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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 Park 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.
STREET HIERARCHY

Chavez Boulevard Corridor
Alamo Street Corridor
Streetcar Corridor
Interior Street - Typical
Interior Street with Park Frontage
Bike Lane

Circulation

HIERARCHY OF STREETS
A  ALAMO STREET CORRIDOR

B  CHAVEZ BOULEVARD CORRIDOR
Circulation

CONCEPTUAL STREET SECTIONS

ELEMENTS OF THE PLAN
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.
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

ELEMENTS OF THE PLAN
GENERALIZED LAND USE

Land use throughout the HemisFair Park 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.
New development in the HemisFair Park 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 Park 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 Park’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 Park 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 Park 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.
1. OPEN LAWN
2. FLEXIBLE PLAZA
3. STREETCAR STOP
4. WATER FEATURE
5. DROP-OFF/TRANSIT PLAZA
6. EVENT SPACE
7. CHILDREN’S SQUARE
8. SHADE GARDEN
9. PROMENADE
10. NEW PAVILIONS/PUESTOS
11. RE-PURPOSED HISTORIC BLDGS
12. MARKETPLACE
13. NEW MIXED USE
14. CIVIC USES
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**

**North of Chavez**
- Parks and Open Space: 31.5 acres
- Development Parcels: 29.8 acres
- Subtotal: 61.3 acres

**South of Chavez**
- Parks and Open Space: 1.6 acres
- Development Parcels: 5.4 acres
- Subtotal: 7.0 acres

**Total Combined Site**
- 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

Elements of the Plan

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 Park 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 Park 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

ELEMENTS OF THE PLAN
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.
TOWER PARK

Typology:
- Community Park

Edges:
- Blocks
- Convention Center
- Civic
- Residential
- Hotel

Streets:
- Streetcar Corridor
- Interior Street

Park Uses:
- Lighting
- Neighborhood recreation
- Small to large events
- Childrens’ play
- Temporary markets
- Vendors

Program Elements:
- Repurposed historic structures
- Town of the Americas
- Civic plaza
- Open lawn
- Shade: trees
- Shade: canopies
- Fountains
- Pagodas
- Benches and seating areas
- Structures: Women’s Pavilion

Water:
- Aquaplan

GOLIAD PLAZA

Typology:
- Plaza

Edges:
- Blocks
- Civic
- Commercial
- Residential
- Park

Streets:
- Streetcar Corridor
- Park

Park Uses:
- Small to medium sized event space
- Accessible connection to River Walk and Hemisfair Park
- Front door for civic spaces
- Dropoff and service access

Program Elements:
- Fountain: flexible, paved event space
- Utility to support events
- (electric, lighting, etc.)
- Flexible seating
- Shade: canopy/pavilion
- Shade: trees
- Limited access to drive
- Valise operation

Water:
- Fountain

CIVIC PARK

Typology:
- Civic/Regional Park

Edges:
- Blocks
- Civic
- Commercial
- Market

Streets:
- Streetcar Corridor
- Avenue Street

Park Uses:
- Large events
- Access to Hemisfair Park
- Major accessible connector between River Park and Hemisfair

Program Elements:
- Flexible space for events and connection to River Walk
- Access to civic spaces with entries along the park
- Large open lawn for gathering
- Utilities for large events

Water:
- River Walk
- Fountains
- Aquaplan
HEIGHT AND MASSING FLEXIBILITY

The objective of establishing height profiles for the HemisFair Park 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.
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. **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. **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. **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. **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

S T R E E T W A L L & E D G E C O N D I T I O N S

DESIGN AND DEVELOPMENT GUIDELINES
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.
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.

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**Brick**

- 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.

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**Structural Clay Tile**

- 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.
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.
COPPER

O’Neil Ford’s emphasis on handcraft 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.

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.

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.
TERRAZZO

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

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

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.
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 placemaking 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. 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 amenity for the other uses on the site. With a focus on a mix of retail, with at least half of downtown retail offerings in the food and beverage categories.

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.
### 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 ongoing 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.

<table>
<thead>
<tr>
<th>Program Element</th>
<th>Potential Price Point</th>
<th>Potential Phase I Program</th>
<th>Potential Full Build-Out Program</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>$15.00 psf</td>
<td>250 units 1,000+ units</td>
<td>Rental in Phase I; flexibility for ownership in later phases; predominately market-rate; targeted at workforce based on current rent levels.</td>
<td></td>
</tr>
<tr>
<td>Office</td>
<td>$15-20 psf</td>
<td>75-100k sf 150-200k sf</td>
<td>Phase I: Creative, non-profit users; unique spaces</td>
<td></td>
</tr>
<tr>
<td>Retail</td>
<td>$13-16 psf</td>
<td>80-100k sf Additional 100-120k sf</td>
<td>Include 30-50k sf food market; focus on authenticity</td>
<td></td>
</tr>
<tr>
<td>Hotel</td>
<td>TBD</td>
<td>TBD</td>
<td>Boutique hotel</td>
<td></td>
</tr>
<tr>
<td>Cultural</td>
<td>N/A</td>
<td>60,000 sf TBD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Theater</td>
<td>N/A</td>
<td>600 existing seats 1,000-1,500 seats</td>
<td>Maintain Magik Theater; explore potential for an amphitheater</td>
<td></td>
</tr>
<tr>
<td>School</td>
<td>N/A</td>
<td>TBD</td>
<td>50-60k sf for 500 students</td>
<td></td>
</tr>
</tbody>
</table>

### 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.
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

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Space</td>
<td>38%</td>
</tr>
<tr>
<td>Parking</td>
<td>18%</td>
</tr>
<tr>
<td>Cultural and Civic Facilities</td>
<td>13%</td>
</tr>
<tr>
<td>Acquisition</td>
<td>24%</td>
</tr>
<tr>
<td>Site-Wide Infrastructure</td>
<td>7%</td>
</tr>
<tr>
<td>Acquisition</td>
<td>24%</td>
</tr>
</tbody>
</table>
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.