



San Antonio

# EQUITY AND ACCESS AT ROSEDALE PARK

San Antonio, Texas



© 2022 URBAN LAND INSTITUTE

THIS REPORT IS SPONSORED BY:  
Prosper West San Antonio



*ULI is grateful for the support of The JPB Foundation*

ON THE COVER: Rosedale Park, San Antonio, Texas.



**Find this report and hundreds of others on Knowledge Finder,**

the leading global resource of trends and best practices in real estate development and financing. Explore an ever-expanding library and find recommended content related to your interests, including reading lists, case studies, videos and webinars, books, and more.

**knowledge.uli.org**

## About the Urban Land Institute

The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific region, with members in 81 countries. ULI's extraordinary impact on land use decision-making is based on its members' sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns. Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. Drawing on its members' work, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at [uli.org](https://uli.org). Follow ULI on [Twitter](#), [Facebook](#), [LinkedIn](#), and [Instagram](#).

## About ULI San Antonio

The ULI San Antonio District Council brings together real estate professionals, civic leaders, and the San Antonio community for educational programs, initiatives affecting the region, and networking events, all in the pursuit of advancing responsible and equitable land use throughout the region. With nearly 600 members locally, ULI San Antonio provides a unique venue to convene and share best practices in the region. ULI San Antonio believes everyone needs to be at the table when the region's future is at stake, so ULI serves the entire spectrum of land use and real estate development disciplines—from architects to developers, CEOs to analysts, builders, property owners, investors, public officials, and everyone in between. Using this interdisciplinary approach, ULI examines land use issues, impartially reports findings, and convenes forums to find solutions.

### ULI San Antonio Leadership

#### **Corrina Green**

Associate Vice President of Real Estate, Construction and Planning, The University of Texas at San Antonio District Council Chair, ULI San Antonio

#### **Hunter Kingman**

Vice President, Acquisitions and Development, Hixon Properties Incorporated  
Chair of Mission Advancement, ULI San Antonio

#### **Trey Jacobson**

Principal Consultant, Momentum Advisory Services  
Chair, Impact Committee, ULI San Antonio

#### **Javier Paredes**

Development Director and Urban Designer, Alta Architects  
Co-Chair, Impact Committee, ULI San Antonio

#### **Janis Ploetz**

Senior Director, ULI San Antonio

## ULI Advisory Services

Since 1947, the ULI Advisory Services program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for complex land use challenges. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services. National and international panelists are specifically recruited to form a panel of independent and objective volunteer ULI member experts with the skills needed to address the identified land use challenge. The program is designed to help break through obstacles, jump-start conversations, and solve tough challenges that need an outside, independent perspective. Three- and five-day engagements are offered to ensure thorough consideration of relevant topics.

Learn more at [americas.uli.org/programs/advisory-services](https://americas.uli.org/programs/advisory-services).

## Technical Assistance Panels

Urban Land Institute harnesses its members' technical expertise to help communities solve complex land use, development, and redevelopment challenges. Technical assistance panels (TAPs) provide expert, multidisciplinary, unbiased advice to local governments, public agencies, and nonprofit organizations facing complex land use and real estate issues in the San Antonio region. Drawing from its professional membership base, ULI San Antonio offers objective and responsible guidance on various land use and real estate issues ranging from site-specific projects to public policy questions. The sponsoring organization is responsible for gathering the background information necessary to understand the project and present it to the panel. TAP panelists spend two days interviewing stakeholders, evaluating the challenges, and ultimately arriving at a set of recommendations that the sponsoring organization can use to guide development going forward.



## Technical Assistance Panel and Project Staff

### Panel Members

**Trey Jacobson****Panel Chair**

Principal Consultant  
Momentum Advisory Services

**Linda Alvarado-Vela, AICP**

Senior Program Manager  
Quiddity Engineering

**Rachel Brehm**

Director of Marketing & Business Development  
dwg.

**Crystal Del Bosque**

Director of Business Development and Marketing  
Alamo Architects

**Siboney Diaz-Sanchez, AIA NOMA**

Community Engagement  
Administrator  
City of San Antonio NHSD

**Veronica Escalera-Ibarra**

Real Estate Coordinator  
VIA Metropolitan Transit

**Traci Lewand**

Director of Events  
Hemisfair

**Damaris Martinez**

Landscape Designer II  
Dunaway

**Javier Paredes, AIA**

Director of Development  
Alta Architects

**John Rigdon**

Director of Planning & Design  
Waterloo Greenway Conservancy

**Trent Tunks**

Architect  
Alamo Architects

**Sara Wamsley Estrada**

Housing Policy Administrator  
City of San Antonio NHSD

**Daniel Woodroffe**

President and Design Director  
dwg.

**Russell Yeager, PE**

Director of Civil Engineering  
WGI

### ULI Project Staff

**Janis Ploetz**

Senior Director, ULI San Antonio

**Cody Shown**

Senior Manager, ULI San Antonio

**Erin Fowler**

Senior Manager, ULI Building Healthy Places

**Kelly Annis**

Technical Writer, Branch Communications/ULI St. Louis

171



The YMCA recreational facility sits in the northwest corner of Rosedale Park and is an important amenity for neighborhood residents.



# CONTENTS

Executive Summary	9
Introduction and Background	11
Observations	15
Process Recommendations	20
Design Concepts	24
Anti-displacement Strategies	32
Partnership Opportunities	34
Investments in High-quality Parks	36
Next Steps and Urgency	37
About the Panel	38

ULI



Rosedale Park is home to concerts and festivals at the central pavilion in the background of the photo above. Much of the remainder of the park is either rentable sports fields or unprogrammed open space. Apache Creek, seen in the middle of the image, has been channeled into a concrete basin through the center of the park.



# EXECUTIVE SUMMARY

San Antonio's Rosedale Park, 64 acres on the city's west side, is a story of community pride and perseverance. Once platted for residential development, what would become parkland in the 1970's sat undeveloped and underutilized for decades and instead became a place for illegal dumping of trash and unwanted materials. The location of the 64 acres, surrounded on three sides by neighborhoods and bordered by a commercial corridor on the west, made it the perfect spot for a community park, and pick up games, notably by the Yellow Jackets Athletic Club. The park has since become into an important piece of the community, home to a variety of cultural events and sports leagues throughout the year. Yet the limited park facilities are old, there is little to do at the park outside of managed events, and much of the open space is a blank slate. Rosedale Park, the residents surrounding the park, and those who regularly use the park deserve more. Rosedale deserves to be a high-quality park for all.

Through the Urban Land Institute's Cohort for Park Equity grant program, the San Antonio district council (ULI San Antonio) partnered with Prosper West San Antonio to study how Rosedale Park can become a more accessible and equitable space for the residents of San Antonio. Using its trusted technical assistance panel (TAP) program, ULI San Antonio gathered real estate, design, and land use professionals from across the region to study the park and the challenges posed by Prosper West, the nonprofit organization with the closest and most active ties to the residents of the Westside neighborhood, the neighborhood surrounding the park.

The TAP panel toured the park and met with a wide variety of community and park stakeholders. The panel's observations, identifying the strengths, weaknesses, and opportunities for and within the park, helped shape a series of recommendations that the community and Prosper West can use to pursue a more equitable and accessible future for Rosedale Park.

## Process Recommendations

Rosedale Park came to life in the 1970's as a result of the engagement and dedication of the surrounding community. That community spirit, engagement, and leadership must continue today as the park is re-imagined.

When done well, community engagement is complex and takes time, and the results are more sustainable with community ownership and support. People and communities must come first in the redesign process, and engagement must respect the time and capacity of community members. Barriers to participation, such as the time of day, childcare needs, and literacy/language barriers should be removed to allow for broad engagement. Input from community members should be respected and incorporated as much as possible.

The process for re-imagining Rosedale Park should focus on delivering a high-quality park for Westside residents. As noted in a recent ULI publication, high-quality parks are in excellent physical condition, are accessible to all potential users, provide positive experiences, are relevant to the communities they serve, and are flexible and adaptable to changing circumstances. These standards should serve as north stars for re-envisioning Rosedale Park.

## Design Concepts

Led by a team of architects and landscape designers, the panel outlined a set of three design concepts for a renewed Rosedale Park. The following four guiding principles informed the panel's work on the designs: **social impact**, creating an inclusive, community-focused experience; **environmental**, restoring the park's natural ecology and

increasing the tree canopy; **urban design**, creating better access to and through the park, enhancing safety, and using complete streets and universal design principles; and **health and wellness**, providing opportunities for improved health and wellness at every opportunity.

Across all design concepts, the panel believes strongly that Apache Creek must be restored to a more natural state and that access to, through, and around the park must be improved.

The panel's design concepts, each different and exciting in their own right, are meant to serve as catalysts for inspired design thinking by the community. The design concepts leverage the park's strengths, such as democratizing the pavilion area, opening access to the excellent vistas of the rest of the city, and embracing the natural waterway winding through the park, leveraging the natural ecosystem and educational opportunities it can create. The designs also identify and work to eliminate or reduce weaknesses of the park design today, including building better infrastructure for pedestrians around and through the park and reducing or eliminating the landscaping berms that surround the park, limiting sightlines.

Each design celebrates the history and culture of the park and the surrounding neighborhoods. By creating a more accessible and functional event spaces, the park elevates and even expands opportunities for performances and cultural celebrations. The designs also infuse a sense of park and community pride, creating a more accessible and equitable space for the surrounding neighbors, which is an important step for a park that has been historically de-equitized.

### Anti-displacement Strategies

There is a very real challenge in that improvements to the park can spark displacement, likely through rising property values and related property tax increases. An equitable approach to the park's improvements will actively work to keep people in place and support their participation in the enhanced personal property values that the improvements

*Equity – Just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.*

–PolicyLink

may bring. It will be critical to put policies and strategies in place today to prevent future displacement.

### Partnership Opportunities

The park has a history of strong and effective partnerships, from the organizations and residents who came together to establish the park to the YMCA that calls the park home to the community organizations who return to the park to host annual celebrations. Going forward, the re-imagining of the park will similarly benefit from strong and lasting partnerships, which can help shape the use of space, partnerships that can help activate new areas of the park through programming, and partnerships that can help raise funding to support the redesign and ongoing maintenance of the park.

### Rosedale as a High-quality Park

Cities and organizations are investing in parks and open space around the country. Rosedale Park, land that was a developmental after-thought, has become a cherished neighborhood and community asset, in spite of the lack of resources invested in the park and its facilities. The people living in the community surrounding Rosedale Park deserve a high-quality park and the associated investment such a park will require. Rosedale Park should no longer be an after-thought – this park and the people who visit and enjoy it deserve a high-quality experience. It is the just, right, and equitable thing to do.

# INTRODUCTION AND BACKGROUND

In 2021, the Urban Land Institute launched the Cohort for Park Equity (CPE) to support local investments in high-quality parks by leveraging the knowledge, expertise, and advocacy of members of the Urban Land Institute. Five ULI district councils were selected to participate in a national cohort of leaders, working to advance innovative solutions to current inequities in their respective cities. The CPE leverages ULI member expertise to identify strategies to advance equitable access to parks, trails, and open space, with a focus on investment in underserved neighborhoods.

As a member of the cohort, ULI San Antonio turned its focus to the City of San Antonio's Rosedale Park, a 64-acre park in the city's Westside neighborhood with a goal of developing a number of design concepts that can begin to re-imagine Rosedale Park to provide more equitable access to high-quality open spaces and recreation for the surrounding residents and park patrons.

Using its trusted and objective technical assistance panel program, ULI San Antonio convened a group of ULI

members with expertise to lend to the design and process questions posed by the study sponsor, in this case, Prospect West San Antonio. The TAP panel, comprised of real estate developers, architects, landscape designers, finance professionals, and engineers, gathered at Rosedale Park to tour the park and immediate surrounding streets. Following the tour and briefing with the sponsor, the panel met with a wide variety of stakeholders from the community, including property and business owners, real estate developers, faith leaders, institutional (education and arts) leadership,



The TAP panel toured the park with community leaders.

## TAP Panel Scope

### Design

1. Given the opportunity, how would the TAP reimagine Rosedale Park, in a manner that addresses drainage, access, grade changes, and that maximizes benefits for the community? The TAP should provide 3-4 overarching concepts that share this vision.
  - a. How can the park be used to highlight the culture of the Westside and educate visitors on the story and resilience of the area? How can we use the park to tell the story of the Westside and become a cultural asset?
  - b. How can we increase connectivity of the park to the surrounding neighborhood and Apache Creek? How can Rosedale Park become better integrated into the larger park ecosystem?
  - c. The park elevation change can sometimes be viewed as an obstacle and safety concern (visibility). How can we use the elevation change of the park to our advantage?
  - d. As our temperatures steadily increase due to climate change, how can the park remain a usable destination all year long including hot summers (*i.e.*, more trees, splash pad, etc.)?

### Process

2. What strategies should be considered or employed to address potential displacement resulting from future park enhancements?
3. What approaches might be taken to apply equity principles and ensure community stakeholder involvement (at all economic levels) in a future park design process?
  - a. Best practices for community inclusion in the design
  - b. Other unique approaches taken by other cities/communities
4. Beyond the park itself, what strategies and/or partnerships might be pursued to enhance the neighborhood and its residents, provide supportive development, enhanced connectivity, and sustainability?

neighborhood representatives, and city professional staff. With the briefing information, the stakeholders' insights, and their own professional expertise at the ready, the panel spent the evening and the following day analyzing the opportunities for improved park design, enhanced access to, through, and around the park, and more equitable engagement with community stakeholders to ensure that the community's voice is driving the conversations about and improvements within the park.

The goal of the TAP was to arrive at a set of design and process recommendations that can inspire additional dialogue and consideration by the surrounding community and public sector leadership and staff to plan and design a park that best meets the community's needs and enhances

residents' and visitors' quality of life.

With a clear eye on equitable design and engagement principles, the TAP panel also addressed the question and challenge of potential displacement that might occur following improvements to the park.

In order to better understand and represent the goals of the community in the work, ULI San Antonio actively aligned with Prosper West, the community-focused non-profit organization formed by the City of San Antonio to foster economic development, promote the development and redevelopment of real estate within its target area, create viable urban communities, and preserve the character, culture, and history of the Westside.



## History of Rosedale Park

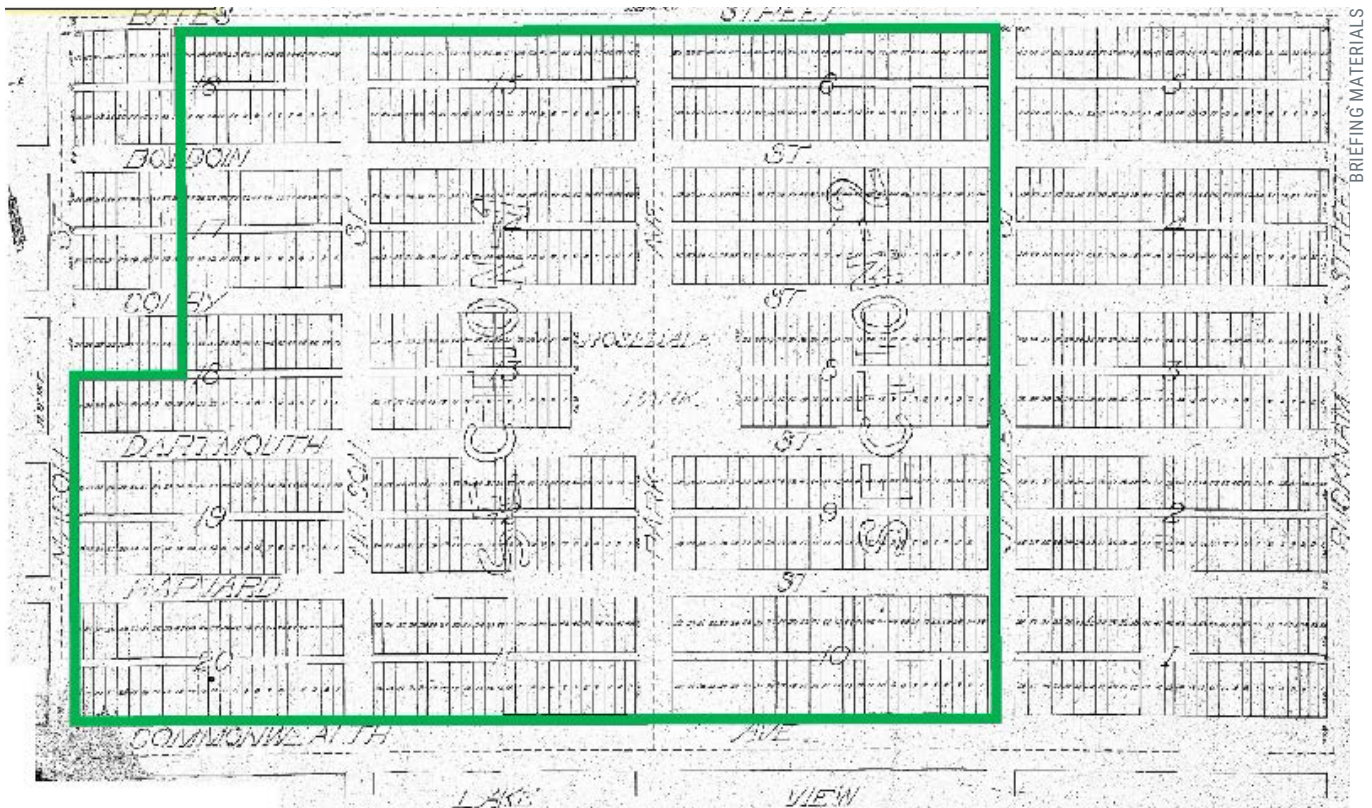
In 1892, the County Clerk of Bexar County recorded a plat of a residential subdivision situated west of San Antonio. More than 1,100 narrow residential lots, laid out along eight streets, surrounded a small public square, which was dubbed “Rosedale Park” by the developer.

Local governments today strictly regulate subdivision and platting to ensure that tracts of land are connected by paved road access, utility services, and fire protection before lots are divided and sold. This was not the case for many decades in Bexar County, and the Rosedale Park subdivision developers created and sold lots with the promise of future streets and utilities. While most subdivisions in Bexar County were developed as planned, occasionally an intended project would fail. In those situations, and as was the case for the Rosedale Park subdivision, families who invested in real estate found themselves owning a small, inaccessible piece of land within a much larger field, unable to realize their plans for a home.

While the specific cause of the development failure is unclear, catastrophic flooding of Apache Creek, which runs through the land, broader flooding in the westside of San Antonio, and the economic effects of the Great Depression all likely played a role, and only 290 lots of the Rosedale Park subdivision were developed as intended.

For more than 80 years, the remaining 64 acres remained vacant and unmanaged. Neighborhood residents note that it was a site of illegal dumping, including large volumes of soil from nearby construction projects. The local baseball club, the Prospect Hill Yellow Jackets, built a baseball diamond on land at the center of the subdivision, and, according to former players, had to negotiate through tall brush to reach the field, reminiscent of the movie, “Field of Dreams.”

In the late 1960s, the Yellow Jackets joined with the Westside YMCA and Communities Organized for Public Service (COPS) to urge the City of San Antonio to acquire the vacant land in order to build a community park. Thanks to their efforts, initial funding for a park was included



A historic map of what would become Rosedale Park shows the intended grid-like structure of the parcels surrounding a central public space.



Signage inside the park, near the pavilions, welcomes visitors to the area.

in a 1970 city bond referendum. Despite the organized community demands for a park, progress was slow and complicated by the many absentee landowners, some of whom had likely inherited land or shared ownership in parcels. The city's Urban Renewal Agency was tasked with clearing titles on the land and assembling parcels for the future park.

In 1974, 75 citizens appeared before the San Antonio City Council to express their frustration with the lack of progress toward park development. Minutes from that meeting indicate that there was no park plan, and City-funded investments were instead focused on improving inadequate public infrastructure and services in the area. Property deeds from the era indicate that city funding was supplemented by federal programs, such as the Model Cities urban renewal program. Land acquisition by the City of San Antonio through its Urban Renewal Agency continued to occur through 1976. Over time, various venues, sports fields, and parking lots were added to the site, expanding the original 1.7-acre public square into a 64-acre community park.

Rosedale Park is a success story of an underserved community demanding action and achieving results. The

park is a source of pride for many in the community, and memorial plaques and a "wall of honor" were erected within the park to recognize the earliest achievement of COPS/Metro and westside organizations.

### Rosedale Park Today

Today, Rosedale Park is home to of a number of community activities. From recreation and fitness at the YMCA to organized sports leagues to cultural and music festivals, the park hosts thousands of visitors each year. Yet, in many ways, the park remains closed off to the casual park visitor.

The questions for Rosedale Park center around investment and equity – is the park serving the community as intended? Much of the park is reserved for specific uses (e.g., YMCA, pavilion, and baseball facilities), but few people using the park during an average day. Some park visitors complain about safety concerns as getting to and around the park can be challenging. Others are concerned about high rental fees associated with using park facilities. All agree that Rosedale Park should be better.

# OBSERVATIONS

The panel's tour of the park, winding around and through the various access points and recreational spaces within Rosedale Park, brought to light all that the park has to offer and also helped the panel better understand the current challenges posed to visitors throughout the park.

## Park Strengths

The sheer volume of the park, at 64 acres, provides ample opportunities for recreation, relaxation, and events.

**Nature.** While Rosedale Park was once home to an illegal dumping site, nature has been allowed to thrive to a certain degree.

- There are nice trees in areas of the park that provide both shade and beauty.
- Apache Creek, a natural waterway that has since been channeled, runs through the park from north to south.
- The topography of the park, flat in the east for the ballfields and rising in the center and west, creates an interesting environment, and, near the center of the park, provides an impressive view of downtown San Antonio.

**Built environment.** The facilities within the park were created with an eye toward practicality and functionality.

- The Rosedale Skatepark, situated by the YMCA and near Ruiz Street, is a nicely-designed facility and is frequently used.
- The park is well-maintained and clean.

**Community connections.** The community spirit that pressed for the park's assembly and designation lives on through the stories and a small memorial.

- There is community pride in this park – its formation is a community success story and the community spirit is celebrated through the stories told and through the Wall of Fame at the park's central pavilion.
- Rosedale Park is a good example of leftover land that

was put to good use through the community's push for something better.

- With 292 field bookings and 25-30 festivals annually, the park is used frequently.
- There are good partnerships in place with organizations who use and love the park.
- There are a variety of already-programmed spaces, including the sports fields, skatepark, tennis court, and pavilion area.
- The public is free to access the non-programmed spaces within the park.
- Roadway access is good surrounding the park.
- Nearby federal spending, in the form of improvements to Apache Creek to the south can be leveraged into something beneficial for the park interior.

## Park Weaknesses

Many of the same characteristics of the park that are noted as strengths also have another side that often creates barriers and limits access to the park and its facilities.

**Built environment.** The park facilities were constructed with an eye toward practicality and are not very engaging.

- Fencing abounds. Whether the fences are to keep balls in a field or to keep wandering patrons out of a rentable space, the fences throughout the park are overwhelming.
- There does not seem to be a clear entrance to the park, so there is no sense of arrival or clear point of entry.
- The park is surrounded by streets, which provide pedestrian access to the park, but without connections





15



15



15

Top: The skatepark is a favorite spot in the park for teenagers. Middle: Apache Creek runs through the park. Bottom: The YMCA provides neighbors with additional recreational amenities.



into the park, the mega-block park that results is difficult to navigate into and feels unwelcoming.

- There is very limited ADA accessibility throughout the park evidenced by stairs lacking ramping and no passage or parking for ADA-accessible vehicles deeper within the park.
- While there are a few pockets with nice shade trees, there are no other shade structures outside of the pavilion area.
- Within the pavilion, the kitchen takes up a considerable amount of space and lacks any other utility.
- The spaces, particularly the pavilion, lack permanent power sources and require users to bring their own or rent generators for power.
- There is a lack of connectivity throughout the park; each area is distinct and does not connect to other facilities within the park.
- The facilities, particularly the one playground, are dated and in need of upgrades.
- The practicality of this park extends to the method of floodplain management, which has moved Apache Creek into practical yet unattractive and imposing concrete channel.

**Programming.** The sports fields are used all year long, yet the rest of the park lacks programming.

- The lack of programming in the park contributes to the perceptions patrons have of their safety while there. Fewer people using the park lends to feelings of isolation for those who do.
- Aside from the sports fields, little of the park is utilized.
- There is little every-day use. Without shade and picnic pavilions, it is difficult to use the park on hot and sunny days.

**Access.** Rosedale Park, for all of its wide-open nature, is surprisingly difficult to access.

- The eastern edge of park completely lacks infrastructure, leaving the park grounds to simply trail off into 27th Street beyond.
- While there are public transit points (bus stops) along the outer edges of the park, there are no connections or sidewalks from those stops into the park.
- The raised berms along the outer edges of the park blocked views to and through the park. These blocked views prevent those on the outside from seeing into the park and activity beyond. Those inside the park are blocked from seeing out into the streets and



The eastern edge of the park is marked by a low chain fence and does not provide a sidewalk to keep pedestrians off the street.



The road into the park to the pavilion is marked by this turn-around spot, which has sidewalks going further into the park but does not connect to the sidewalks or bus stop along the outer edge of the park just to the west.

neighborhoods beyond, again lending to a feeling of isolation.

- Signage is an issue. The lack of wayfinding on the outer edges and inside the park leave patrons guessing or looking at maps on their phones to find their destination.
- The natural waterways winding through the park are treated as a factor that must be endured rather than an amenity that could enrich the visitor experience.

**Community connections.** The connections with the community and the history are a strength, yet more could be done to highlight and celebrate those connections.

- The rich history of the park, its founding, and community sponsorship is left unexpressed.
- The park is home to much, yet the intent of the park remains unclear.

## Park Opportunities

Rosedale Park holds so much promise. From its natural attributes to the strength of its community bonds, there is much to build on in pursuit of a more equitable and accessible city park.

**Nature.** By embracing and amplifying the natural characteristics of the park, more people will have better

access to the educational and recreational opportunities the park can bring.

- Provide access to the waterways in and surrounding the park, and add a new bridge to the creek. Invite people in to experience, enjoy, and learn about the habitats that thrive around creeks. Similarly, a concerted effort to restore the ecology of the park and the waterways specifically would open a world of educational opportunities for park visitors and for the school children in the surrounding neighborhood elementary schools.
- Use the topography to the park's advantage by creating spaces made for viewing and understanding the vistas beyond. And, at the other end of the spectrum, by removing some of the berms around the park, vistas into the play spaces beyond are opened and become more inviting.
- The green spaces between the park's programmed areas are empty spaces that could be brought to life with additional programming and play facilities that make moving between areas engaging.

**Connections and partnerships.** The strength of the existing partnerships that support and utilize the park could be deepened further.

- Neighborhood anchors, such as the YMCA, schools,

and the Yellow Jackets, are important to the future vitality of the park. Expanding and/or deepening these partnerships will bring additional users to the park and further expand park access.

- Alongside the community connections, social enterprise partnerships could expand to include more programming space within the park, further bringing the community inside the park.
- Expanding emotional connections to the park, through increased or expanded programming, and physical connections inside the park, through better roadway and sidewalk access, will help improve access to the park and help ensure that it remains an important community fixture well into the future.
- There are a host of opportunities to improve the nature of and perceptions of safety in the park. Rethinking the fencing and berms and adding additional picnic/pavilions and playgrounds can help patrons feel more safe while at play.
- Connecting people within the park is important and creating a linear road east/west through the park can help patrons, particularly those with mobility challenges, better access the spaces within. The road could also serve as a promenade for festivals and events, creating a special parade or demonstration ground in the heart of the park.
- City parks should, by their nature and location, provide all residents with ready access to low-cost recreational opportunities. At present, most of the recreational spaces within the park are available for a fee (*e.g.*, sports fields, pavilion). By expanding the facilities and programmed space within the park and ensuring free access, Rosedale will better align with the public-access nature of city parks.
- The groundswell of community support and voice that gave rise to Rosedale Park continues today and should be amplified.

- The park and neighborhood would benefit from the creation of a neighborhood identity. Other parts of the city are recognizable and known by a proximate park, which spills its identity out into the surrounding neighborhood. Rosedale's neighbors don't enjoy this type of community park identity at present.

**Programming and facilities.** The scale and number of park facilities in Rosedale are not in line with the size of this park. Programming, too, should be expanded further to make the most of the space within and provide additional opportunities for inviting people in.

- The park is known for the highly-popular Tejano Conjunto Festival. Expanding the festival offerings and creating a cultural tourism program, featuring music and history, could also bring more and a wider variety of visitors to the park, particularly those who may have a personal history or connection to Rosedale Park.
- In addition to the paid musical performance and festivals in the central pavilion, opportunities for additional musical activation, perhaps in form of a lawn amphitheater that provides free concerts, could inspire families to bring a blanket or lawn chair to the park for an evening of low- or no-cost entertainment.
- The multi-generational nature of the surrounding neighborhoods means more families with seniors and small children might wish to access the facilities in the park. Again, shade structures, pavilions with tables, and additional playgrounds are a must.
- With such broad expanses of available space, a dog park could also be added to the park's list of amenities, providing neighbors and visitors with easy access to space for their pets to run off-leash.



# PROCESS RECOMMENDATIONS

Community engagement, with and not for the community, takes time and can be complicated. The results, however, driven and supported by the community members themselves, will be far more sustainable and have lasting positive impacts on community members. People and communities come first in this process, and engagement needs to honor the time and capacity of community members. The framing of investment in communities and the worth and assets already in place must also be considered and revised as needed to again put people and communities first.

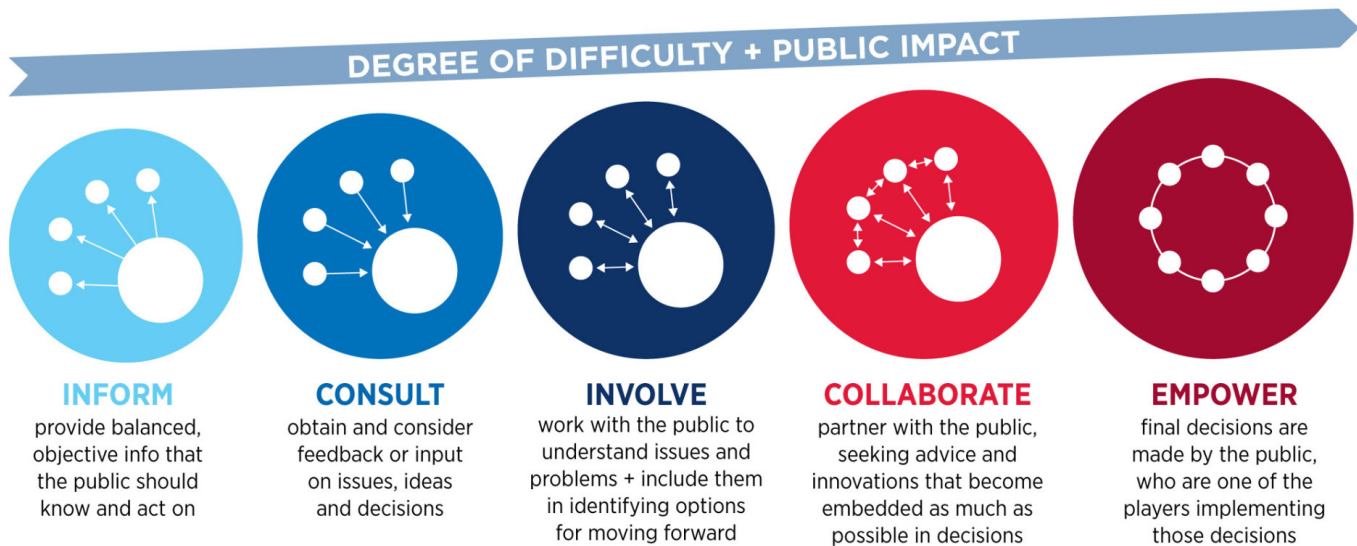
Rosedale Park may be seen as a tourist destination for those visiting to attend a festival or concert. For this TAP, however, the panel viewed the park as an important local resource, placing a focus on how, where, and when the surrounding community would engage with the park.

## Guiding Principles For Community Engagement

The re-envisioning of Rosedale Park must be shaped by the community. The TAP panel strongly believes that emphasis must be placed on community engagement and collaboration, tapping into the community and coming along side them in determining how, where, and when they

want to improve this neighborhood asset. As such, process is important and a discussion of community engagement principles will be helpful in future planning for Rosedale.

- Engagement varies greatly across communities, depending on space, time, format, partners, and funding. It is an ever-evolving process that does not have one right answer or one right process.
- People support what they help create and community members know their needs, wants, and desires best. Community members should be incorporated into the decision making process and inform the work along the way.
- People have varying amounts of time and capacity to



Adapted from International Association for Public Participation (IAP2) Spectrum of Public Participation, this graphic visually portrays the spectrum of potential engagement efforts.





Authentic community engagement and impact can take a wide variety of forms. Top: Design engagement at Hemisfair, San Antonio. Middle: Community workshops at Plaza Guadalupe, San Antonio. Bottom: Nuestra Comunidad Development Corporation at work, Roxbury.

engage in the decision making process and should be engaged in a way that is appropriate to them.

- Every effort should be made to remove barriers to participation, examples include time of day, childcare needs, literacy/language barriers (not just translation services but ensuring that the vocabulary used is appropriate for the community), and locality.
- Input from community members should be honored, responded to, and incorporated as much as possible.

### Developing a High-Quality Park

The emphasis for Rosedale should be on developing a high-quality park for the residents. A recent ULI publication, [Five Characteristics of High-Quality Parks](#), defines high-quality parks as follows.

1. High-quality parks are in excellent physical condition.
2. High-quality parks are accessible to all potential user.
3. High-quality parks provide positive experiences for park users.

4. High-quality parks are relevant to the communities they serve.
5. High-quality parks are flexible and adaptable to changing circumstances.

Today, Rosedale Park is failing in a number of these areas. It is not excellent physical condition. The park is not accessible to all potential users, whether physically inaccessible due to fences or stairs, or financially accessible due to associated facility rental fees. The park does not provide a positive experience for all users nor is it most relevant to the surrounding community it should be serving first. Finally, the park is inflexible and does not adapt easily to changing circumstances.

The equitable and just thing to do is to meet this challenge head-on and re-envision Rosedale as a high-quality park, as defined by community members.



The continuum of engagement for the re-envisioning of Rosedale Park could look like the above process diagram, moving from collecting oral histories in the early stages to identifying phasing and groundbreaking timelines as completion nears.



# BLACKSPACE

-  Create circles, not lines.
-  Choose critical connections over critical mass.
-  Move at the speed of trust.
-  Be humble learners who practice deep listening.
-  Celebrate, Catalyze, and amplify Black joy.
-  Plan with, design with.
-  Center lived experience.
-  Seek people at the margins.
-  Reckon with the past to build the future.
-  Protect and strengthen culture.
-  Cultivate wealth.
-  Foster personal and communal evolution.
-  Promote excellence.
-  Manifest the future.

Blackspace is a collective that acknowledges several important strategies to use in community engagement.



“Dick and Rick” is a good primer on how to engage with communities well – and shows what may result when engagement falls short.

## From “The Designer’s Critical Alphabet”

by Dr. Lesley Ann-Noel

### Neocolonialism

How can you ensure that the power dynamics in your cross-cultural design collaborations don’t mimic colonial power structures and hierarchies?

### Xenophobia

Xenophobia can manifest itself in suspicion of the activities of others, and a desire to eliminate their presence to secure a presumed purity. How does xenophobia (your own, or of other stakeholders in the design problem) affect the analysis of a problem, or the proposed solutions?

## 08 Preserve and Invest in Black, Brown, Indigenous & Asian Cultural Spaces

Design Justice demands we acknowledge the history of spatial removal and cultural erasure within urban design and planning and secure the place-keeping of disinherited Black, Brown, Indigenous & Asian cultural spaces.

Design as Protest is a national collective that has nine demands, including this one to preserve and invest in Black, Brown, Indigenous and Asian cultural spaces.

# DESIGN CONCEPTS

The re-envisioning of Rosedale Park should be community-informed and community-led. As the city and the surrounding community begin the process, the panel sketched out three design concepts that can help catalyze future design thinking around the park. The design concepts were informed by the panelists' expertise, stakeholder input, and guided by a set of design principles and goals that will help ensure that the result is a community-designed high-quality park.

## Guiding Principles

The following design principles guided the panel in the creation of sample design concepts for Rosedale Park.

**Social Impact.** The park should be inclusive and provide equitable access for a diverse population. The design should be community-focused, honoring the culture and heritage of the Westside barrios. It is also a place to explore and celebrate musical culture, public art, and cultural interpretation.

**Environmental.** With an eye on sustainability and a smart environmental approach, care should be taken to restore the park's natural ecology. Native plantings and pollinators should be encouraged and the creek should be restored to assist and enhance floodplain mitigation, water quality, and the overall visitor experience. By increasing the urban tree canopy, the park will provide patrons with more opportunities for shade and help improve the air quality.

**Urban Design.** Access to and through the park must be improved. This increased porosity to and from the neighborhood will help activate the park's edges and enhance safety and security for park visitors by opening vistas for more "eyes on the street." A world-class design, featuring low-impact development, should include complete streets around the park, mobility and transit options, and universal design, meeting ADA requirements and accessibility for those from 8 to 80 years old. Tactical urbanism installations and engaging and visible wayfinding and environmental graphics will increase engagement with park features and enhance accessibility to and through the park.

**Health and Wellness.** The park should, at every turn, provide opportunities for improved health and wellness. Partnerships with aligned organizations, such as the YMCA, can help intensify sports and recreation in the park as will enhanced sports and playground facilities. Walking to, through, or around the park should be an enjoyable and engaging experience. By enhancing the walkability of the park and surrounding neighborhood and by connecting park trails to those along the West Side Creek, more residents and visitors will be encouraged to walk for health and well-being. Finally, food can play an important role in the park. Whether through the installation of community gardens, a food forest, or other food-growing environment, the neighborhood could benefit from the close proximity of health options and increase their household food security.

## Stream Restoration Goals

No matter which design direction the community pursues in its re-envisioning of Rosedale Park, the panel strongly believes that Apache Creek should be restored.

By redesigning the creek alignment and flow, the native ecological habitat can be restored, which will include active flowing water, overbank areas, intermittently wet areas, and native planting dedicated for habitat. To assist with habitat creation, a pump station should be developed from Elmendorf Lake to Apache Creek, crossing at General McMullen Drive. This will also support further biodiversity, help cool the area, and provide additional opportunities for recreation.

The creek can become an important and engaging amenity for the park, instead of simply a waterway to be managed



and controlled. Adding recreational trails for pedestrian and cycling mobility along the bank of the creek could also connect park users to the West Side Creek trail system and allow for opportunities to interact with water or find respite along the way. Additionally, the stormwater could be used as a resource, bringing water flow to the notice of park users with the help of rain gardens, bioswales, and decking over pervious and planting areas.

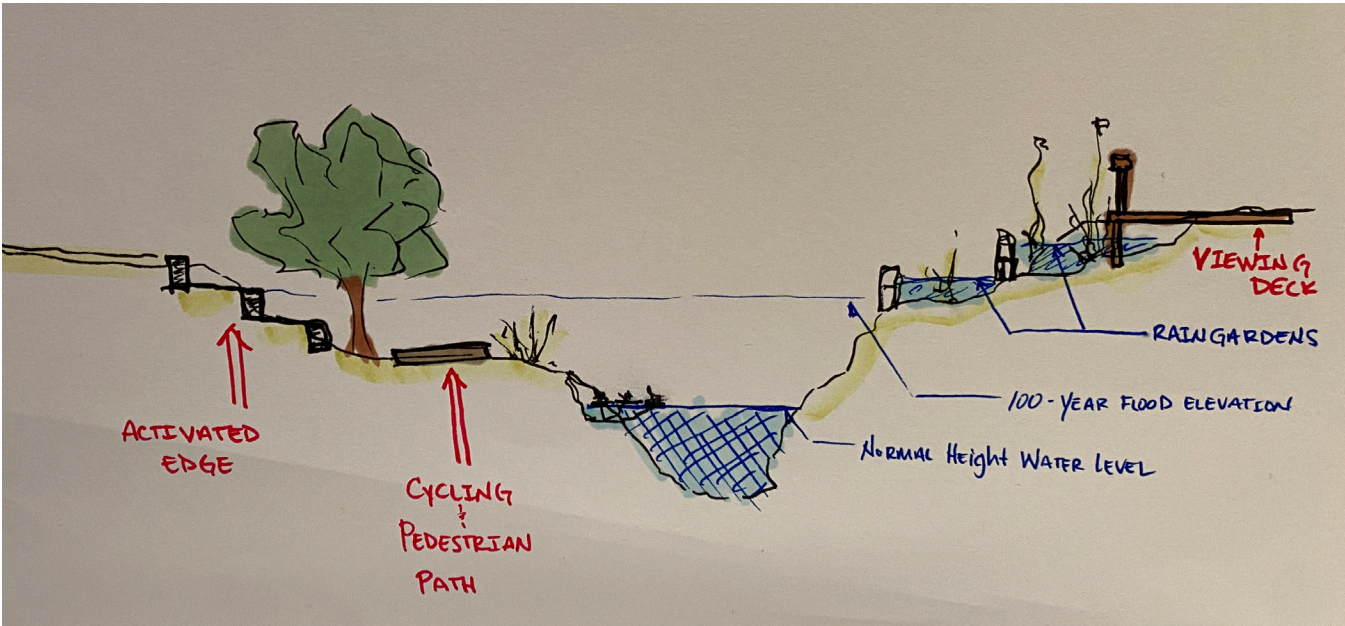
Finally, a repaired and enhanced natural riparian zone can become an important educational amenity for the surrounding elementary schools. With both KIPP Academy

and Roy Cisneros Elementary within an easy walk of the park, the stream can easily become a part of the school's science curriculum.

### Mobility Goals

Regardless of design direction or detail, the panel also strongly believed that certain mobility goals should be a part of any redevelopment conversation at Rosedale Park.

The street infrastructure for Ruiz Street, North 27th Street, and West Martin Street requires updating, including single-loaded parallel parking along the park edge, 10-foot-



TAP PANEL

This sketch of a possible cross-section of a redesigned stream bed provides multiple points of activation and still allows sufficient room for expanded water flow during heavy rain events.



ADOBE



ADOBE

In these two examples, the stream restoration projects provide additional recreational and engagement opportunities.



wide shared-use paths, street trees, and smaller travel lanes in both directions.

The streets surrounding the park also require dedicated and bolder signage and wayfinding to help visitors identify the proper access points for the park. Clear directions regarding pedestrian, cyclist, and motorist usage of spaces and lanes will also greatly enhance access to the park and reduce the potential for conflicts and accidents. Art and wayfinding can also be incorporated into sidewalks and pathways to prioritize visibility and clarity for all users.

Regarding pedestrians specifically, there need to be more frequent and enhanced opportunities to cross into the park.

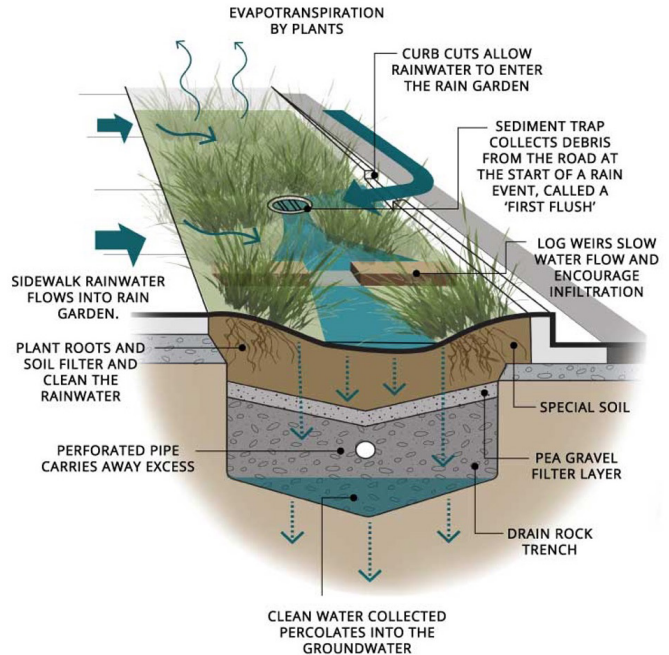
## Complete Streets

Complete Streets are streets for everyone. They are designed and operated to prioritize safety, comfort, and access to destinations for all people who use the street, especially people who have experienced systemic underinvestment or whose needs have not been met through a traditional transportation approach, including older adults, people living with disabilities, people who cannot afford or do not have access to a car, and Black, Native, and Hispanic or Latino/a/x communities. Complete Streets make it easy to cross the street, walk to shops, jobs, and schools, bicycle to work, and move actively with assistive devices. They allow buses to run on time and make it safe for people to walk or move actively to and from train stations.

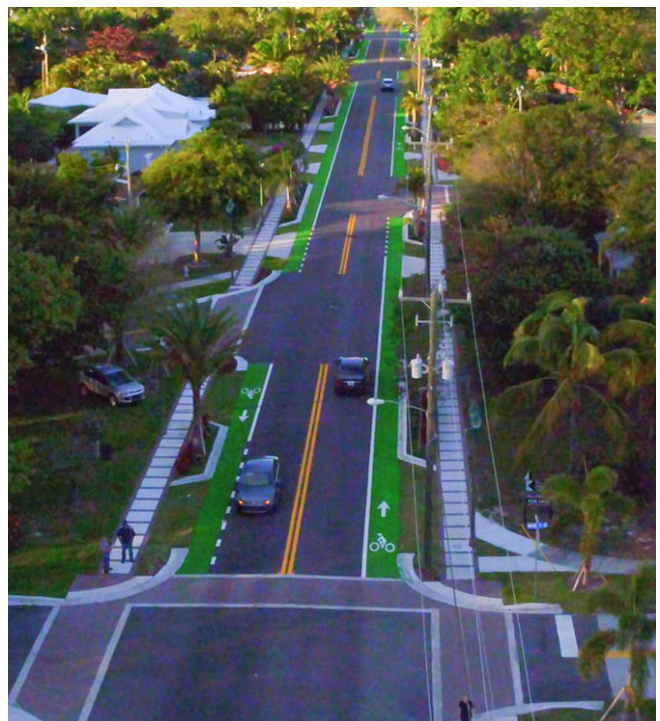
Creating Complete Streets means transportation agencies must change their approach to community roads. By adopting a Complete Streets policy, communities direct their transportation planners and engineers to routinely design and operate the entire right of way to prioritize safer slower speeds for all people who use the road, over high speeds for motor vehicles. This means that every transportation project will make the street network better and safer for people walking, biking, driving, riding transit, and moving actively with assistive devices—making your town a better place to live.

[www.SmartGrowthAmerica.org](http://www.SmartGrowthAmerica.org)

Using a little creativity, pedestrian crossings at below or above grade or elevated crosswalks with a mid-lane haven should be added to the surrounding streets to prioritize pedestrian safety and ease of access.

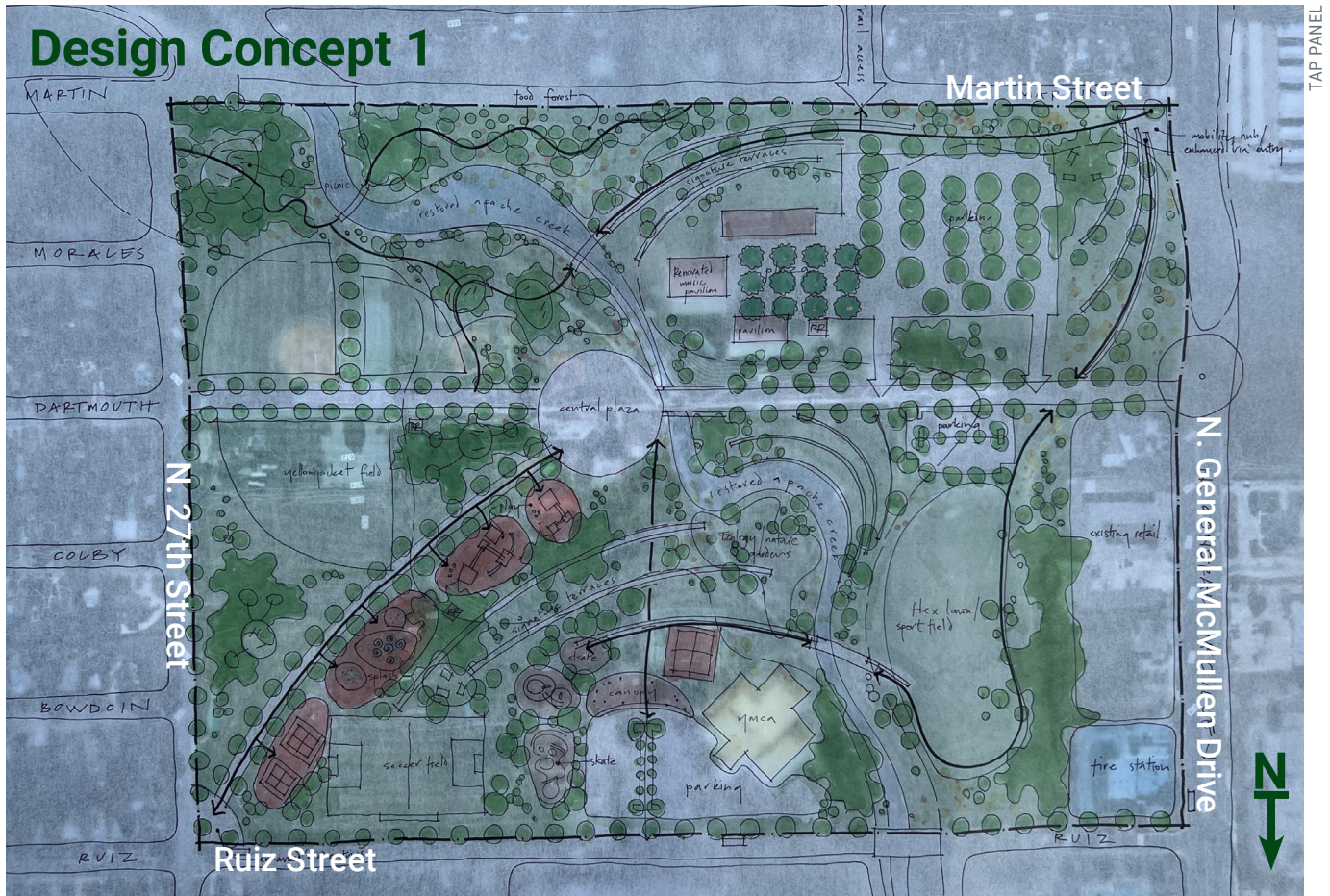


This rendering of a rain garden, placed between a sidewalk and a road, demonstrates the various mechanisms for managing storm water runoff and cycling water back into the natural environment rather than pushing it into the municipal sewer system



Complete streets are designed for all users, taking into account the safe passage of pedestrians, bicyclists, and automobiles.





## Design Concept 1

The first design concept the panel delivered is built around a series of guiding principles that will greatly improve the park experience. The guiding themes include improving accessibility and connectivity, promoting community and cultural identity, creating both active and passive spaces, employing a complete streets model, increasing safety, creating more porosity, increasing the tree canopy and restoring the ecology of the park, and using low-impact development to enhance the park facilities.

This design concept is marked by the creation of a central plaza, connected east and west by a reconnected Dartmouth Street. From the central plaza, paths arc out, connecting to recreational spaces, a new lawn/ball field on the west side of the park, to a restored Apache Creek north and south of the plaza, and to existing sports fields and renovated festival grounds.

**Community and cultural identity.** This guiding theme is realized in a new cultural nexus created through the addition of the central plaza. This plaza can become the cultural center of Rosedale and be the touchstone for additional culturally-significant art installations woven throughout the park.

**Accessibility and connectivity.** The park today is a blank slate with little to no accessibility features or connectivity mechanisms in place. Through the installation of sidewalks, trails, and terracing, park visitors can better traverse the park grounds, more easily reaching play and rest facilities. Through intentional connections and the development of a trail network throughout the park, visitors can also enjoy the health and wellness benefits that trails can bring.

**Active/passive space.** The park should provide ample opportunities for both passive and active recreation. In this design, the terracing arcing out from the renovated YWCA and skatepark creates opportunities for rest and





Stairs, ramps, and terracing can add visual interest and improve site lines within the park as they provide enhanced connections to spaces.

respite and provide a welcome transition to the more active uses in the sports fields beyond. In other areas of the park, near new and distributed picnic areas and shade structures, community-led murals and splash pads blend active and passive uses, which is often a welcome mix for families with young children. In other areas, more dynamic playground equipment and dynamic and natural playscapes would engage older children well.

The retention of open space is important in a park and multipurpose soccer fields, proximate to and accessible by the YMCA, would that important open space and flex as patrons choose to play sports, fly a kite, or lay on the grass and watch the clouds pass over.

The mass pavilion also deserves attention in the context of active and passive park uses. The pavilion and associated spaces would benefit from renovation, which would include fence removal, permanent power installation, and redesigning the kitchen for more efficient use. By opening the pavilion area, the park directors are able to retain the ability to monetize the space via rental fees from large festivals, and the casual park visitor is also able to use the space – picnic tables, playground, and shade structures – without having to pay a rental fee. The addition of lawn seating at the pavilion would provide additional ticketing opportunities or expanded free attendance for cultural festivals and musical events.

**Ecological restoration.** There are a host of natural attributes within Rosedale Park that should be restored,

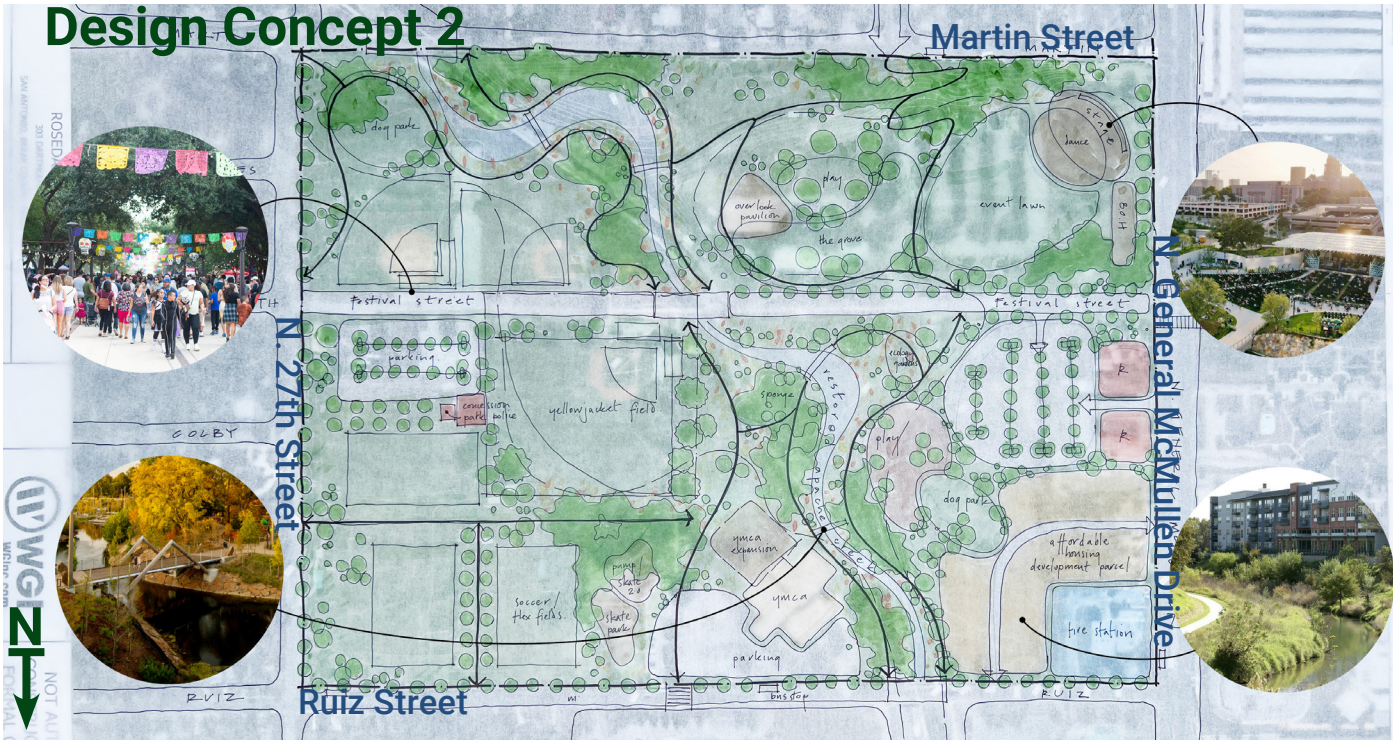


Dynamic play spaces and splash pads are engaging gathering spots for families and patrons of all ages, particularly given the added cooling benefit that comes from being near water.

nurtured, and featured as park amenities. Restoring Apache Creek to a more natural form, removing the hard concrete edges and widening and utilizing the existing watershed more effectively can create a welcome passive recreation opportunity and encourage native flora and fauna to return and thrive. Taking the creek connection concept further, a connection to the Zarzamora Creek Trail Head would be a welcome addition to the park and create further recreation opportunities beyond Rosedale. Finally, while there are trees in the park, there should be many, many more. An increased tree canopy will provide welcome shade and cooling during hot San Antonio summers, and, taking that a step further, food forests could be incorporated into the tree plantings. While community gardens may be difficult to manage and maintain, food forests, consisting of trees with edible fruit, could be incorporated into the landscape and enjoyed by residents and visitors alike.

**Complete streets.** In keeping with the guiding theme of improved mobility, the streets surrounding the park should be re-envisioned as complete streets, safe for pedestrians, bicyclists, and automobile drivers alike. With on-street parking and more frequent and connected pedestrian crosswalks, traveling to and from the park on foot becomes a safer and more enjoyable experience. For General McMullen Drive to the west, improved transit connections are needed. An improved bus stop featuring additional mobility options and better pedestrian connections and sidewalks to/from/around the bus stop are important.





### Design Concept 2

In addition to the common elements through all of the possible designs of the park, there is a unique opportunity to amplify the civic pride in the park and create a more central cultural center for and with the park by democratizing the pavilion space and opening it up for daily use by park patrons. This newly opened space could also expand by shaving the grace down the west and creating a new event lawn space, with a new platform and stage, at the corner of General McMullen and Martin streets.

**Creek restoration.** By liberating Apache Creek from its current concrete channel, the park’s watershed can become an amenity for visitors and perhaps an even more powerful water management resource for the park and surrounding neighborhood.

**Festival street and central spine.** The extension of Dartmouth Street through the park would create a more visible entry point for the park and also provide a festival street, a space that can be closed down for pedestrian use on special event occasions and even become a gallery space for car shows, food trucks, and more. It would serve

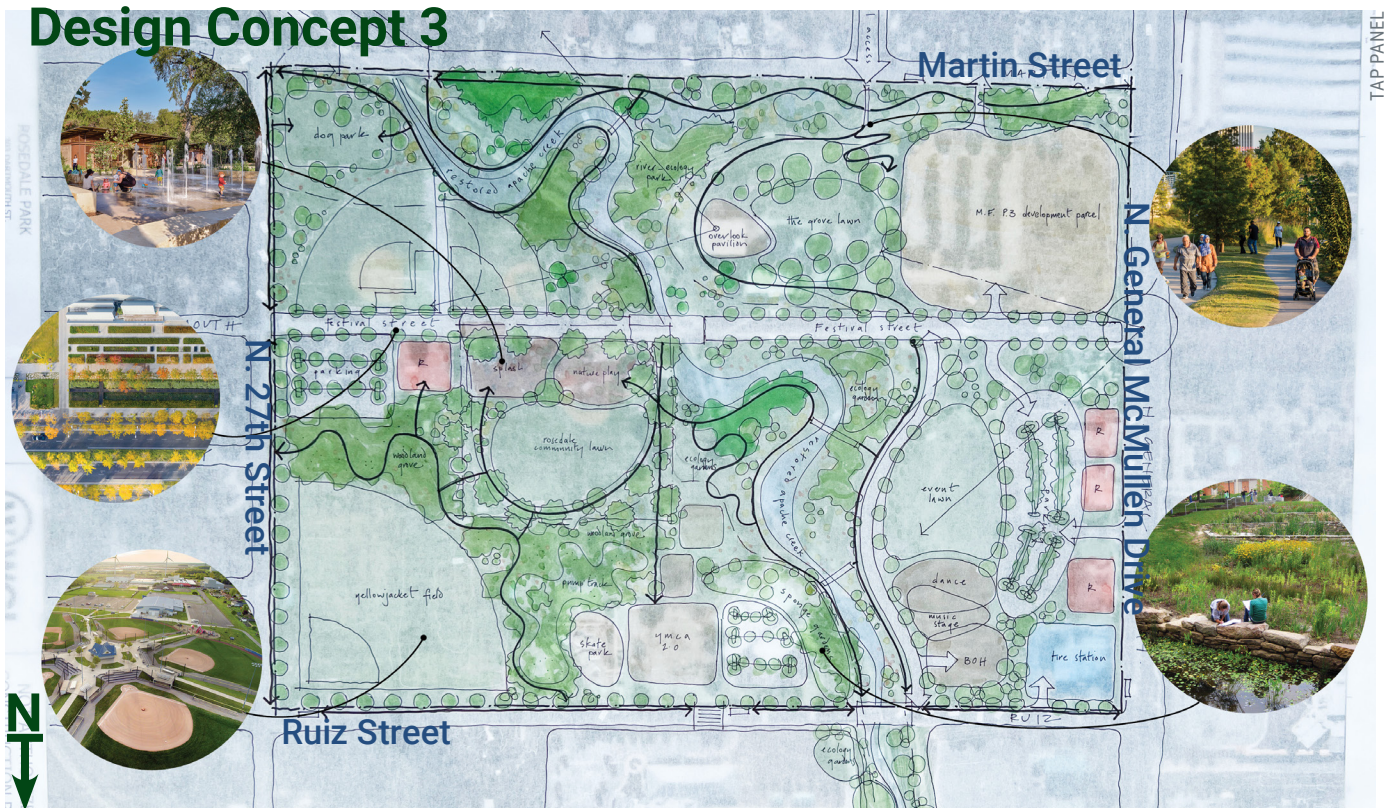
as a central spine or trailhead for moving through the rest of the park to the YMCA and ballfields. Yellow Jacket field and the soccer fields remain in place but the YMCA could be given more space to grow and become an even more present factor in the park and larger community.

**Complete streets.** The inequities of the streets, with flooding and no sidewalks, should be rectified by adding sidewalks, removing chainlink fencing, and even adding more bus stops to help riders connect to trailheads and other paths within the park.

**Development funding.** A public-private partnership could help maximize funding for the park. Development of affordable housing at the northwest corner of the park could fund park improvements while, at the same time, bringing more people and life to the park itself.

**The importance of play.** Play is infused throughout this design by the new and interesting trail connections, a potential new BMX pump track, and even a dog park. The addition of more multi-use spaces, such as new lawn areas and soccer fields, can reduce open tracts of single-use space and help build community. More people and more





eyes on the park will increase a sense of safety in the park. Building community ownership in the park is central and infusing the park with improvements that are for the surrounding neighborhoods is key.

### Design Concept 3

In this third design concept, the central space of civic pride is a lawn in the center where play, nature, and water play are celebrated. This central “Rosedale Square,” or better yet a square with a name selected by the community, could become a space for daily activity, featuring a restaurant, gathering spaces, splash pads, and other spaces used by park patrons and school children for outdoor learning.

**Ecological restoration and play.** Much like Design #2, this concept features multi-use spaces on flexible lawns, surrounded by woodland trails that circulate around the square. Pollinator gardens, ecological gardens, meadows, and native vegetation could be used throughout the park to encourage wildlife to return to the park, to add shade and cooling, and to reduce maintenance stress for the city’s parks department. The restoration of Apache Creek is also

important in this design, and the waterway takes center stage, winding naturally through the park and inviting native plants and wildlife to grow and thrive while also providing spaces for curiosity and learning.

**Complete streets.** Dartmouth Street is again reconnected east and west through the park, providing a festival street, which can provide much-needed inter-park connections, additional parking for patrons, and exhibition space for festivals and events. An additional north-south street could be added near the western edge of the park to provide additional access, circulation, and traffic relief on event days.

**A new YMCA.** This design re-envision the YMCA as a next-generation facility. By constructing a new building on the current parking lot, the existing YMCA members can continue to access recreation and programming in the present space. When the new facility opens, the old building is removed and the lot paved to create parking for the new building. A rain garden could buffer the parking lot from Apache Creek, providing beneficial filtering before the stormwater returns to the stream. Close to the YMCA and



skatepark, a new BMX pump track could wrap around and add additional recreational opportunities for teens.

**Democratized pavilion.** In further pursuit of an equitable redesign for Rosedale, the overlook pavilion becomes accessible and open to all, embracing the views, free from fencing and rental fees for casual use. The concerts and larger events would move to the northwest corner of the park, closer to the intersection of Ruiz Street and General McMullen Drive. This reconfiguration could provide more access for a green room for performers and space for loading/unloading equipment. Moving the parking to this location could provide additional opportunities for circulation with two access points. The existing event parking area would be shaved down, leveled, and marketed for potential development, which could generate income for the park and offset some of the infrastructure costs of the proposed improvements.

## Design Themes

In all three of these designs, there is a stewardship that is infused in the development, and a sense of park and community pride that is recognized, amplified, and celebrated. Health, wellness, and recreation are put at the center of the contemplated improvements, and the importance of water, through the naturalization and restoration of Apache Creek, is brought to patrons' attention. The park becomes more accessible and equitable for the surrounding neighbors, an important step forward for a park that has been historically de-equitized.



Shallow waterways, such as a restored Apache Creek, can provide safe areas for play and cooling.



Community members can participate in the planting and harvesting of food forests.



# ANTI-DISPLACEMENT STRATEGIES

Development can spark displacement. Equitable development, however, will take into account policies and practices that will actively work to keep people in place, ensuring that they not only stay in their homes, but also benefit from the enhanced personal property values that development improvements can bring. Intentionality is key to preventing displacement.

## Displacement Defined

From the City of San Antonio, utilizing research from The Urban Displacement Project, displacement is categorized as either “direct” or “indirect.”

**Direct displacement.** Direct displacement occurs when a household is forced to move from their home involuntarily. It occurs because of evictions, demolitions and foreclosures, large rent increases, reconstruction, or rising homeownership costs. Direct displacement can also occur from the presence of unlivable conditions like mold, utility cutoffs, landlord harassment, or pests.

**Indirect Displacement.** Indirect or neighborhood displacement occurs when changes in housing costs make a neighborhood unaffordable for those who previously could afford to live there.

## Rosedale is Unique

Approaching the redevelopment of Rosedale Park through an equity lens is critical as the half-mile radius around the park has historically been left behind. Today, compared to the rest of the City of San Antonio, Rosedale’s surrounding community stands out in the following ways.

When compared to the rest of the city:

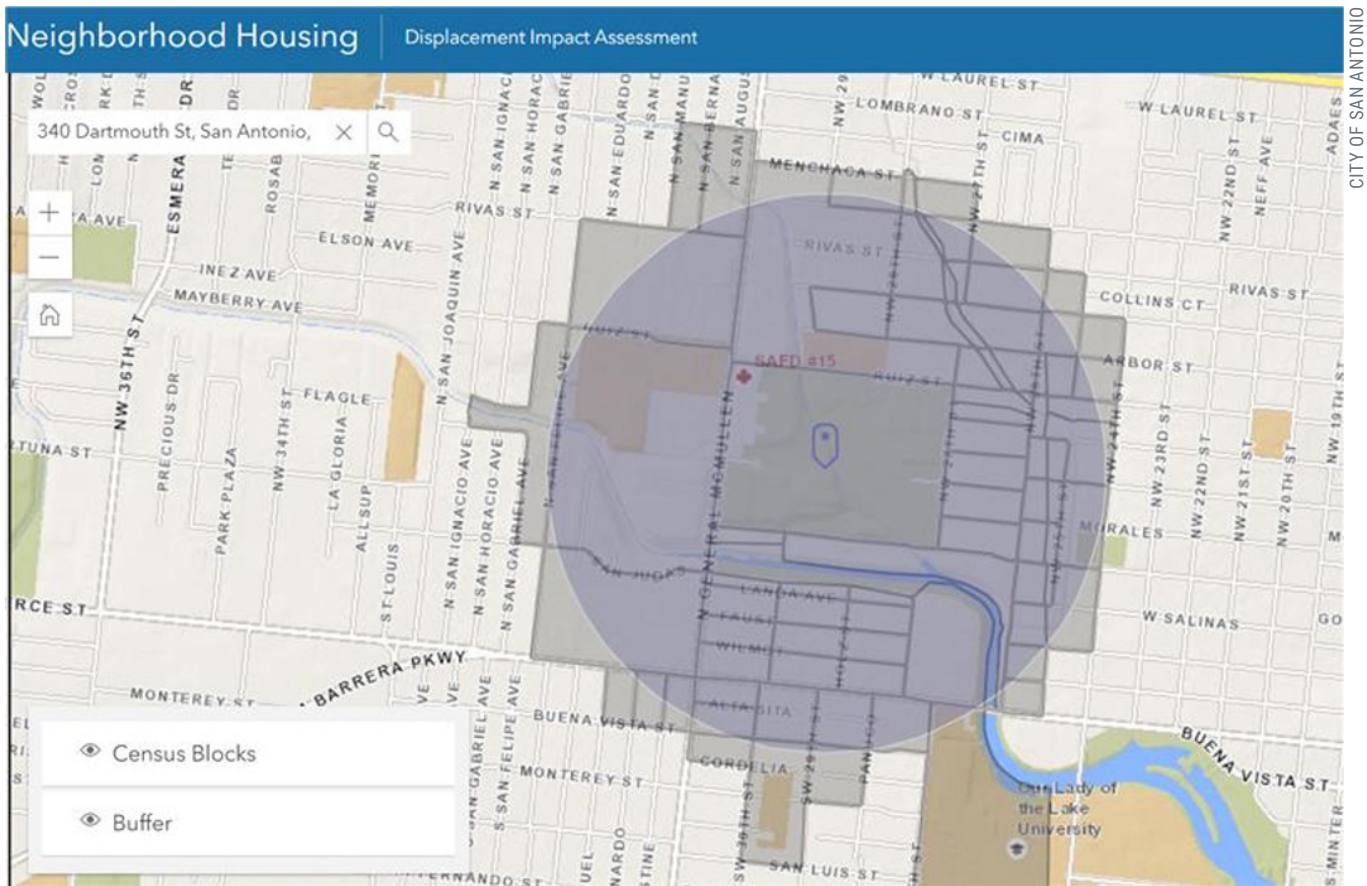
- Households have nearly twice the number of children under age five.
- Fewer households have high school or college-aged children.
- Households are more likely to have incomes under \$50,000/year, and of those, 18 percent have annual incomes under \$10,000.

- 32 percent of homeowners do not have nor benefit from a tax exemption (*i.e.*, homestead exemption) on their property.
- There is a shortage of publicly-secured affordable housing in the area.
- The buildings are generally in a poorer condition than in the rest of the city.

## Potential Anti-displacement Measures

As work on the park begins and continues over time, certain actions can be taken to prevent displacement. From actions to take immediately in the near term, to actions that may take a decade or more, displacement prevention is an active, ongoing process that continues as development continues and as more people consider moving to the area.

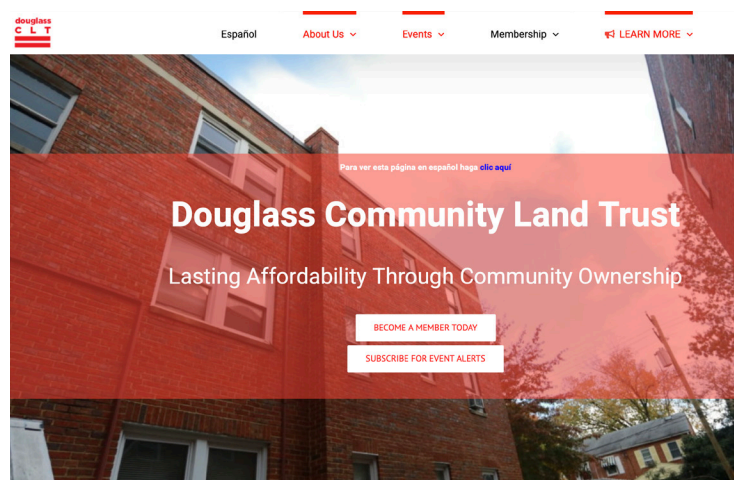
**Short term (1-3 years).** In the near-term and going forward, programming in the park should be supportive of the surrounding residents. While the park may be a tourist destination for certain festivals, maintaining the park as a key resource for the surrounding community will help ensure that the community is centered in activities and supported long-term. The park can also be an excellent location for sharing information with homeowners and neighborhood residents, providing classes in obtaining exemptions and protesting property taxes, obtaining home repair assistance (although home repair dollars cannot be spent in a floodplain and thus may not be available to all residents), and information about the benefits of building casitas/accessory dwelling units or participating in land banking efforts.



The Neighborhood Change & Displacement Tool, developed by the City of San Antonio, can help communities better identify the areas most at risk for displacement.

**Long term (3-12 years).** Other anti-displacement measures will take longer to address but should still be initiated soon. Equitable tax reform will take legislative advocacy and reform, requiring years of dedication to create meaningful change. Similarly, the establishment of community land trusts will take time but are important tools, providing opportunities for maintaining neighborhood housing affordability while supporting homeowners' advancement of financial equity in their homes. A community land trust for the area around Rosedale could adopt the Douglass Community Land Trust as model, which supports the community around the 11th Street Bridge/ Anacostia Park in Washington, D.C. The Douglass CLT was established in 2019 as part of 11th Street Bridge Plan and is supported by the local government and private funding. In this instance, the CLT provides shared-equity for lasting affordability

and is run by a resident-led organization that owns the land while the homeowners retain ownership of their individual homes.



The Douglass Community Land Trust could provide a model for Rosedale.

# PARTNERSHIP OPPORTUNITIES

Parks provide communities with wonderful opportunities for partnership. From associations with nearby schools, to “friends” groups who can help with plantings and maintenance, to larger nonprofit organizations that can help support the park with fundraising activities, equitable and accessible parks can be loved and boosted by all.

## Park Stakeholders

Park stakeholders can come in all shapes and sizes, from families and neighbors to public service providers to nonprofits. For Rosedale Park, the following stakeholders should be considered and invited to participate in future planning for the park:

- Youth, parents, and families
- Neighbors surrounding the park
- Performers who have been or will be involved in the cultural festivals and musical performances in the park

- Yellow Jackets Athletic Club
- Fire Department and San Antonio Police Department
- VIA Metro Transit
- COPS / Metro Alliance
- SA Hope Center
- City of San Antonio and Bexar County

Within these stakeholder groups, it will be helpful to identify a core oversight committee, representative of and trusted by stakeholders and inclusive of historical partners, to help guide the future planning for and improvements to the park.



TAP PANEL

Historical partners should sit at the center of park partnerships.



ULI

The Rosedale Park Wall of Fame also includes this plaque noting key park partners.



## Cross-Sector Partnerships

Cross-sector partnerships are also key for the sustainability of the park improvements. These partners can help bridge the gaps between community needs and available public resources to oversee and coordinate park planning, funding, development, operations, and maintenance. It is often through the help of critical cross-sector partners that the improvements to the park can also help advance goals around social equity, resilience, and health.

[Successful Partnerships for Parks – Collaborative Approaches to Advance Equitable Access to Open Space](#)

### COMMON CROSS-SECTOR PARTNERS AND ROLES

SECTOR	ENTITY/ORGANIZATION	SELECTED POSSIBLE ROLES
Public	Parks departments	Accountability/enforcing park access/operations agreements, leasing land for park development, managing partnerships, making capital investments
	Other city departments/agencies (planning, economic development, mayors' offices, housing authorities, etc.)	Facilitating community engagement/park-visioning exercises, issuing bonds for park development, coordinating park and affordable housing development, identifying partnership opportunities, making capital investments
Private	Real estate developers	Creating/operating parks alongside development projects, contributing funding for nearby parks/park operators
	Landscape architects and other designers	Incorporating sustainable/resilient design into new and renovated parks, designing parks to meet community needs
	Building owners, businesses, and corporations	Contributing funding for parks, sponsoring events/programs
	Concessions and park-related businesses	Activating public spaces, contributing new sources of revenue to offset operation and maintenance costs
Nonprofit	Community development corporations	Providing programs/services that leverage park development/access, spearheading affordable housing and housing preservation efforts to mitigate potential park-related displacement
	Neighborhood/community groups	Advocating for new or improved parks, working with partners to ensure that parks reflect community needs, organizing cleanups
	Business improvement districts	Developing and maintaining parks, organizing park events/programs, making capital investments
Philanthropic	Private foundations/individual donors	Contributing funding for parks; spearheading park-related cross-sector collaboration/coordination; advancing health, resilience, and social equity priorities

**Note:** This list is meant to illustrate the range of organizations that support park development and operation. It is not intended to be exhaustive.

## Potential Funding Partnerships

	Strategy or Alignments	Entity
Public Sector	Flood Control	City of San Antonio
	Hike & Bike Trails	Bexar County
	Healthy Streets	San Antonio River Authority
	Obligation Bonds	Army Corp.
	Special Districts	Federal Economic Development
		TIF
		TIRZ
		CDBG
Philanthropic Funding		New Market Tax Credits
	Sponsorships	San Antonio Area Foundation
	Conservancies	Santikos Park Initiative
	Program Funding: Aging in Place, Public recreation, Healthy neighborhoods, Cultural Preservation & Art, YMCA, SA Hope Center, Prosper West	SA Sports
		Silver & Black Give Back
Private Sources		LISC - San Antonio
	Traditional Financing; Private Sector Lease-Backs; Public Sector Leasing	Developer Funds
		Private Facility Operators

## INVESTMENTS IN HIGH-QUALITY PARKS

Re-envisioning a more equitable and accessible Rosedale Park warrants an environmental scan of other high-quality parks in Texas and around the country. The following table details the investments made in each park and also notes the size and corresponding cost per acre. In order to develop a high-quality park at Rosedale – the just and right thing for the community – investment will be required.

Parks	Acres	Source	Cost (millions)	Cost/Acre (millions)
Discovery Green	11.78	PPP	\$125	\$10.6
The Gathering Place	66	Private	\$465	\$7
Domino Park	6	Private	\$50	\$8.3
Waterloo Park	11	PPP	\$64	\$5.8
Hemisfair Yanaguana	5	Public	\$27	\$5.4
Confluence Park	2.67	PPP	\$13.7	\$5.1
Grand Park	12	PPP	\$50	\$4.2
Kingsbury Commons	7	Private	\$10	\$1.4
Meadowbrook Park	80	TIF Bonds	\$19	\$0.2



## NEXT STEPS AND URGENCY

Park planning – planning done well – takes time. Yet there is a clear sense of urgency with regard to planning for a re-envisioned Rosedale Park. Funding for renovations and improvements will likely come through a bond issuance, the approval for which would take place in May of 2027. While that deadline may seem far distant, the steps required in the interim, to plan and prepare for the bond issuance most notably, should be initiated as early as 2023.

### **The clock starts now on a re-imagined Rosedale Park.**

The residents faithfully and diligently pursued the park's initial formation for years before realizing their dream in the 1970's. Today, the park is a cherished piece of the community and a space worthy of investment. Investing the park's future, bringing it up to the high-quality standards seen in other city parks, is the equitable and just thing to do.

### **Timeline**

The panel outlined the following timeline, which details a more urgent process requiring action starting as early as January 2023.

<b>Jan. 2023– Nov. 2025</b>	Park master planning
<b>Dec. 2025</b>	Cost estimates from schematic design to city
<b>Sept. 2026</b>	Project selection process begins
<b>Dec. 2026</b>	Projects selected for election
<b>May 2027</b>	Next city bond election

# ABOUT THE PANEL



**Trey Jacobson**  
Panel Chair  
Principal Consultant  
Momentum Advisory Services  
Trey Jacobson is the Principal Consultant of Momentum Advisory Services, a Texas-based

consulting practice focusing on economic development, public-private partnerships, land development and public affairs. He has over 30 years' experience in both public and private sectors, having previously served in executive positions in economic development and two mayoral administrations for the City of San Antonio, Texas. Trey has assisted corporate clients and developers throughout Texas with land use and economic development, including site evaluation, entitlements, infrastructure financing, project incentives, political advocacy, media communications and negotiations with public agencies. He has also advised Texas municipalities, non-profit organizations, and public agencies in the areas of development codes, redevelopment strategies and economic development incentive policies. Trey is an author and experienced speaker on economic development, real estate, leadership, and politics.



**Linda Alvarado-Vela, AICP**  
Senior Program Manager  
Quiddity Engineering  
During her career, Linda served as the Planning and Public Involvement Program Manager for the Alamo Area Metropolitan

Planning Organization where she led a team of professionals increasing awareness of the MPO's planning initiatives including active transportation planning, environmental planning, safety performance management, and congestion management. Linda graduated Magna Cum Laude from the University of the Incarnate Word. She is bilingual in English and Spanish and has over 24 years of experience in facilitation, community relations, public involvement, and planning. Linda has organized and moderated public meetings, facilitated public workshops and design charrettes, developed print and web-based outreach materials, coordinated press coverage, and targeted public outreach to under-served communities. In her years working as a private consultant, she led strategic planning efforts and conducted research for over 40 comprehensive plans, transportation plans, corridor studies, and other projects in Texas and around the country.





**Eric Baumgartner**  
**Project Architect**  
**LPA Design Studios**

As an experienced Architect at LPA Design Studios, Eric Baumgartner enjoys working with the entire project team to

develop innovative solutions that fit the unique factors of each project. His passion for uniting people together through the spaces they inhabit guides his focus in sports, recreation, community, and educational projects. Eric believes public parks are ideal for fostering culture and connections amongst a wide range of stakeholders, which leads to facilities that better serve the community. Eric pursues a continuously improving design process to create greater efficiency, better details, and a more engaged community.



**Rachel Brehm**  
**Director of Marketing & Business Development**  
**dwg.**

Known for thinking on her feet and a dynamic personality, Rachel's skills lie in attention

to details and how to tie them into successful marketing strategies. Her appreciation for the design industry stems from watching ideas transform from vision to reality. Her interest in communications and design has led to her current role strengthening dwg.'s relationships and position within the community. Rachel believes that placemaking is both a policy and a process. It has the ability to shape our communities and culture for the better — and she is excited to be part of a team that shares this ideology. It is through this belief that she continues to advocate for strong urban cores through many of the great organizations and boards she is a part of.



**Crystal Del Bosque**  
**Director of Business Development and Marketing**  
**Alamo Architects**

Crystal dedicates her professional career towards building relationships and connecting

resources. She recently joined Alamo Architects as the Director of Business Development and Marketing and continues to provide clear growth strategies and implementation practices through CrystalClear Community Consulting, LLC to community organizations. She has contributed to community-wide initiatives ranging from economic development, real-estate development, affordable housing, patient safety, addiction recovery, commercial energy-saving, and many other public-private collaborations. With a Master's in Urban and Regional Planning from the University of Texas at San Antonio, Crystal pivoted into the commercial construction industry 6 years ago and maintains key relationships within the AEC industry.



**Siboney Diaz-Sanchez,**  
**AIA NOMA**

**Community Engagement Administrator**

**City of San Antonio NHSD**

Siboney is the community engagement administra-

tor for the City of San Antonio's Neighborhood and Housing Services Department. She serves as a NOMA Empowerment Committee Co-Chair, organizes with the Design As Protest Planning and Policy Committee, and teaches Community Practice at The Boston Architectural College. Prior to returning to San Antonio, Siboney was a project + design manager at Opportunities Communities in the Boston area working for two non-profit community development corporations, The Neighborhood Developers and Nuestra Comunidad. She also joined the Association for Community Design board in 2022. Siboney is a licensed architect in the state of Texas and was an Enterprise Rose Fellow from 2019-2021.



**Veronica Escalera-Ibarra**  
**Real Estate Coordinator**  
**VIA Metropolitan Transit**

Veronica is a real estate professional and urban planner with personal investment and passion for community stewardship and building equitable communities. Veronica holds a Bachelor of Arts in Political Science from Our Lady of the Lake University and a Master of Science in Urban and Regional Planning from UTSA. Veronica's current work includes navigating land use matters to better serve local transit and transit-oriented communities. Veronica's previous work with top rated law firms focused on real estate law, and her experience managing land assets related to water resources with the San Antonio River Authority, shape a holistic understanding of policy, sustainability, real estate development, and land use patterns.



**Traci Lewand**  
**Director of Events**  
**Hemisfair**

Traci Lewand, currently works as director of events for Hemisfair delivering over 500 events a year through cultural festivals and family programming with amazing community partners. Prior to Hemisfair she worked for Busch Entertainment Corporation for twenty years specializing in operations and event management. She also is the founder of Changing SA, a community initiative under disabilitySA created to raise awareness about the need for universal changing stations in our community. Traci calls San Antonio home along with her husband and three children.



**Damaris Martinez**  
**Landscape Designer II**  
**Dunaway**

Damaris Martinez is a landscape designer skilled in visual communications and community engagement. She has experience working with numerous municipalities, counties, and other authorities throughout the state of Texas. Her project

experience includes park master plans, trail systems, recreational and open space amenities, and sports parks. Damaris is driven by the positive impact parks and trails have on communities, planning, design, and 3D visualizations while maintaining excellence as a top priority.



**Javier Paredes, AIA**  
**Director of Development**  
**Alta Architects**

Javier is Leading an approach to Urbanism and Design that focuses on Culture and people, and his design experience ranges from small urban infill to public mega projects. He is an Associate Principal at Alta Architects, the largest minority owned design firm in Texas, where he serves as the Development Director for the firm. In this role, Javier has secured over \$500M in Construction value for public commissions and is charged with shaping the Firm's design pipeline focusing on projects of Social Impact and cultural relevance. He's in a unique position to cultivate ideas, broker partnerships, and steer design impact.



**John Rigdon**  
**Director of Planning & Design**  
**Waterloo Greenway**  
**Conservancy**

John Rigdon is the Director of Planning and Design for the Waterloo Greenway Conservancy. He has been with the Conservancy since 2013, leading the development of the capital project by weaving together the efforts of the project managers, the City of Austin, and the design team. With roots in sustainable city planning and community engagement, he has provided forward-looking solutions to a vast array of project management, design, and programming challenges across his career. John earned an M.S. in community and regional planning from The University of Texas at Austin and a B.A. from the University of North Carolina at Chapel Hill.





**Trent Tunks**

**Architect  
Alamo Architects**

Trent Tunks is an Architect at Alamo Architects where he works on urban design, master planning, housing, and adaptive reuse projects. He is currently an advisor to SALSA's Housing and Visitability Working Group and sits on the San Antonio Housing Trust Foundation's Sustainability and Universal Design Committee. Additionally, he is one of the founding board members of ActivateSA. In his role as a board member, Trent provides insight into the need for accessible city-wide connectivity, trails, and active transportation networks. He holds a Master of Architecture degree from the University of Texas at Austin School of Architecture and is a graduate of the B.S. in Architecture program at UTSA. Across all his work, Trent brings together his experience as both a designer and wheelchair user to advocate for a more equitable, accessible, and sustainable built environment.



**Sara Wamsley Estrada**  
**Housing Policy Administrator  
City of San Antonio NHSD**

Sara Wamsley Estrada is the Housing Policy Administrator for the City of San Antonio. She oversees the implementation of the Strategic Housing Implementation Plan (SHIP) which was adopted by council in December 2021. Her work includes many initiatives related to housing affordability and livability, including anti-displacement related policy and planning efforts. Sara came to San Antonio from Seattle, where she previously led policy & advocacy for a non-profit coalition of affordable housing developers, architects, service providers, and funders. She has an MPA from the Evans School of Public Policy & Governance at the University of Washington. On her free time, she enjoys walking around Woodlawn Lake with her husband Eric and their two dogs, Kirra & Gazpacho.



**Daniel Woodroffe**  
**President and Design Director  
dwg.**

As president and founder of dwg., Daniel is a leading voice of the urban architectural landscape. His 20+ years of work explores the interrelationship between the landscape, architecture and infrastructure to express the importance of creating exceptional designs that are socially, environmentally and economically equitable and resilient. His work spans a multitude of scales and collectively focuses on adaptive reuse and urban transformations that amplify climate resilience and the creation of engaging, social spaces. He is passionate about celebrating storytelling and leveraging a rich sense of place and distinctiveness that is unique to each space. His work can be found in Austin and throughout Texas, New York, Colorado, California, Florida, Nebraska, Dubai and Bahrain.



**Russell Yeager, PE**  
**Director of Civil Engineering  
WGI**

As Director of Civil Engineering, Russell is responsible for managing the national civil engineering private practice including 8 WGI locations and an incredible team of 85 engineers. Russell is also responsible in overseeing the performance of the project design teams, steering brand marketing strategy, and spearheading WGI's community outreach efforts within the civil engineering department. Russell has been involved with the development process in the Central Texas area for over 15 years, guiding projects and clients through the process of design, permitting and construction in multiple municipalities. Russell is actively involved with ULI, RECSA and the South San Antonio Chamber where he serves as a past-chair. Russell is a graduate of the University of Texas and his wife and 4 kids live in northwest San Antonio.



## San Antonio

---

ULI San Antonio  
1128 E. Euclid Ave.  
San Antonio, TX 78212

210.887.0051  
sanantonio@uli.org

[sanantonio.uli.org](http://sanantonio.uli.org)



[knowledge.uli.org](http://knowledge.uli.org)