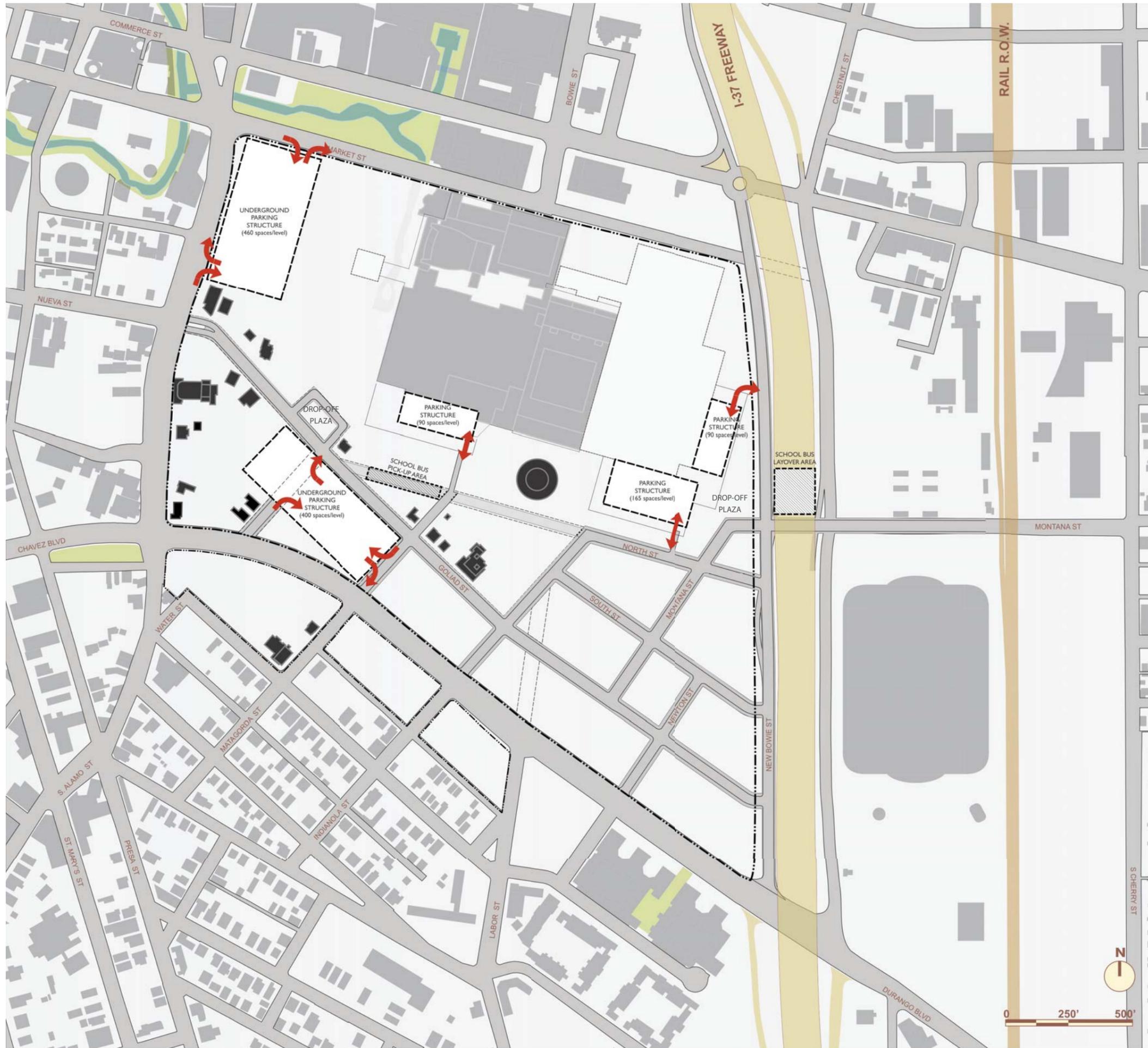
BUS ACCESS AND LAYOVER

With the continued use of the site for cultural facilities and attractions, especially those that bring school children to visit museums and activity centers, there needs to be provision for bus circulation for drop-off and pick-up, and a solution to the problem of layover while buses wait to pick up their passengers. Bus drop-off is the relatively easier of these problems, and can happen at the two drop-off plazas (at Goliad and Water Streets, and at Montana and North Streets), as well as curbside on selected side streets. Limited layover or bus waiting space will be provided under the I-37 crossing at Montana Street; the balance will be accommodated in surface parking at the Alamodome. Pick-up requires longer sitting time for buses as they await the return of their passengers. Some of this may occur at the drop-off plazas, as well as in the extension of North Street along the new Promenade.

The bus layover area may also serve a potential valet operation which allows parking services to be provided at a drop off and retrieval point.

Land Use

PARKING



INFRASTRUCTURE IMPROVEMENTS

The utility capacity is not an issue around the park, as existing utilities are sized to support a dense downtown. The majority of utility work within the park will be focused on adjusting existing utilities to match proposed street alignments as opposed to upgrading for capacity concerns.

Water. The existing 8-inch main along Goliad will need to be upsized to at least a 12-inch as it will serve as the interior backbone of the system. In addition, current SAWS regulations do not allow commercial development (including multi-family) to tap into mains smaller than 12-inch. 12-inch water lines must be run within the proposed street network (Newton, South Street, Wyoming, etc) to provide service to each parcel.

Sewer. Much like water, sewer infrastructure will need to be extended through the proposed street network in order to provide service to future development areas of the park. Unlike water, however, a large project will need to be undertaken to relocate an existing 60-inch sewer outfall line that runs just to the east of the existing Convention Center, beneath the future expansion footprint. This line may need to be routed along the I-37 ROW and then tie back into its connection point on Chavez.

Reuse Water. Reuse water capacity at Hemisfair is very limited. Potential demand will fluctuate based on the ultimate build-out, and a storage tank may be needed on the campus to provide service to the overall park.

Electrical and gas. An electric ductbank network along with gas main extensions will be needed within the park through the proposed street pattern to provide service to each tract. There is capacity for each existing utility in the surrounding streets; it will just need to be extended into the park.

Transit. Several traffic routing options were analyzed, but the interior street network hinged on additional access points off of Alamo and I-37. The I-37 frontage access is especially critical and focused on allowing southbound vehicular exits to enter the park before Chavez. In addition, the plan has proposed converting the southbound frontage road into a two way street, thus creating a better circulation pattern around the park.

Infrastructure

UTILITIES AND SERVICES



LEGEND

- WATER LINES
- SEWER LINES
- ELECTRIC LINES
- GAS LINE

PHASING AND FINANCING STRATEGY

Implementation of the Hemisfair Park Area master plan will be supported through a variety of financing mechanisms, both public and private, as set forth in the accompanying “HemisFair Park Area Financial Analysis and Strategy.” The City of San Antonio has made available to HPARC funds from the City’s 2007 bond issue for parks, streets, drainage and infrastructure, and 2008 certificates of obligation. HPARC is seeking additional funds under the City’s proposed 2012 bond issue for streets and parks development, to be decided by the voters in May 2012. Other sources will be the structuring of public-private partnerships between HPARC and third party developers to implement mixed-use projects proposed in the plan, as well as Parking Fund revenues and other sources for projects ancillary to the overall development program. Financing sources and project distribution and phasing includes the following:

2007 Bond Revenues. Projects included for financing under this instrument include

- Further development of the Master Plan beyond the concept level, in particular for street and site grading improvements.
- Preliminary detailed site surveys.
- Further assessment of the physical condition of historic resources, and restoration of the Eagar House complex.
- Design for the Children’s Square in the southwest area of the site.

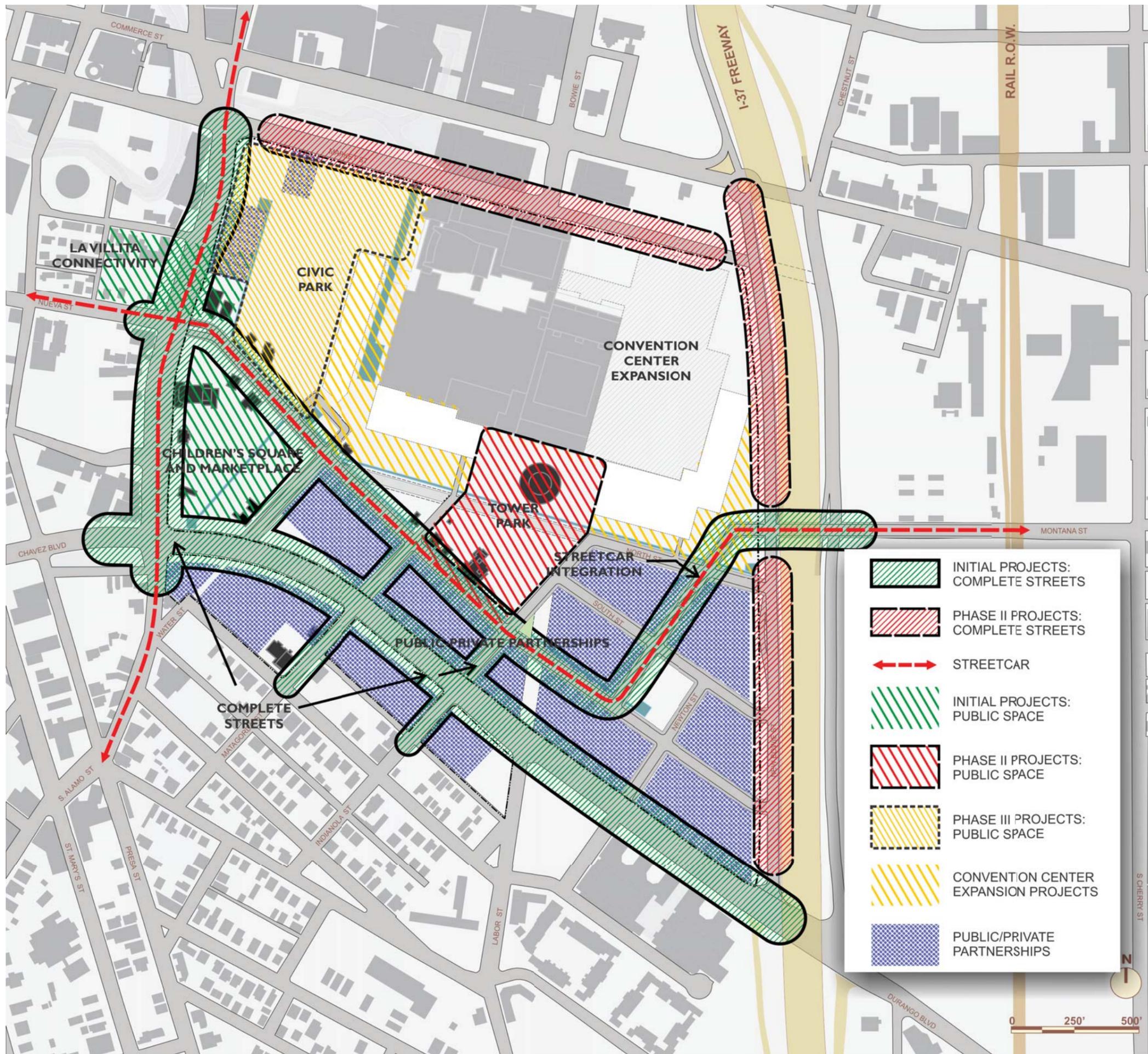
2012 Bond Revenues (prospective). Projects to be submitted to the City for consideration under the prospective 2012 bond issue include

- Implementation of the site’s street grid, including application of “Complete Streets” principles and street-related landscaping.
- Improvements to the connections between Hemisfair and La Villita and the public-private development associated with it.
- Redevelopment and restoration of the historic acequia and its integration into the open space features of the site.
- Implementation of the children’s park as a world-class children’s recreation experience.
- Design and construction of the urban civic space associated with the Children’s Square.
- Restoration and reuse of historic structures.
- Landscape construction and art integration throughout the site.
- Conceptual design of the major parks.

Other Sources. Public-private partnership financing will be used to deliver the Hemisfair vision to create a mixed-use neighborhood that integrates with the city around it. Future (2017) Bond revenues will be sought for construction of the Civic Park, to be combined with public-private financing and Parking Fund sources to complete shared public parking, and civic and commercial development in the northwest region of the site.

Implementation

PHASING AND FINANCING STRATEGIES



The preceding planning exhibits in this master plan document describe in broad outline the intentions of HPARC for the development of the site and its vicinity. The exhibits which follow describe qualifications and conditions that are integral to the development concepts and necessary to insure both that the vision for the site is clear and consistent, and that the quality of development on the site meets the high standards of the community. The primary intent is that the development remain consistent with its own goals, and compatible with its surroundings. Attention is given to the relationship of new development, both of buildings and site improvements, with the important existing historic resources on the site. An equally important focus is on the relationship of the proposed development to the site's surrounding neighborhoods. Development guidelines are directed at consideration for the residential neighborhoods to the east and south of the site, and to the historic commercial and cultural resources to the west and north.

The following conditions are presented as design and development guidelines. As such, they are intended to supplement but not replace the baseline requirements of the San Antonio Uniform Development Code, and to strongly encourage development within the site to conform to the concept vision. As more detailed master planning progresses, it may be appropriate to further codify these conditions as mandatory standards. In the meantime, the guidelines should serve as a clear statement of intent to the quality of development on the site.

The guidelines focus on the key issues for design on the site, and include the following categories:

Parks and Open Space. There are critical conditions to be met in the design of parks to ensure their success. These begin with the programming of activities and events that occur within them, which are then reinforced and supported by the edges of the space that contains them and the facilities and amenities within.

Building Heights. Compatibility of future development with the surrounding areas of San Antonio will be served in large measure by the bulk and scale of buildings on the Hemisfair site. Guidelines here describe a strategy for the height of new buildings to blend as seamlessly as possible with the surrounding areas while still maintaining the site as a place of distinction.

Streetwall and Edge Conditions. Streets are a major element of public space, and the quality and character of those streets as places strongly informs the quality and character of the entire district. Guidelines here supplement the conditions shown in the street sections and are intended to insure that streets function not only as connective elements but as places in their own right.

Viewsheds. Views into and out of the site help to connect it to the city around it. Maintaining some key viewsheds, protected from encroaching development, will help to break the implied barriers of the site's perimeter and to tie the Hemisfair site to downtown and the surrounding neighborhoods.

Building Materials. The quality of construction and the architectural character of new development will depend on a sensitive use of building materials that speak of the cultural traditions of San Antonio, while at the same time address the technologies of the 21st century. The guidelines in this section suggest a palette of materials and features that may be used to allow Hemisfair to be a valued and admired new district of the city.

In addition to these guidelines, the Hemisfair Park Area Master Plan requires further planning and actions in connection with the following issues of special significance citywide and in downtown San Antonio:

Sustainability. Consideration for environmental, economic, and cultural sustainability measures is the focus of a separate study, to be issued as a supplement to this plan.

Civic Functions, Culture, and the Arts. San Antonio is a lively arts community that celebrates its historical legacies and champions its practicing artists. The City and HPARC will make every effort to accommodate and showcase local arts and culture within the site, through new or repurposed facilities to house collections or foster new creative efforts; temporary exhibitions and permanent placements of work by local artists or collected by local patrons; and venues for performance in all media.

PARKS AND OPEN SPACE

The proposed parks for Hemisfair include a range of types, each with its particular program of activities and facilities targeted at different scales of use and operation.

City/Regional Park. Serving the city as a whole for the major events that help to define the character of San Antonio, the Civic Park at the northwest corner of the site (on the current site of the oldest part of the Henry B. Gonzalez Convention Center) is the one major City/Regional Park in the plan.

Gateway Plaza. There are three public spaces that will act as entry spaces to Hemisfair, in effect the foyer or “front room” of the site as it greets the public. These include the Civic Park Plaza at the corner of Alamo and Market Streets, the Transit Plaza at Bowie and Montana Streets, and the Children’s Square and Marketplace in the southwest area of the site at the corner of Alamo Street and Chavez Boulevard.

Plaza. Serving as a central gathering place and point-of-departure to other areas of the site, the Goliad Plaza (in the vicinity of the current Plaza de México) is also a focal place for connecting to the river as well as for events on the terraced steps from the park level to the river level.

Community Park. Smaller in scale than the Civic Park, one major community park is proposed at the Tower of the Americas, combining a plaza that accommodates the Tower and its frequent visitors with a commodious green park to its south to provide for daily community use and mid-sized festivals and gatherings.

Neighborhood Park. Several smaller parks throughout the site will serve the daily recreation needs of the residents of Hemisfair.

The success of Hemisfair’s parks will depend on several key factors:

- the definition of their edges;
- the activities and uses that they will serve; and
- the program elements within them that support those activities.

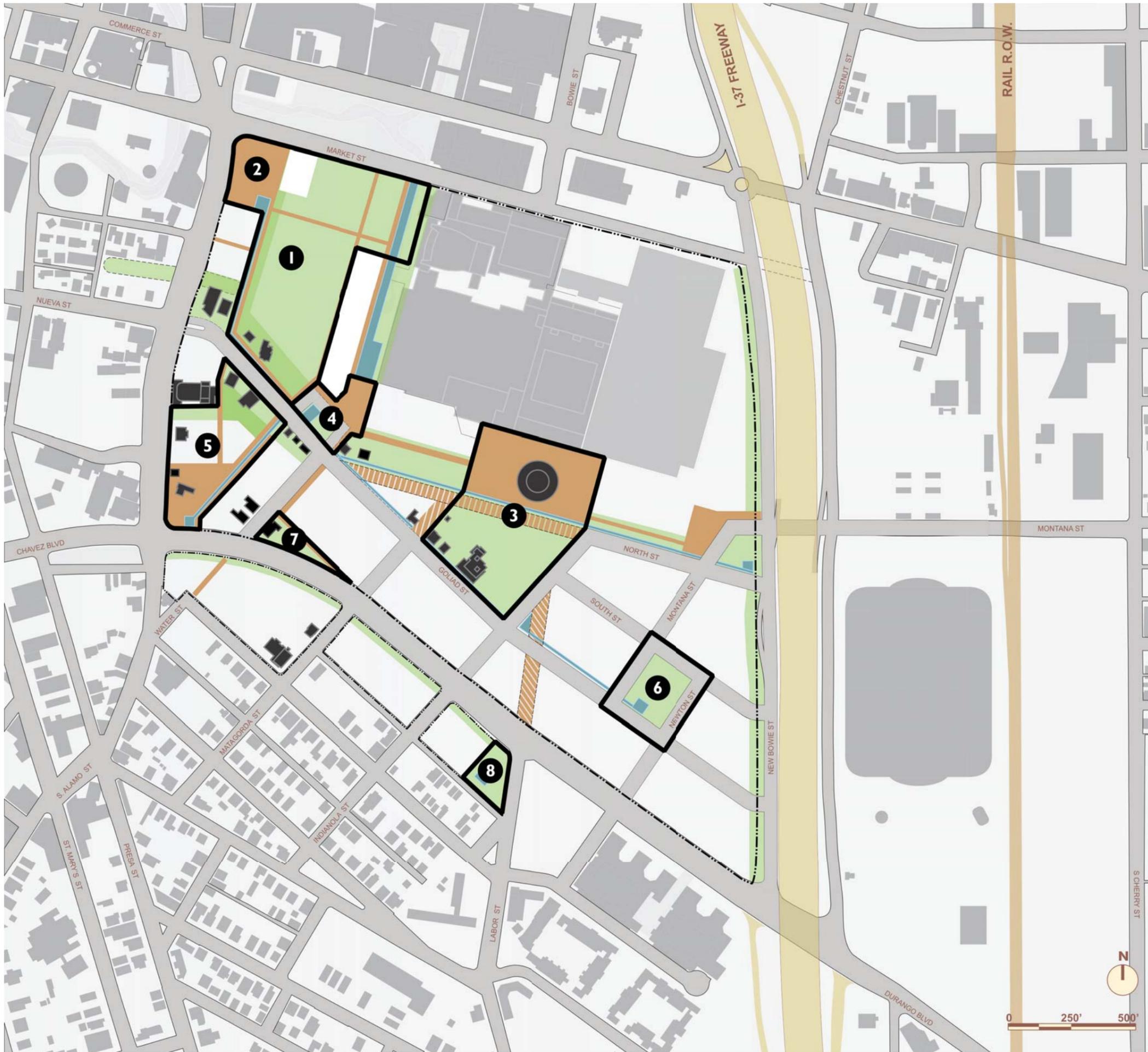
In San Antonio, and on this site in particular, the use of water as a design feature will play an especially important part in the success of the parks, and will provide an important amenity for residents and visitors to interact with for recreation and comfort in San Antonio’s extreme summer heat.

Similarly, shade and shading devices will be important to the success of the parks. Whether provided through shade gardens, shade structures, or canopies and porticoes on adjacent buildings, shady places will be highly sought after and will be places where residents and visitors gather during the heat of the day.

These features are identified and described in the following pages for each of the parks on the site.

Development Guidelines

PARKS PROGRAM

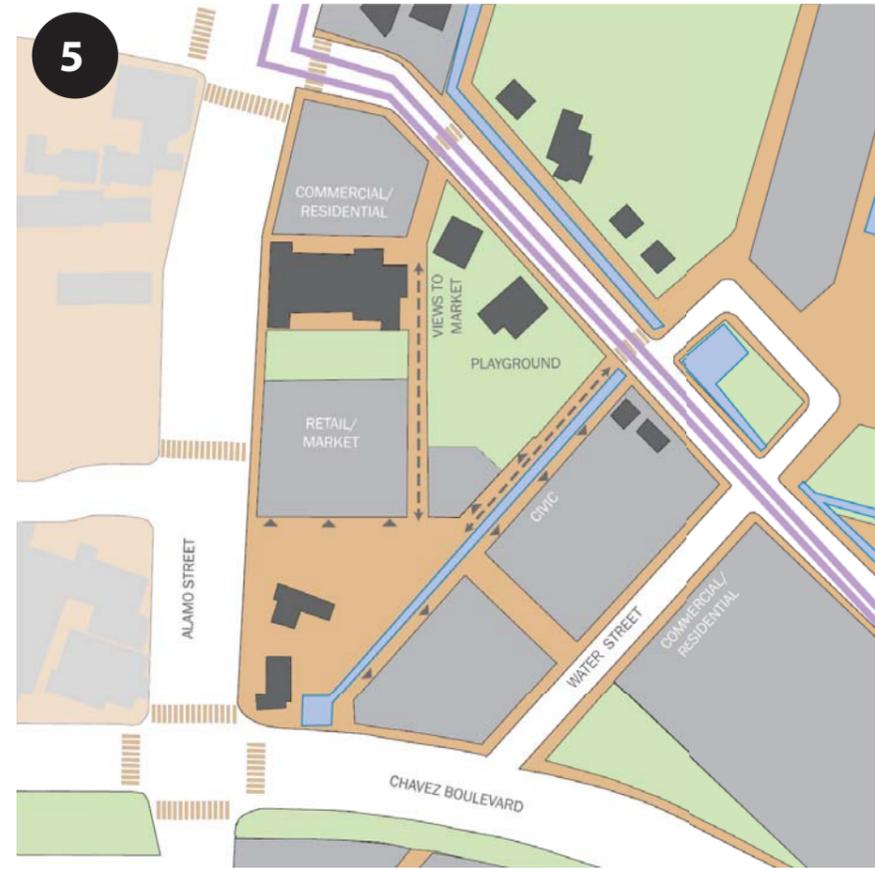


- 1** CIVIC PARK
- 2** CIVIC PARK PLAZA
- 3** TOWER PARK
- 4** GOLIAD PLAZA
- 5** CHILDREN'S SQUARE
- 6** NEIGHBORHOOD PARK
- 7** TRIANGLE PARK
- 8** NEIGHBORHOOD PARK TWO



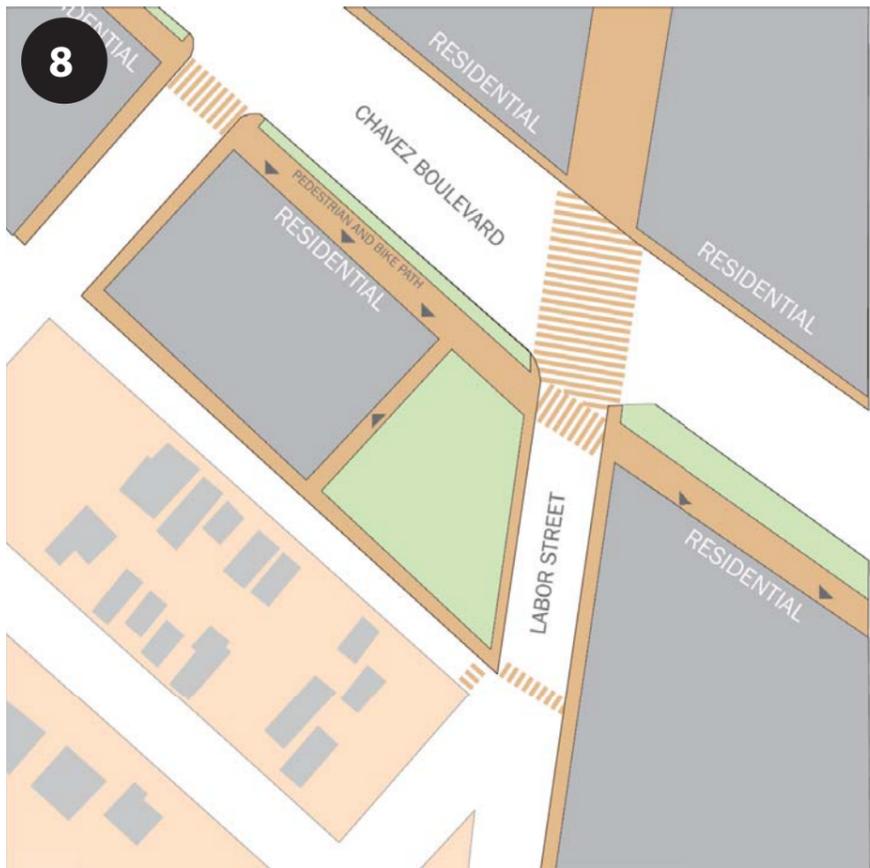
7 TRIANGLE PARK

- Typology:**
Neighborhood Park
- Edges:**
Blocks
• Residential
• Civic
• Commercial
Streets
• Chavez Boulevard
• Water Street
- Park Use:**
Gateway to HemisFair and Market
Small gathering space for community
Restaurant
Dog run
Maintain street edge
- Program Elements:**
Potential repurposed historic structure
Shade: trees
Path connecting to market
Outdoor seating
Dog run
- Water:**
Not required



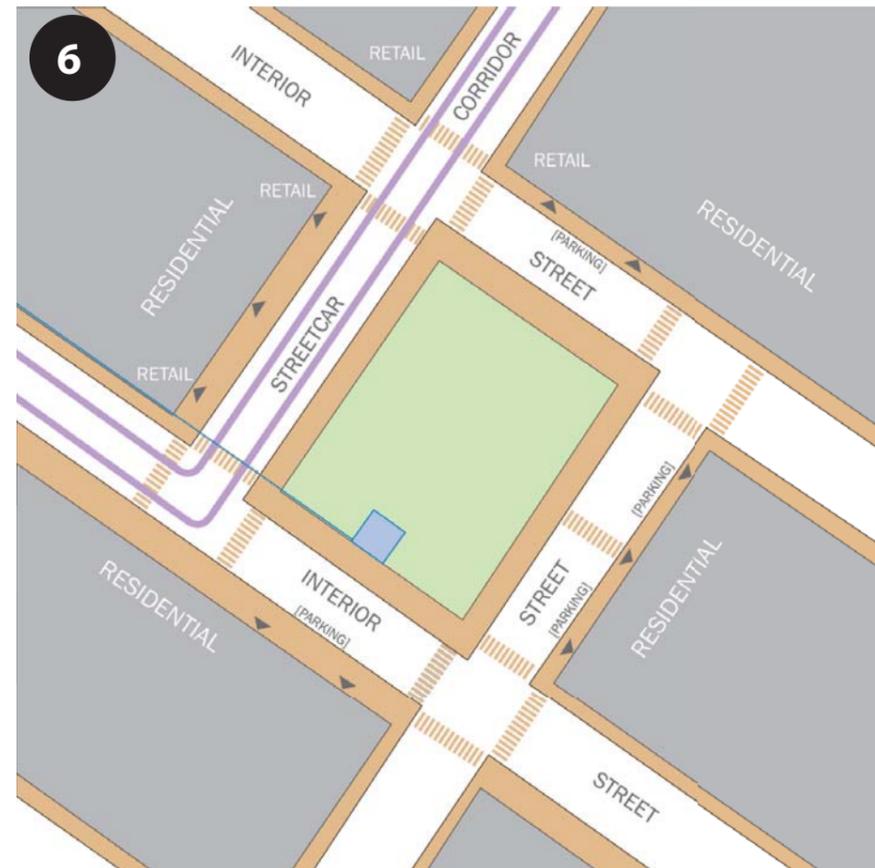
5 MARKETPLACE / CHILDREN'S SQUARE

- Typology:** Market/Gateway
- Edges:**
Blocks
• Civic
• Commercial
• Commercial/Residential
Streets
• Streetcar Corridor
• Alamo Street
• Chavez Blvd
• Interior Street
- Park Use:**
Permanent and temporary market
Flexible space
Community gathering space
Meeting place for San Antonio culture
Connection between neighborhoods and HemisFair
Highly programmed
- Program Elements:**
Flexible plaza for market stalls
Historic structures potentially re-purposed for market use
Restaurant/cafe/retail zone
Flexible seating
Active building edges with entries along market
- Water:**
Acequia
Fountain



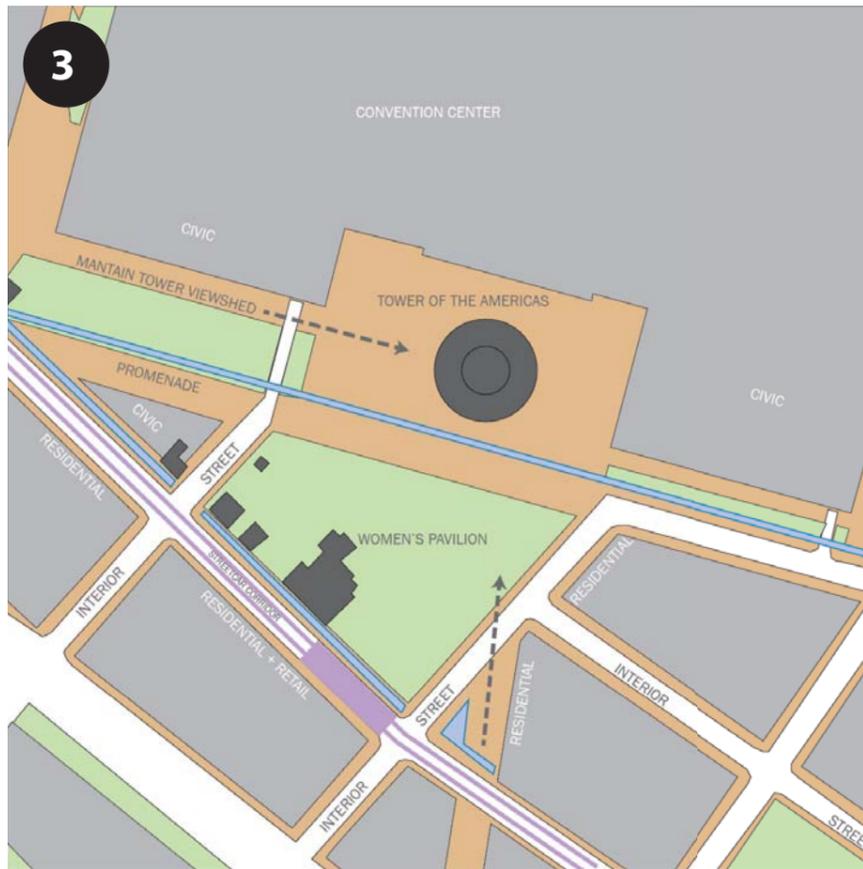
8 NEIGHBORHOOD PARK TWO

- Typology:**
Neighborhood Park
- Edges:**
Blocks
• Residential
- Streets**
• Chavez Boulevard
• Interior Street
- Park Use:**
Neighborhood resource
Small gatherings and events
Bike and pedestrian trail connection
Dog walking
Passive and small scale recreation
Gardening
- Program Elements:**
Trail (bike/pedestrian)
Pavilion
Residential with doors on parks
Gardens (community)
Public pool
Dog run
Small playground or splash park
Shade: trees
- Water:**
None required



6 NEIGHBORHOOD PARK

- Typology:**
Neighborhood Park
- Edges:**
Blocks
• Residential
• Retail at Intersections
Streets
• Streetcar Corridor
• Interior Street
- Park Use:**
Neighborhood recreation
Small event space
Casual sports
Local markets
- Program Elements:**
Shade: Pavilion
Benches
Open lawn
Fountain
Garden
Dog run
Active building edges with residential entries
- Water:**
Acequias



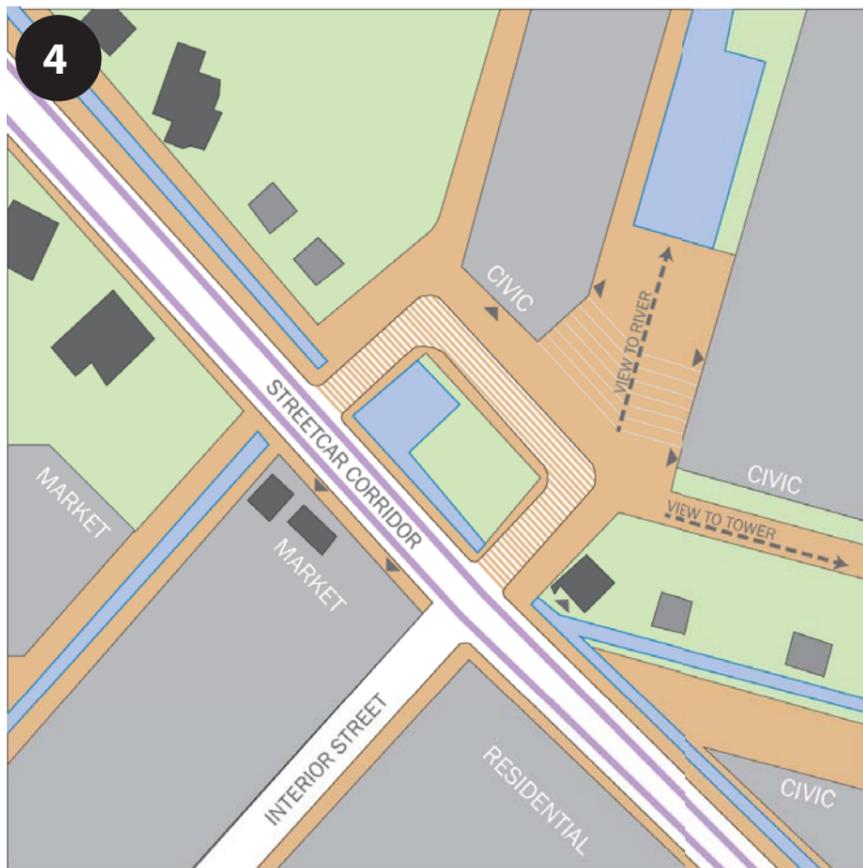
TOWER PARK

- Typology:**
Community Park
- Edges:**
Blocks
• Convention Center
• Civic
• Residential
• Retail
- Streets**
• Streetcar Corridor
• Interior Street
- Park Use:**
Sightseeing
Neighborhood recreation
Small to large events
Children's play
Temporary markets
Vendors
- Program Elements:**
Repurposed historic structures
Tower of the Americas
Civic plaza
Open lawn
Shade: trees
Shade: canopies
Fountains
Playground
Benches and seating areas
- Structures:**
Women's Pavilion
- Water:**
Acequias



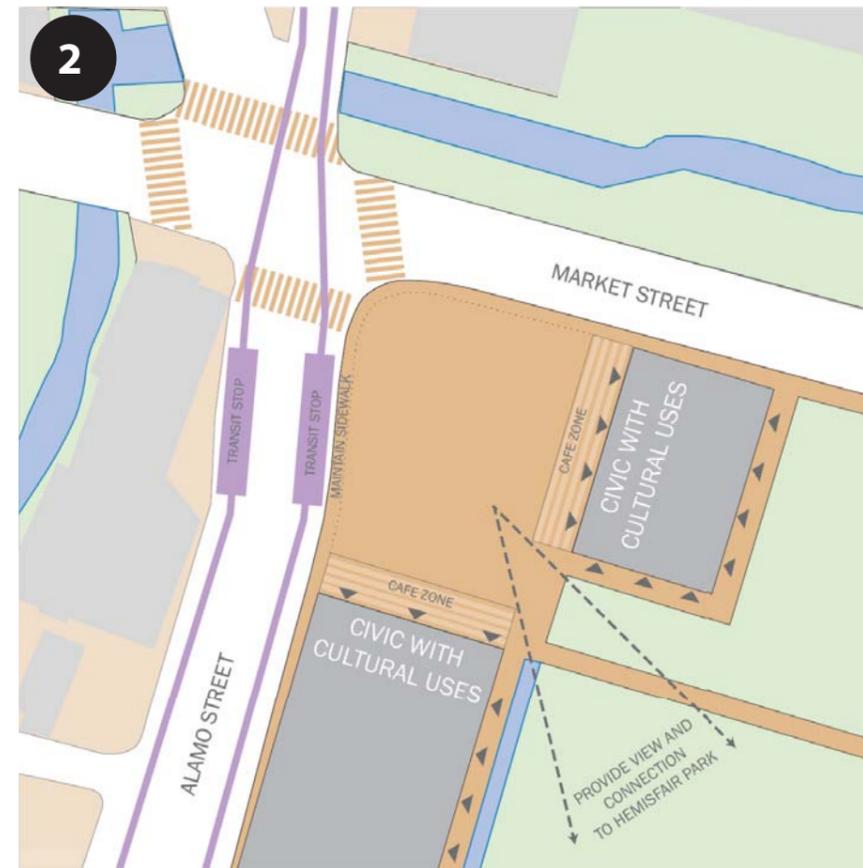
CIVIC PARK

- Typology:**
City/Regional Park
- Edges:**
Blocks
• Civic
• Commercial
• Market
- Streets**
• Streetcar Corridor
• Alamo Street
- Park Use:**
Large events
Passive urban park
Major accessible connector between River Walk and HemisFair
- Program Elements:**
Natural amphitheater and connection to River Walk
Active building edges with entries along the park
Large open lawn or gathering area
Utilities for large events
- Water:**
River Walk
Fountains
Acequias



GOLIAD PLAZA

- Typology:**
Plaza
- Edges:**
Blocks
• Civic
• Market
• Residential
- Streets**
• Streetcar Corridor
• River Walk
- Park Use:**
Small to medium sized event space
Accessible connection to River Walk and HemisFair Park
Front door for civic blocks
Dropoff and service access
- Program Elements:**
Fountain
Flexible, paved event space
Utilities to support events (electric, lighting, etc.)
Flexible seating
Shade: canopy/pavilion
Shade: trees
Limited access loop drive
Valet operation
- Water:**
Acequia
Fountain



CIVIC PARK PLAZA

- Edges:**
Blocks
• Civic
• Commercial
- Streets**
• Market Street
• Alamo Street
- Park Use:**
Large events
Gateway to HemisFair Park
Highly programmed: yearly/monthly/daily
Restaurant and retail
Outdoor seating (tables and chairs)
Connection to city and HemisFair Park
Transit stop
Vendors
- Program Elements:**
Fountain
Shade: structure/pavilion
Shade: trees
Restaurant/cafe/retail zones
Signage and wayfinding
Active building edges with entries on plaza
Utilities for events
- Water:**
Acequia

HEIGHT AND MASSING FLEXIBILITY

The objective of establishing height profiles for the Hemisfair site is to ensure compatibility of new development with the site's surrounding neighborhoods. Thus, where the site abuts existing lower density residential blocks, as in Lavaca, new building heights should step down to respect their scale. Next to taller structures, such as the Convention Center, new building heights may rise to meet that scale.

With flexibility, multiple massing configurations are possible. For example, stepping up building heights gradually and progressively from south to north satisfies the requirements by maintaining the scale of the southerly residential neighbors and clustering the densest development at the northeast region of the site.

Alternatively, a variety of heights, punctuated with taller "pop-ups" in certain blocks, satisfies the requirements, introduces some visual variety and interest, and helps to make the area blend well with the existing downtown urban fabric.

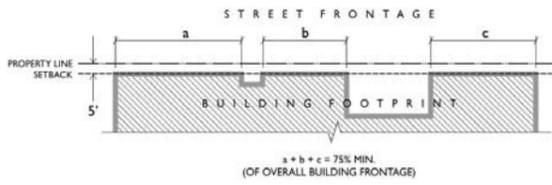
One of the community's objectives has been to let Hemisfair become "a place, not a project," and to achieve redevelopment of the Hemisfair site with diversity, not homogeneity. For this reason, variety of building height, massing, and character is encouraged throughout the Hemisfair site in order to promote a more diverse and interesting neighborhood.

Development Guidelines

BUILDING HEIGHT

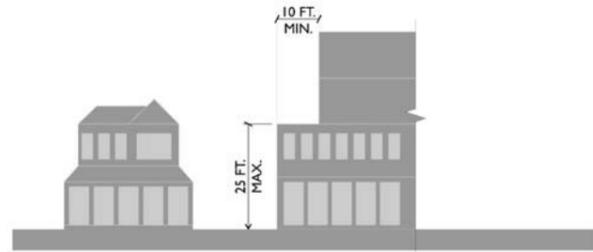


1



1. **Maintain Streetwall.** It will be important for the character of the streets and the definition of Hemisfair’s public spaces to have clear and strong edges established by its buildings.
 - a) On those frontages indicated with this edge condition, buildings should be built to not less than five feet from the street right-of-way or other public space they face.
 - b) They should hold this build-to line for not less than 75 percent of their length.
 - c) Building entrances should directly address the street, and be indicated with alcoves, porticoes, or other distinctive architectural features.

2



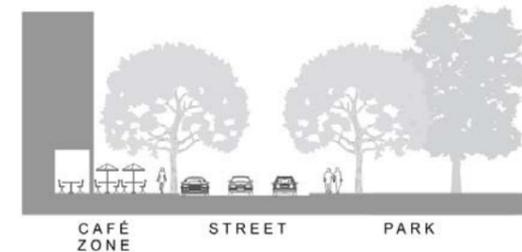
2. **Adjacency to Historic Resources.** The successful modulation of scale between new development and the historic resources that survive on the site will require special deference from the new structures to acknowledge and respect the size and massing of the smaller historic buildings, without replicating them.
 - a) Façades of new buildings that face historic structures should be no greater than two stories (or 25 ft.) in height for the first 10 ft. of their footprint, after which they may step back 10 ft. to rise to their full height.
 - b) Architectural features should include fenestration compatible in scale with the neighboring use.
 - c) Façades facing historic structures should include architectural massing that addresses the smaller scale of the neighboring historic building, through projections or recesses of one or two feet in depth.
 - d) Materials should be used that are compatible with the materials of the neighboring historic structure, referencing at least one of the historic structure’s primary materials with the same or a similar material in the new structure.

3



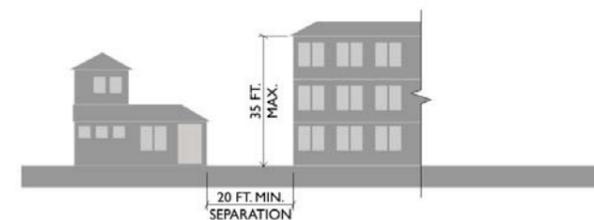
3. **Active Street Frontage.** Mixed use buildings fronting active streets should maintain a transparent, active façade at street level.
 - a) Uses at the street level should be retail or neighborhood serving in character.
 - b) Street level elevations should have large storefront-type windows that permit views into the businesses by passing pedestrians.
 - c) Commercial building entrances should be not more than 75 ft. apart at the street level.
 - d) South- and west-facing elevations should be shaded at the street level by arcades, colonnades, porticoes, canopies, brises-soleils, or other shading devices for pedestrian comfort.

4



4. **Park Frontages.** Buildings facing parks and major open space should maintain a transparent, accessible façade at ground level.
 - a) Uses at the ground level should be supportive of park activity and include civic, arts, or retail uses.
 - b) Façades should maintain transparency to permit views into their activities by park users.
 - c) Retail, café, and other uses are encouraged to spill out of the ground floor with active areas on terraces, courtyards, and small plazas to activate the frontage.

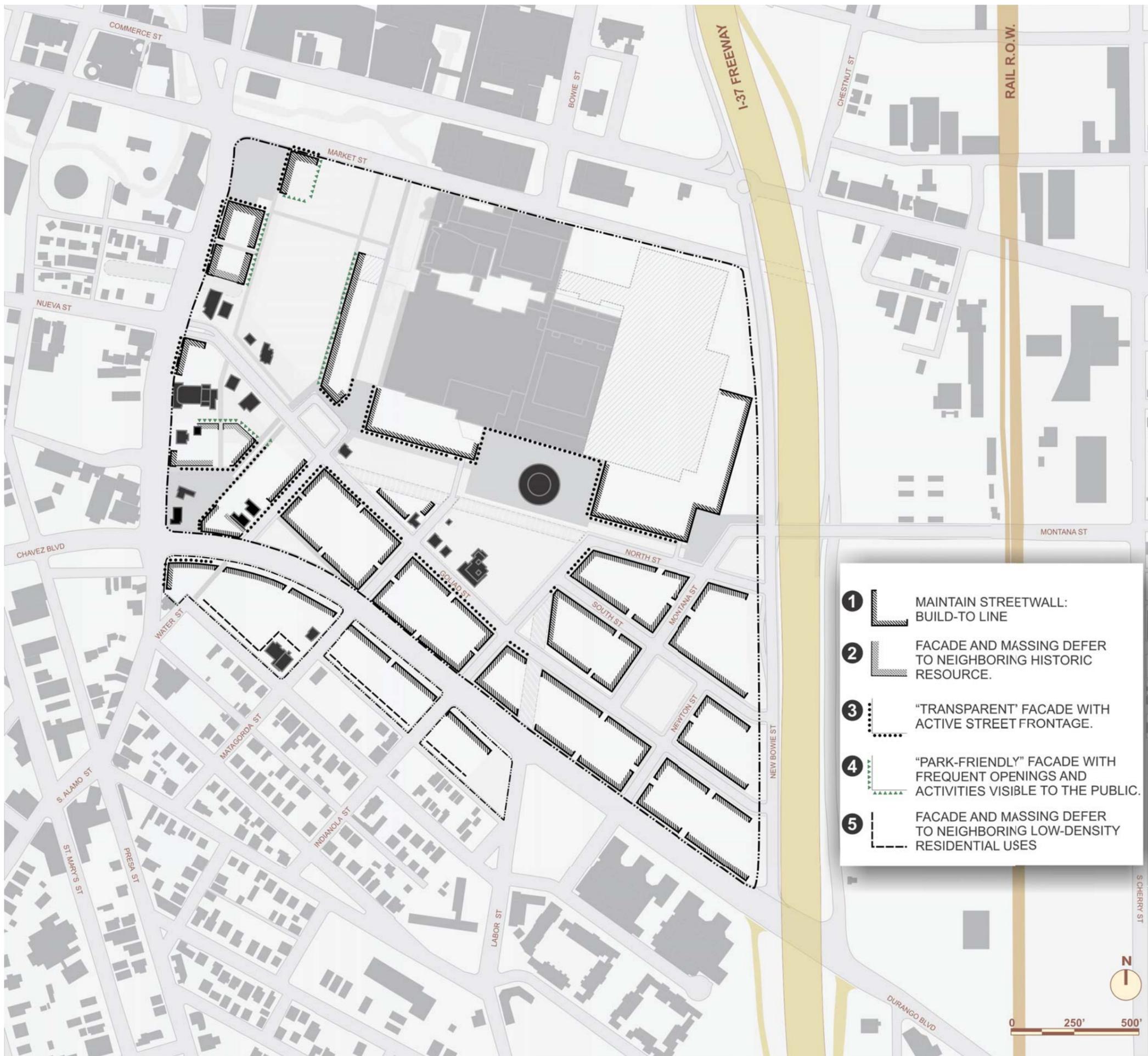
5



5. **Residential Neighborhood Adjacency.** New development adjacent to existing residential neighborhoods should defer to the scale of the existing development.
 - a) New buildings fronting existing residential development at Lavaca, whether immediately adjacent or across a street or public way, should not exceed three stories (or 35 ft.) in height to their eaves or cornice line.
 - b) Sloped roof forms are encouraged and may exceed this height.

Development Guidelines

STREETWALL &
EDGE CONDITIONS



VIEW CORRIDORS

There are several key landmarks on the Hemisfair site to which views will be preserved. These landmarks are important for orientation of pedestrians and cars as they navigate the site, and also critical to maintaining connectivity between the site and its surrounding neighborhoods.

- **Tower of the Americas.** This is one of San Antonio's most prominent landmarks, visible throughout downtown and the city, serving as a clear marker for the Hemisfair site. The plan preserves and enhances the view corridor from Goliad to the Tower, along the tree-lined allée preserved as a promenade along the south side of the Convention Center. A view corridor is also introduced along the Labor Street alignment through the site to preserve the visual connection between Lavaca and Hemisfair.
- **Lila Cockrell Theater.** This HemisFair 68 building features a remarkable mural across its façade that is currently obscured from easy view by the west wing of the Convention Center. With the removal of the oldest part of the Convention Center, the façade and the mural will be exposed to view from across the Civic Park.
- **Tower Life Building.** Views to this 1929 Downtown San Antonio landmark will be preserved from Goliad Street, helping to connect the Hemisfair site visually with the core of downtown.

BRICK

San Antonio has a strong brick tradition, particularly in commercial buildings from the 1880s onward.

- In the 1920s, several of San Antonio's best high rise buildings of that era (the Tower Life Building, the Nix, the Milam) were done in a yellow brick and that color once dominated the city skyline. Fort Sam Houston has many great homes and structures in a yellow brick. Also what is now the San Antonio Museum of Art, originally the Lone Star Brewery, was done in a yellow brick.
- Earlier low rise commercial structures downtown, like what is now the Fairmount Hotel and others, were clad in a red brick. Alamo Cement created a red brick stamped with their name.
- D'Hanis Brick and Tile Co., (in the town of D'Hanis, due west of San Antonio) which still makes red structural clay tile, makes a similar solid red brick as well.
- Trinity University is known for its special salmon pink colored brick.



100 N. Alameda



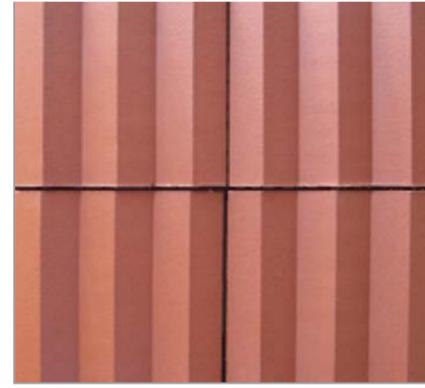
San Antonio Art Museum



San Antonio Art Museum

STRUCTURAL CLAY TILE

The mainstay of fireproof construction used in commercial/ industrial buildings from the 1920s until the creation of concrete block, red clay tile was made all over Texas in many shapes and sizes. The works in D'Hanis, Texas may be the only company still making it in the state. Economical because it allows single wythe construction, it is now best known as the outer walls of most of the popular Bill Miller Bar B Que chain, headquartered in San Antonio.



CAST IN PLACE CONCRETE

Cast in place concrete is associated with fireproof commercial/industrial construction in San Antonio from the 1920s.

- The earliest were often quite ad hoc and expressed the concrete frame at least on some facades with structural clay tile infill. In the 1940s, the construction of four large public housing projects ushered in pan joist construction techniques in commercial buildings in and around downtown.
- The innovative lift slab buildings at Trinity University by San Antonio architect O'Neil Ford (1905-1982) elegantly expressed the concrete with pink brick infill. The slip-form construction technique of Tower of the Americas similarly innovated in the use of concrete.
- On an entirely different and more playful note, San Antonio's affection for concrete is shown in the tradition of *faux bois* sculpture by Dionicio Rodriguez and his followers like Carlos Cortez today.



Trinity University



Riverwalk

Development Guidelines

BUILDING MATERIALS

New development in Hemisfair and its vicinity should seek to provide as seamless a link with the existing downtown San Antonio urban fabric as possible. One way to achieve this will be to provide continuity in building materials – not to replicate slavishly the prevalent materials in their historic form as seen throughout the downtown area, but rather to use these and similar materials in contemporary applications in new buildings. No single building material is recommended for new development at Hemisfair; instead, a variety of materials used selectively for various buildings, chosen from a palette of materials compatible with the historic context, will achieve a level of visual diversity. Buildings are therefore encouraged to select from the following palette for new construction.

LIMESTONE

When German settlers arrived in San Antonio in the 1860s, they applied their traditional masonry techniques first to caliche and then to the most prevalent stone in the area, limestone.

The King William neighborhood, settled by German merchants from the 1870s on, is a catalog of masonry techniques, from rough laid stone and caliche to hand dressed, coursed block.

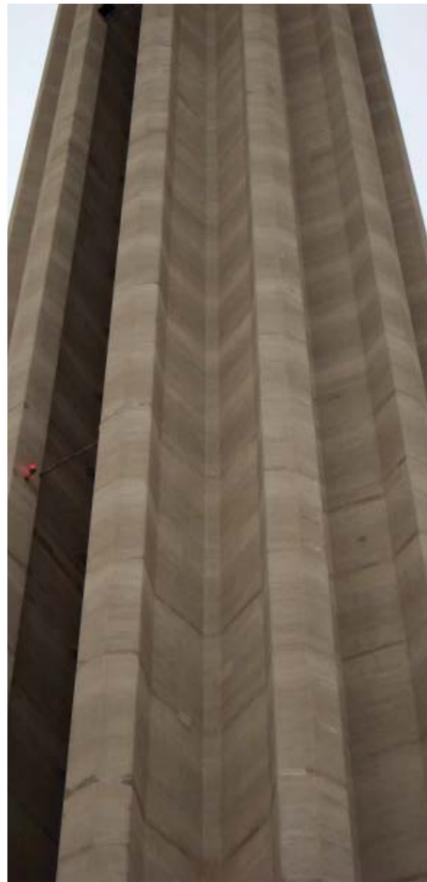
Today, thin, irregular limestone veneer is the most used material by budget builders to impart “quality” to the front facades of spec homes. Such superficial applications are to be avoided, in favor of the more traditional forms of the material and its construction uses.



Limestone detail, King William neighborhood



San Antonio City Hall



Tower of the Americas



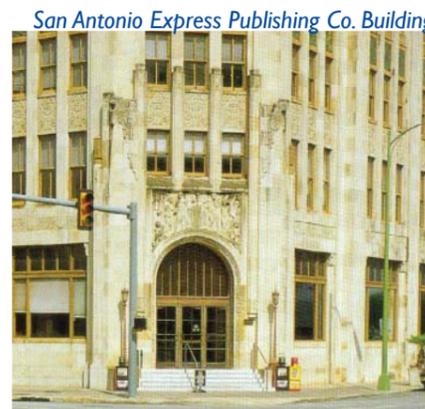
Streetcar Shelter, Dionicio Rodriguez



Alamo National Bank Building



Witte Museum



San Antonio Express Publishing Co. Building

COPPER

O'Neil Ford's emphasis on hand craft and especially the traditions of Mexico led two of his associates, Isaac Maxwell and Bill McDonald, to travel to Mexico to learn the techniques of punched copper art, most effectively used in light fixtures.



Compass Bank, N. Main Street



SHEET METAL

Galvanized sheet metal was not the original material on the roofs of San Antonio's 19th century homes—wood shingles were—but the fire resistant qualities of metal meant that almost all houses of that era were reroofed in it. Many metal roofs over 100 years old exist today.

More recent work by some architects has been highly influenced by West Texas camp and industrial/agricultural architecture, creating a trend of sorts using sheet metal on vertical surfaces as well.



El Mercado



El Mercado



Instituto Cultural de Mexico



Instituto Cultural de Mexico

TILE

Tile has been commonly used as a decorative element.

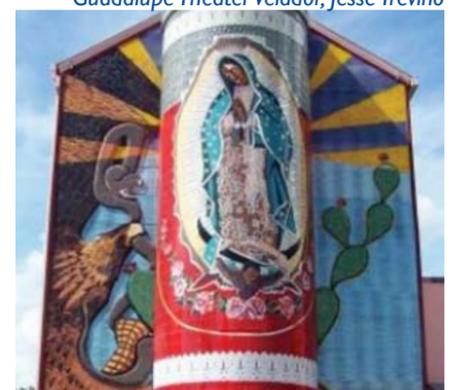
- The checkerboard tile on the exterior wainscoting of commercial buildings on the West Side, illustrated in the paintings of Jesse Trevino, shows a significant Art Deco influence.
- The floors of many of the 1920s era mansions in Monte Vista used Mission concrete encaustic tile.
- Mexican handmade tile is a more recent import – 1970s on.



Alameda Theater



Guadalupe Theater



Guadalupe Theater Velador, Jesse Trevino



Avenida Guadalupe

TERRAZZO

There are still terrazzo craftsman of Italian extraction working in San Antonio.

Trinity University and the Alameda are notable examples of elaborate terrazzo floors in public spaces.



Alameda Theater



Cevisama 2010



Avenida Guadalupe



Kress Building



Majestic Theater



SHADE STRUCTURES

Providing shade for pedestrians is mandatory in San Antonio's hot climate. The tradition of sidewalk arcades and covered walkways should be observed in the design of south- and west-facing buildings. Other forms of shade structures should also be encouraged. For example, the Sombrilla at the main UTSA campus is famous for bringing some shade and relief to an otherwise blazingly hot location.



UTSA Sombrilla



Fairmount Hotel Arcade



Sun canopies, Madrid



Sun canopies, Madrid

Market Assessment and Development Program

HR&A Advisors conducted a high-level real estate market assessment focused on the downtown, including the neighborhoods proximate to the HemisFair site. Based on review of market data, and discussions with real estate brokers, developers, and stakeholders, the team recommended the creation of a mixed-use development program anchored by a residential neighborhood, with 1,000 units or more of new residential development, and associated retail amenities and modest amounts of niche commercial office uses. Cultural, educational, civic, and open space amenities enhance the value of the site and the attractiveness of the neighborhood through place-making and activation.

Downtown San Antonio Overview

Downtown San Antonio has a number of assets that have contributed to its success in building the downtown market, including:

- The Convention Center, Riverwalk, and the Alamo attract visitors downtown and generate substantial visitor spending;
- Strong hotel market;
- Cultural vitality from a range of established arts and cultural institutions; and
- Vibrant, active, and growing communities in adjacent neighborhoods.

However, the city's success in cultivating its tourism market has created an imbalance of uses that needs to be addressed by the future growth of downtown:

- The character of Downtown is dominated by tourist offerings, such as the Riverwalk and retail and entertainment uses on Alamo Street opposite Alamo Plaza;
- Downtown San Antonio has a smaller residential population and lower population density than comparable cities in Texas and elsewhere in the South and West;

- Retail offerings are unbalanced, with few goods and services that are attractive to residents;
- There is a lack of connection between major assets and amenities;
- Class A Office product downtown is limited, and a number of functionally obsolete buildings remain vacant, as jobs move out of downtown.

Market Scan Findings

Residential

The downtown residential market is a very small portion of the total citywide housing stock, representing approximately 2% of the city's multifamily market. Brokers cite a range of barriers to the growth of the residential community downtown – including the lack of neighborhood and convenience retail aimed at residents, abundance of reasonably-priced housing units located outside of downtown, higher priced and more difficult to find parking options, and the relative lower quality and performance of downtown public schools in comparison to suburban schools.

Rental Market: On average, rental rates downtown are approximately one-third higher than rents in the city overall – averaging \$1.15 per square foot per month. Some newer boutique products in and around downtown have begun to command higher rents – for example, the St. Benedict's Lofts project averages \$1.40 per square foot, and the Vistana averages \$1.30 per square foot. Pearl Brewery, just north of downtown, captures the high-end of the rental market with rents of \$1.65 per square foot. Brokers note that rents higher than \$1,200 per month are difficult to fulfill in the current market, particularly since the monthly mortgage on an average priced home elsewhere in the city would be approximately \$1,300, with even lower ownership costs after the mortgage interest deduction is taken into consideration. While these rents are sufficient to support low- to mid-rise stick construction, they cannot economically support high-rise development without significant subsidy.

Most new multifamily product in the Lavaca and King William neighborhoods has been infill product with fewer than 100 units per project, while larger projects around downtown have tended towards a maximum of 250 units per project.

Condo Market: Given current market conditions, many projects that were intended as condominium projects downtown have been converted to rentals. While the luxury condo projects that have remained on the market – such as the Broadway and the Alteza – can achieve average sales prices of approximately \$300 per square foot, they have experienced very slow absorption and sales difficulties. Condo development downtown is likely to be a longer-term undertaking, as the market downtown continues to mature.

Implications for HemisFair: Besides park and open space, residential development should be the dominant land use in the development program on the HemisFair site. In the near-term, feasible residential development is likely to be low-rise stick construction, with rental units in developments with fewer than 250 units. Parking is likely to require subsidy to support residential development. Over time, rising rents should be sufficient to support mid- to high-rise development and potentially for-sale residential options in the long-term.

Office

Less than 20% of the San Antonio office market is located downtown, and the majority of new business development is occurring outside of downtown. Central business district (CBD) vacancy rates are around 20%. Commercial brokers and business owners cite parking costs, lack of desirable floorplates, and a need to be close to workforce, which is increasingly not located in or near downtown, as drivers for locating outside downtown. Studies estimate that as much as 40% of the CBD office space is functionally obsolete, suggesting that conversions of obsolete office space to residential (there have been some recent conversions to hotels in the CBD) could contribute to a healthier office market and a more active downtown with an enhanced residential presence.

Implications for HemisFair: The HemisFair site should target a small office program comprised of non-traditional office spaces geared towards non-profits and creative businesses, of the types that have occupied the specialty office space at Pearl Brewery. Over the build-out of the development, HPARC should aspire to locate up to 75,000 square feet of specialty office space on the site.

Retail

The current downtown San Antonio retail market is healthy from a rent and occupancy standpoint, but is dominated by tourist-oriented retail, with at least half of downtown retail offerings in the food and beverage categories. The success of these retail categories drives high retail rents in the tourist areas of downtown, particularly on and proximate to the Riverwalk. Due to the relatively undeveloped downtown residential market, retail offerings outside of the main tourist areas must draw on the residents and workers downtown, as well as tourists, to create market demand to sustain new retail.

Other successful retail that has steered away from the auto-driven suburban format and that is not solely food and beverage driven – such as the Farmer’s Market at Pearl Brewery and the arts and culture-based retail in Southtown – has captured a specialty or destination market that drives relatively larger draw area and a high capture rate from that draw area.

Implications for HemisFair: A near-term retail program of approximately 100,000 square feet, while not likely to produce positive land value for the site on its own, can create an important amenity for the other uses on the site. With a focus on a mix of neighborhood services and authentic San Antonio food and beverage experiences, the retail program should leverage demand from residents, visitors, and workers. In the near-term, parking for the retail program is likely to require subsidy for construction. The plan should allow flexibility for the retail program to grow over time, as new downtown residents and workers generate incremental demand.

One key element of a retail program on the HemisFair site should be a food market to satisfy the needs of current and future downtown

residents. A market on the site should be designed to take advantage of demand from residents, visitors, and workers downtown, by incorporating grocery, prepared and specialty foods, and restaurant components in a market that is authentically San Antonio. A market should emulate successful specialty markets in other cities, such as Reading Terminal in Philadelphia, Westside Market in Cleveland, Grand Central Market in Los Angeles, and Eataly in New York City, with 30,000 to 50,000 square feet of space with theming and a niche that is authentically San Antonio. A strong, experienced market operator is needed to achieve success in this product type.

Hotel

The hotel market in the City has grown rapidly, with nearly 45,000 rooms Citywide, one-third of which are downtown. The Citywide market added 6,700 rooms in 2009 and 2010 alone; a recent study projected that this new supply will preclude new demand for two to four years. The potential for hotel development drives the pricing of downtown land – ranging from \$70 to \$150 and beyond per square foot for land – creating a barrier to non-hotel development.

Implications for HemisFair: Given its relative profitability among uses downtown, the development of a hotel on the HemisFair site could provide a revenue source on the site. A full-service boutique hotel introduced on the site could take advantage of synergies with the Convention Center, and provide enhanced visitation to the site, supporting its retail and other program elements. Limiting the size of a proposed hotel can prevent the site from suffering from a lack of balance of uses.

Proposed Development Program Elements

The market scan findings suggest a range of potential program elements for the HemisFair site that can contribute to achieving HPARC’s and the City’s goals for downtown. The following chart summarizes the development program recommendations highlighted in the previous section, as well as recommendations for three additional program elements that would provide additional attractiveness to the site and to downtown:

- **Cultural** – The expansion of the cultural programming on the site, particularly building on the success of the children’s-oriented Magik Theatre, can enhance the site’s brand and provide welcome amenities that can be enjoyed by downtown residents, other San Antonio residents, and visitors. There is a range of cultural institutions in and near downtown that may be seeking new space to support their programming. A cultural component should be given careful consideration to identify an option that is economically viable in the context of other capital and operating cost demands that HPARC will be responsible for, such as the significant open space program that is proposed in the Master Plan. Any cultural component should be assessed to ensure its financial sustainability.
- **Theater** – The Plan should retain the successful and acclaimed Magik Theatre on the site, maintaining the strong visitor draw and serving as a cultural anchor of the site.
- **School** – The public schools downtown are not currently viewed as schools of the highest-caliber nor do they draw families to live downtown. The Plan should contemplate whether the site, or the immediate surrounding area, can accommodate a high-quality school or academy to stimulate downtown residential demand from families.

TABLE 1: Proposed Development Program

Program Element	Potential Price Point	Potential Phase I Program	Potential Full Build-Out Program	Characteristics
Residential	<ul style="list-style-type: none"> Phase I: \$1.50 psf Future potential up to \$2.25 psf 	250 units	1,000+ units	Rental in Phase I; flexibility for ownership in later phases Predominately market-rate, targeted at workforce based on current rent levels ¹
Office	\$15-20 psf	75-100k sf	150-200k sf	Phase I: Creative, non-profit users; unique spaces
Retail	\$13-16 psf	80-100k sf	Additional 100-120k sf	Include 30-50k sf food market; focus on authenticity
Hotel	TBD	TBD	TBD	Boutique hotel
Cultural	N/A	60,000sf	TBD	
Theater	N/A	600 existing seats	1,000-1,500 seats	Maintain Magik Theater; explore potential for an amphitheater
School	N/A	TBD	50-60k sf for 500 students	

¹ At current rent levels of \$1.50 per square foot, a 1,000 square foot unit would be affordable to a household with income at approximately 100% of the San Antonio-New Braunfels FY 2011 Median Family Income (MFI) for a four-person household of \$59,900. Affordable housing for low-income households is generally considered between 60% and 80% of MFI, while workforce housing is generally considered units that are affordable to households with incomes between 80% and 120% of MFI. New market-rate units would provide workforce housing opportunities based on these metrics.

Implementation Considerations

A critical element in the realization of the aspirations of this Master Plan is the financial and organizational capacity to implement the vision. The City has taken an enormous step by creating and staffing HPARC to provide dedicated, consistent focus to the planning and redevelopment of the HemisFair Park area. HPARC should continue to be staffed and supported to undertake the land development and on-going operations roles with which it has been tasked.

HPARC, in coordination with the City, must now begin to establish an implementation strategy that is financially and market-feasible. Primary among the implementation considerations is the impact of the development phasing on the capital investment needs and timing required, and the ability for HPARC and the City to dedicate adequate levels of financial resources for up-front investment needed to create value on the site. This section provides an overview of the critical issues that HPARC must consider in the near-term, and potential options for addressing those issues.

Development Phasing Considerations

Critical Paths

Phasing of development is heavily dependent on the availability of property. Currently, approximately 11 acres of the redevelopment area identified in the Master Plan are owned by the General Services Administration (GSA) of the Federal Government, 14 acres by the University of Texas at San Antonio (UTSA), and 4 acres by the San Antonio Independent School District (SAISD). In addition, more than 12 acres of the proposed redevelopment area are currently occupied by the original west wing of the Convention Center. Several critical paths must be followed in order to make land available for development. These paths should be pursued at the same time as HPARC is pursuing development on sites that the City currently controls and are available for development. Key next steps required include:

- **Convention Center Expansion:** The Convention, Sports and Entertainment Facilities department has recently proposed to expand the Convention Center to the east, eliminating their need for the original west wing of the building. In addition to providing new state-of-the-art space for the Convention Center to enhance its competitiveness, the expansion and subsequent demolition of the west wing would make more than 12 acres available for park and open space, and for partial development of public and public/private structures. The Framework Plan approved by Council on May 11, 2011 envisions redeveloping this land as a signature open space framed by development. However, that portion of the Master Plan is dependent on the expansion of the Convention Center moving forward as recommended.
- **Site Acquisition:** HPARC must acquire nearly 30 acres currently owned by the GSA, UTSA, and SAISD on and adjacent to the HemisFair site in order to facilitate development of those properties. Parcels whose delay in redevelopment would present limitations to the creation of a great urban place should be considered priorities for acquisition, primarily those on the HemisFair site closest to the corner of Alamo Street and Cesar Chavez Boulevard. The City and HPARC should explore options for acquiring parcels, including leveraging the value of land that the City owns elsewhere to execute land swaps and identifying opportunities to relocate selected uses to more visible locations on the site.

Priority Locations

The most critical locations for successful development are those with greatest access and exposure. On the HemisFair site, the parcel at the southeastern corner of the site – at Alamo Street and Cesar Chavez Blvd. and the parcel at the northeast corner of the site – at Alamo and Market Streets, which is currently occupied by the Convention

Center, represent '100% corners' and are those with greater access and exposure. The parcel at Alamo Street and Cesar Chavez Blvd. can be made available for development in the near-term, and provides both a gateway into the site as well as a critical connection to the Lavaca and King William neighborhoods. The parcel at Alamo and Market Streets requires the Convention Center expansion to occur before it becomes available. When it is developed, that parcel can serve as a critical street-level linkage between the HemisFair redevelopment, the Riverwalk and the core of downtown.

Community Benefits

One of HPARC's priorities is to provide high quality open space for all San Antonians to enjoy, as well as locating retail amenities on the site that can satisfy the needs of current and future residents in downtown and on the site. As identified in the proposed development program above, a retail component of 80,000 to 100,000 square feet, potentially including 30,000 to 50,000 square feet of specialty food market space, is targeted for inclusion in an early phase of development. In addition, it is important to provide new open space that is activated by downtown residents, workers, and visitors, and San Antonio residents from outside downtown, in the near-term.

Development Approach and Assumptions

Land Development and Disposition Approach

It is probable that HPARC will serve as the land developer within its catchment area, acquiring land, where necessary, and investing in roads, utility infrastructure, public realm improvements, open space development, and shared parking. HPARC will dispose of land for development through long-term (99-year) ground leases, although flexibility remains to sell parcels and participate in joint development ventures or public-private partnership structures to facilitate redevelopment.

Capital Costs and Funding

Given the significant capital needs to prepare the site for development and the City's and HPARC's goal of achieving financial sustainability for the redevelopment, one of the most critical considerations as HPARC moves towards implementation of the Master Plan will be to identify capital funding sources to support the redevelopment of the site. As with most large-scale development projects, the majority of capital costs for land development are incurred prior to or in concert with the first phase of vertical development. Site-wide needs for utilities, roads, access, and other basic infrastructure must be provided for in advance of locating the first users on the site. Moreover, in the case of a large site with limited amenities in the surrounding neighborhood, it is critical to invest in open spaces and public realm improvements in the early phases to create an attractive place that builds value for development. The necessary timing of capital investment is likely to be one of the greatest challenges facing the HemisFair redevelopment.

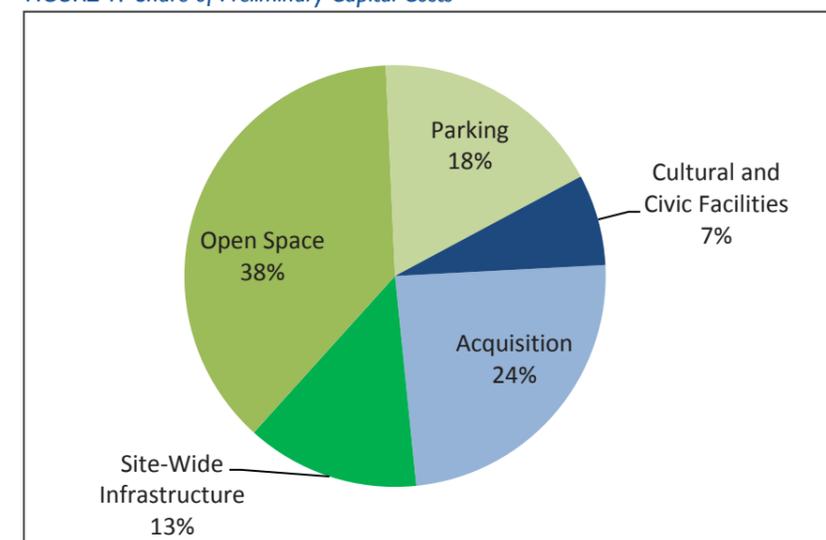
Costs

Preliminary estimates suggest that the capital investment needed to support redevelopment are in the order of \$100 to \$150 million. The largest costs include developing new open space on the site – including signature parks at the corner of Alamo and Market Streets and at the base of the Tower of the Americas, as well as smaller residential parks across the site – and site acquisition of parcels not currently within City control. Other costs include:

- Development of structured parking to support open space, retail, and civic and cultural uses;
- Modest capital contributions to support development of civic and cultural facilities that will catalyze additional activity on the site; and
- Site-wide infrastructure costs – the largest of which is the cost of street improvements and new streets within the site, as well as streetscaping and public realm improvements, utilities, and other site-wide costs.

These estimates do not include the costs associated with the expansion or demolition of the existing western portion of the Convention Center, or costs associated with recent fixed rail and streetcar proposals.

FIGURE 1: Share of Preliminary Capital Costs



Capital Funding Sources

The scale of infrastructure investment required to prepare the HemisFair site for disposition and development and the timing of necessary up-front investment requires substantial capital in early phases. Much of this up-front capital is likely to be needed from the public sector to “prime the pump” for development, with later capital investments increasingly able to be funded through future proceeds from private investment and earned income. Potential capital funding sources include:

City Contributions

- City capital grants. The City has already demonstrated a strong commitment to the HemisFair redevelopment by dedicating \$17.6 million in 2007 Bond Savings to street projects to support the Master Plan, and indicated its support for a significant allocation of 2012 General Obligation Bond Program proceeds for the project. HPARC hopes that 2012 Bond proceeds will support a large portion of up-front costs for streets and open space. City contributions from future bond programs or other sources will be required to provide continued support for capital investments on and proximate to the HemisFair site.
- Parking. The City’s parking enterprise utilizes the revenues for the more than 6,700 spaces that it operates to support the development of new parking facilities. Given the substantial parking needs on the HemisFair site and the associated capital costs, a contribution from the parking enterprise fund to the capital costs to support a parking structure on the HemisFair site would be a desirable addition of City support for the project.

Revenue Bond Proceeds

HPARC could issue revenue bonds backed by operating revenue streams, such as parking revenues, tax increment, or improvement district assessment proceeds. The ability to capitalize these funding sources is likely to be dependent on the

willingness of the City to provide credit enhancement to HPARC as an issuer. Additionally, these are likely to be longer-term capital funding sources, as the underlying revenue sources will not be collected at significant levels until after the first phases are built and occupied.

Land Proceeds

HPARC should dedicate revenue from the sale or lease of land to capital investment needs. This is likely to be a longer-term capital source, as significant land proceeds will not be generated until after deals are completed for the first phase, or, in the case of ground leases, after the first phase of development is completed and occupied.

Supplemental Capital Funding Strategies

HPARC should work with the City to identify and pursue alternative funding strategies that could contribute to funding capital needs and reducing the capital gap, while achieving the City’s and HPARC’s goal of financial sustainability for the redevelopment.

- Government and Philanthropic Grants: Large-scale projects such as this often attract grant funding from various levels of government, including the County, State, and Federal governments. In particular, investments related to community development, transportation, and education may be areas for exploration for grants from government or philanthropic sources. Moreover, should the proposed fixed rail and streetcar investments go forward as proposed to travel through the HemisFair site, development on the site would be consistent with the Federal government’s Sustainable Communities principles and may be eligible for funding under those programs.
- Land Swaps. The City may have assets at its disposal to support the redevelopment, such as public land that could be utilized for land swaps in lieu of direct land acquisition from the Federal government, SAISD, and UTSA, which could reduce HPARC’s

required capital outlay for acquisition.

- Public-Private Partnerships. HPARC could enter into a master development agreement for all or a portion of the site, under which a private developer would fund some or all of the site-wide infrastructure. However, while a public-private partnership would reduce HPARC’s up-front costs and risk, HPARC would only participate in the value created on the site based on the value of the unimproved land, limiting revenue generation from future land proceeds.
- Cost Reductions. Alternatively, there may be opportunities to refine and reduce the proposed capital program. Two of the largest areas of capital investment – costs related to acquisition of parcels and relocation of cultural institutions within the site, and open space development – may be suitable for exploration of cost reductions. Parking requirements may also need to be revisited as the Plan develops.

HPARC's Role

HPARC was created to lead the redevelopment of the HemisFair site and the surrounding area, providing a consistent, singular focus on redevelopment in a specific geographic area. HPARC's role is to ensure rapid development of the site and adjacent parcels, and oversee the implementation of a vision for a new downtown neighborhood that creates value for the entire downtown and the City. As such, the organization's role is envisioned to undertake the functions that will create value for development on the site. These may be revisited as the needs of redevelopment and HPARC's role evolves over time.

Functions

HPARC will assume a set of development functions up-front, in addition to longer-term, on-going operations responsibilities.

Land Development. HPARC will assume a land developer role, which includes:

- Land acquisition and assemblage: In collaboration with the City, complete land swaps or acquisitions with UTSA's Institute of Texan Cultures, SAISD, and the Federal government, and work with them to relocate to new facilities, if necessary.
- Demolition and relocation of structures (if necessary), and site preparation.
- Development of infrastructure and amenities, including streets, utilities, water, drainage, parks and open space, and other public realm and streetscaping improvements.
- Development or subsidy of structured parking, as needed to support development.

Operations and Maintenance. In addition to land development, following development of open space, HPARC will retain ownership of public land and assume an open space operations, maintenance, and programming role for any open spaces created within the organization's catchment area, or contract with another entity to perform that role.

In order to carry out these functions, HPARC should recruit staff for the organization with the following capacities or enter into contracts to provide the same:

- Project finance;
- Project management;
- Planning;
- Community outreach;
- Programming;
- Park and market operations and maintenance.

Catchment Area

As the HemisFair Park Area Redevelopment Corporation, HPARC's catchment area extends beyond the borders of the HemisFair site to expand the influence of the redevelopment, to include:

- Entire HemisFair site not currently covered by Convention Center;
- Any portion of the site that is freed up by acquisition and/or relocation of Convention Center, Federal government, UTSA, SAWS, or other non-City entities;
- Any new parcels that are created or freed up on blocks adjacent to the site by road or transportation improvements initiated by HPARC (e.g. the parcel that will be created north of a re-aligned Market Street, at the corner of Bowie Street);
- Parcels south of Cesar Chavez Blvd. adjacent to the HemisFair site currently owned by SAISD that may be swapped or acquired from SAISD by the City or HPARC.
- Parcels south of Cesar Chavez Blvd. adjacent to the HemisFair site currently owned by the Federal government that may be swapped or acquired from the Federal government by the City or HPARC.

Near-Term Next Steps

As HPARC moves forward to Master Plan implementation and redevelopment initiation of the HemisFair Park Area, there are a set of early actions that the organization should undertake, in cooperation with the City, to ensure long-term success:

- Identify a set of near-term and longer-term capital funding sources, including quantifying the City's anticipated capital contributions.
- Seek out grant funds from Federal, State, County, and philanthropic sources.
- Identify up-front capital savings opportunities through value engineering or alternative phasing strategies.
- Work with the City to negotiate appropriate acquisition terms for parcels targeted for early phase development.
- Support the Convention Center expansion.



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

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