

Hemisfair San Antonio, Texas

A ULI Advisory Services Panel Report

April 28–May 3, 2019



ULI Urban Land
Institute
Advisory Services

Hemisfair San Antonio, Texas

Open Space and Development Opportunities in Hemisfair's
Eastern Zone

A ULI Advisory Services Panel Report

April 28–May 3, 2019



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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 providing leadership in the responsible use of land and in creating and sustaining thriving 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 80 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. In 2018 alone, more than 2,200 events were held in about 330 cities around the world.

Drawing on the work of its members, 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. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

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About ULI Advisory Services

THE GOAL OF THE ULI ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies.

Since 1947, this program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and are screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives, a day of hour-long interviews of typically 50 to 100 key community representatives, and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this

Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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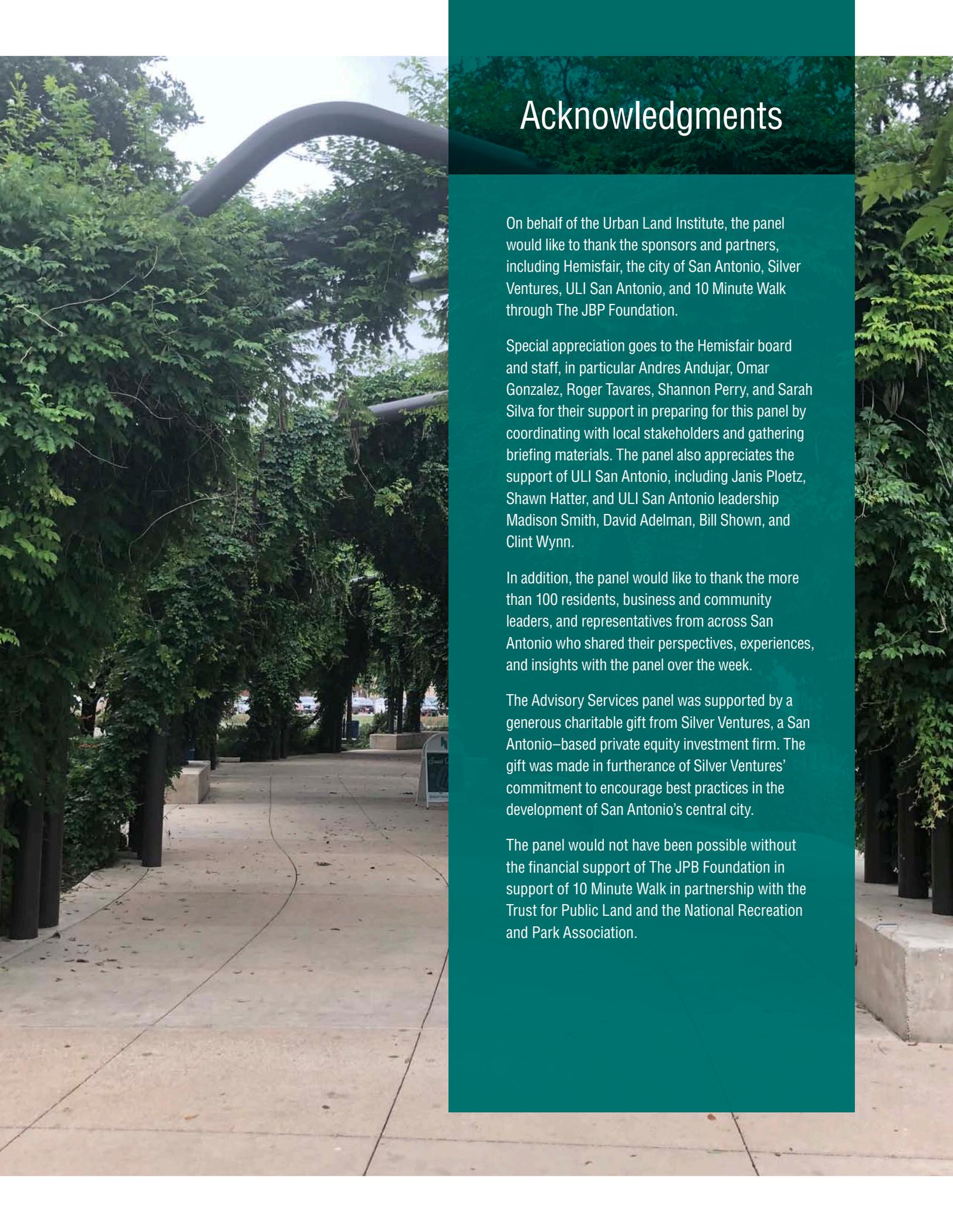
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In addition, the panel would like to thank the more than 100 residents, business and community leaders, and representatives from across San Antonio who shared their perspectives, experiences, and insights with the panel over the week.

The Advisory Services panel was supported by a generous charitable gift from Silver Ventures, a San Antonio-based private equity investment firm. The gift was made in furtherance of Silver Ventures' commitment to encourage best practices in the development of San Antonio's central city.

The panel would not have been possible without the financial support of The JPB Foundation in support of 10 Minute Walk in partnership with the Trust for Public Land and the National Recreation and Park Association.

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About the Panel



About 10 Minute Walk

PARKS ARE ESSENTIAL to the physical, social, environmental, and economic health of people and communities. Parks help expand the economy by attracting homebuyers, tourists, and highly talented workers. They protect the environment, provide space for the enjoyment of arts and nature, and make people healthier, happier, and more connected.

Despite these known benefits, research shows that one in three Americans—more than 100 million people—do not have a park within a 10-minute walk of their home. 10 Minute Walk is a movement dedicated to improving access to safe, high-quality parks and green spaces in cities—large and small—throughout the United States. Led by the Trust for Public Land (TPL), in partnership with the National Recreation and Park Association (NRPA) and the Urban Land Institute and with support from The JPB Foundation, 10 Minute Walk is working to create a world in which, by 2050, all people in U.S. cities live within a 10-minute walk of a park or green space. This partnership drives commitments from city leaders working to achieve this vision and transform their communities.

The 10 Minute Walk mission has been endorsed by nearly 300 U.S. mayors so far. ULI, TPL, and NRPA are working with partners in select cities on measurable policies and strategies to advance the 10 Minute Walk vision. Success in this work will require the expertise, creativity, and close collaboration of public- and private-sector leaders. ULI has a powerful role to play in catalyzing its members, networks, and partners around a vision of a green, sustainable, connected, and resilient future for all people.

Learn more and connect with 10 Minute Walk at 10minutewalk.org and uli.org/parks.



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Background and the Panel’s Assignment

IN 1968, SAN ANTONIO STEPPED ONTO THE WORLD STAGE, celebrating the city’s 250th birthday by hosting the World’s Fair in an area now known as Hemisfair. During the 1968 World’s Fair and Exposition, San Antonio welcomed 6.4 million visitors to HemisFair ‘68. The preparation for and the events that took place during the 1968 World’s Fair were a monumental achievement for San Antonio, and the world took notice of a city that could think boldly and execute a vision.

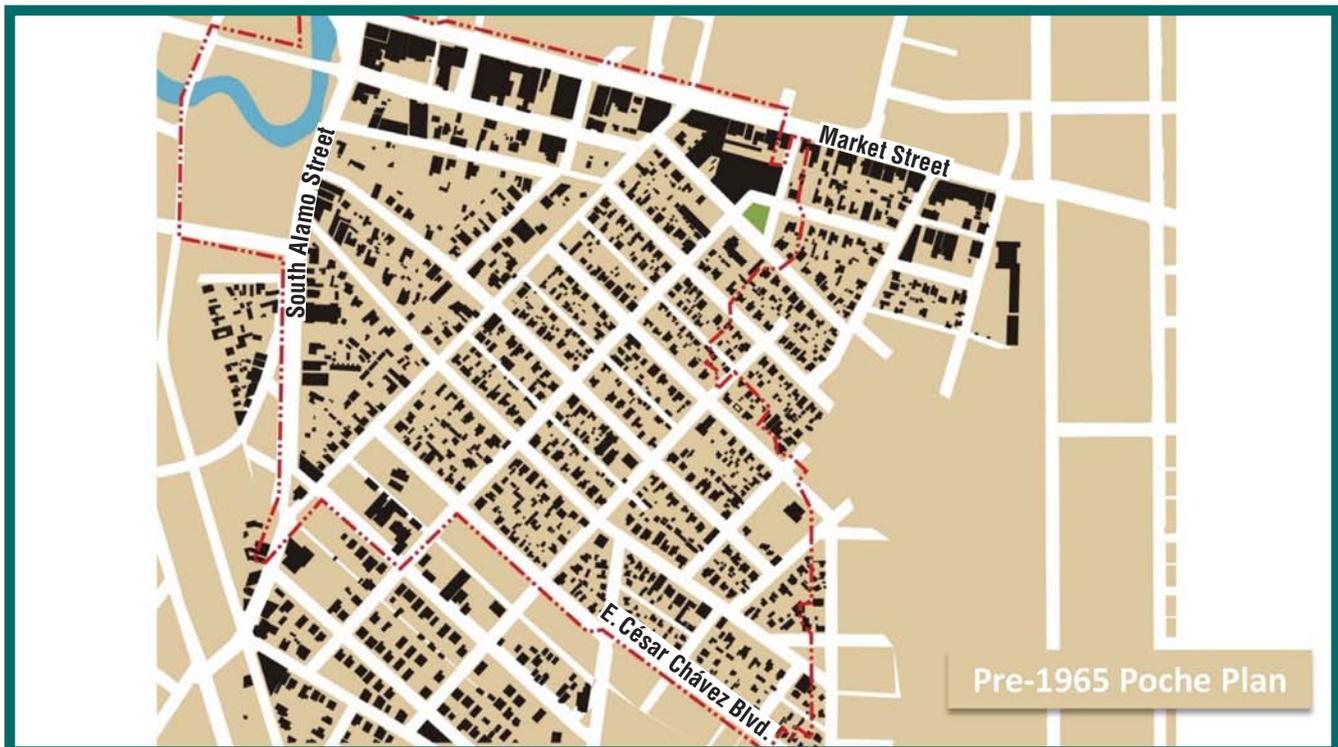
However grand and well intended, the 1968 World’s Fair came at a cost to the urban neighborhood’s vitality and physical connectivity when the area was transformed from residential to fairgrounds. Essentially, the urban grid that contained residential, religious, retail, and urban service uses and had stood as a thriving neighborhood was removed in favor of exhibition halls and monuments to hold large crowds.

After 1968, the fairgrounds lay underused for decades, limiting access and connectivity to the neighboring communities. As a result of nearly 50 years of inattention, what remains today is additional isolation of the site caused by automobile-oriented superblocks without easy connections to the surrounding Southtown and Lavaca neighborhoods. This lack of access

also restricts synergy with the adjacent historic La Villita neighborhood to the west. Connectivity to the surrounding area was further obstructed by construction of the Henry B. González (HBG) Convention Center to the north and the imposition of Interstate 37 to the east.

The Hemisfair District

A pivotal point in the site’s history was the formation in 2009 of the Hemisfair Park Area Redevelopment Corporation (HPARC), a nonprofit and local government corporation, by the San Antonio City Council. The organization was established to accomplish certain governmental purposes of the city, such as assisting with acquiring property, planning, developing,

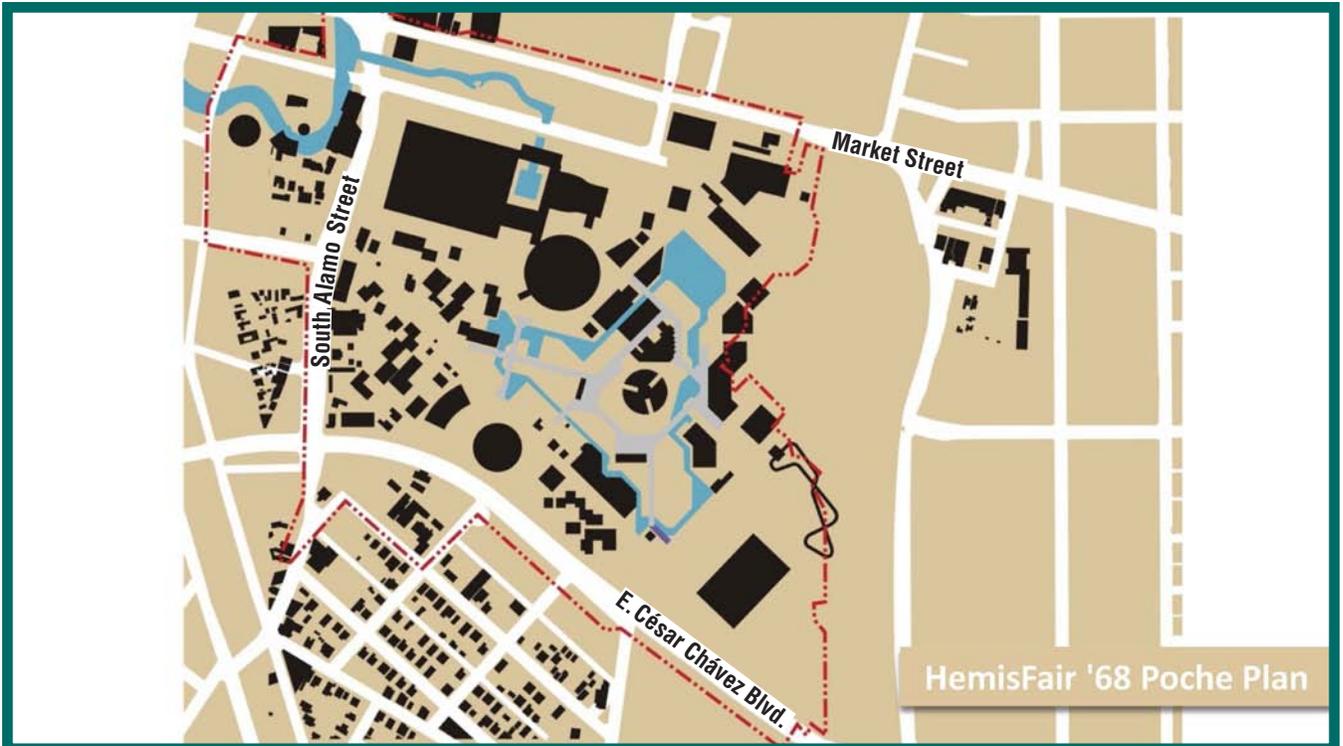


The urban fabric and street network connectivity to eastern and southern neighborhoods that once existed on the grounds of modern-day Hemisfair in 1965.

constructing, managing, maintaining, and financing projects within Hemisfair and areas adjacent to or near the park.

HPARC oversees 40 acres in the downtown core of San Antonio known as the Hemisfair District. The Hemisfair District includes

the iconic Tower of the Americas, HBG Convention Center, Magik Theatre, Institute of Texan Cultures (ITC), Mexican Cultural Institute (MCI), Universidad Nacional Autónoma de



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

The HemisFair site was initially developed to host HemisFair '68, a World's Fair celebration of San Antonio's 250th anniversary, transforming a formerly residential area through creation of large superblocks. The loss of the existing vital San Antonio neighborhood was facilitated through eminent domain.



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

Boundaries of the HemisFair District as indicated in the San Antonio bylaws include South Alamo Street to the west, East Market Street to the north, Tower of the Americas Way to the east, and East César E. Chávez Boulevard to the south.

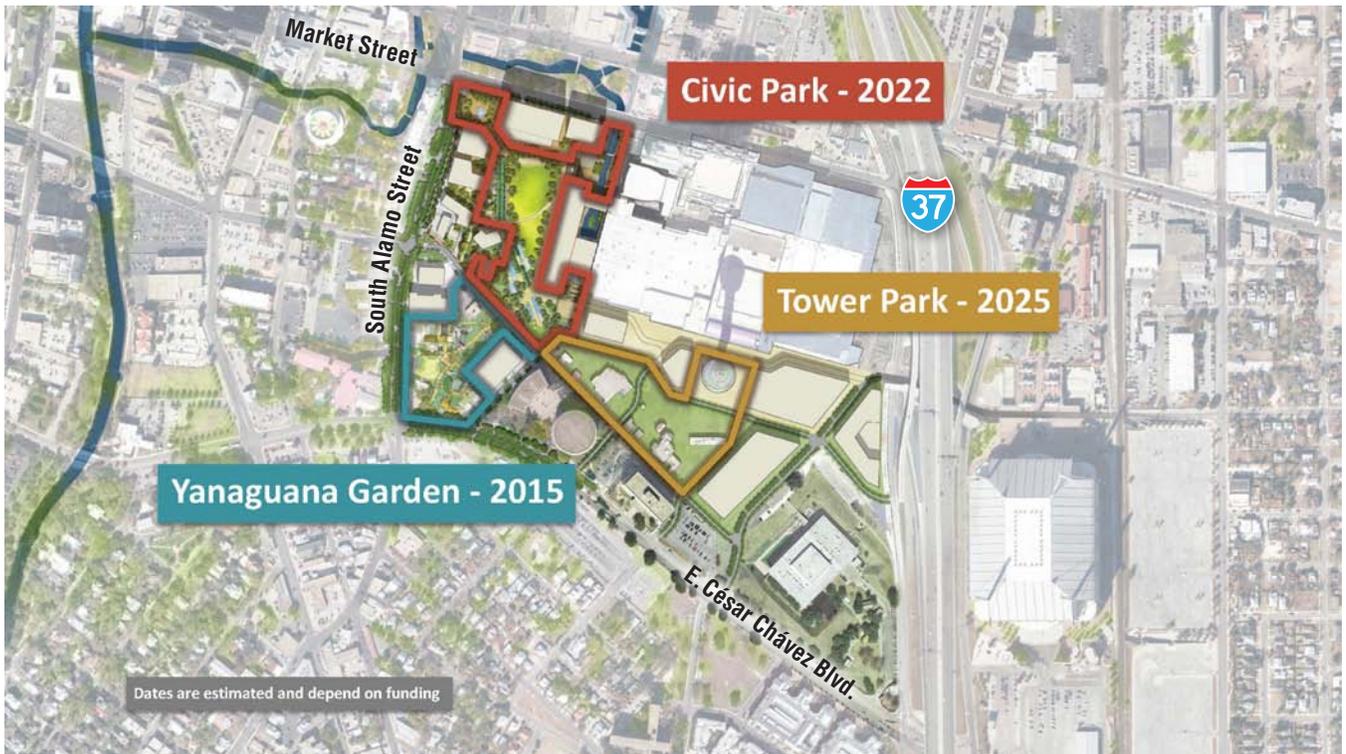
México (UNAM), multiple historic structures, as well as acres of undeveloped open space.

Since its formation in 2009, HPARC has organized numerous community planning exercises—resulting in a vision that is designed to create enthusiasm for the area's redevelopment and its future. Feedback from the planning sessions reflects the importance of recapturing this vitality.

An extensive public input process has demonstrated that the community desires a central gathering place for activities; they demand public open space for recreation and relaxing; they thirst for more downtown living options in a mixed-use environment that is pedestrian- and bike-friendly. With dreams of parks and green space, civic and cultural amenities, residences and small businesses, the plan for HemisFair has the potential to transform San Antonio's center city asset into a collective space bursting with opportunity.

The vision for the HemisFair District, as stated by HPARC, includes the following:

- HemisFair as one of the world's great public spaces, sustainably reintegrating the 1968 World's Fair site into the fabric of a vibrant live/work/play downtown;
- Much more than a park—a walkable urban district that offers recreational, cultural, and educational experiences across multiple parks, art plazas, mid- and high-rise mixed-use developments and a collection of restored historic buildings;
- HemisFair as a unifying element of the city, serving as a community gathering place and providing an opportunity for citizens to work, live, and play;



Envisioning a series of beloved urban parks embraced by a vibrant and walkable neighborhood, HPARC is leading the transformation of the area with the creation of three distinct parks—referred to as Yanaguana Garden, Civic Park, and Tower Park—that would deliver 19 acres of dedicated parkland and 17 acres of developable parcels.

- A sought-after model of modern, sustainable urban redevelopment that nurtures creativity and entrepreneurship of its citizens and workforce, and attracts

private investment, employment, and visitors while providing welcoming living options for San Antonio’s local population; and

- A financially self-sustaining endeavor in which the revenues raised from long-term leases of publicly held land will be reinvested into the parks, eventually covering all park operating, maintenance, and activation expenses.

A key factor in fulfilling HPARC’s vision is the ability to facilitate real estate development on public/private partnership (P3) properties. In December 2013, the San Antonio City Council formed the Hemisfair Park Public Facility Corporation (HPPFC) to act as owner and landlord for the developable parcels at Hemisfair and then transferred all developable P3 properties to the HPPFC to facilitate real estate development.

The Master Lease and Master Agreement between the city, the HPPFC, and HPARC authorizes HPARC to develop properties under long-term ground leases and to manage development, operations, maintenance, and activation of the new parks. Revenue generated by HPARC stays at Hemisfair and will be dedicated to operations, maintenance, and programming of the parks and open spaces.

To achieve the overall vision for the Hemisfair site, the HPARC board decided to proceed in three phases, starting with the Southwest Zone (phase one), then moving to the Northwest Zone (phase two), and ending with the Eastern Zone (phase three). Following initial and partial site redevelopment on phases one and two, the site’s long-underused Eastern Zone is gaining new relevance as a place to make San Antonio residents, employees, and visitors more connected, healthy, and vibrant.

As part of an ongoing master-planning effort, HPARC asked ULI Advisory Services to provide development recommendations for phase three, the Eastern Zone.

When the panel took place, the Eastern Zone consisted of significant green space and multiple buildings, including the iconic Tower of the Americas. With phase one completed and construction nearly started for phase two when the panel met, HPARC wants the Eastern Zone to provide community benefits, be financially self-sustaining, integrate effectively with the other two zones, and contribute positively to the overall vision for Hemisfair.

Phase One: The Southwest Zone

To date, phase one is nearly complete with the delivery of Yanaguana Garden, including 4.1 acres of park, in October 2015 and the first P3 development, called The ‘68, a mixed-income, mixed-use multifamily building, opening in summer 2019.

HPARC also has license agreements with local businesses to activate existing historic buildings within the Yanaguana Garden



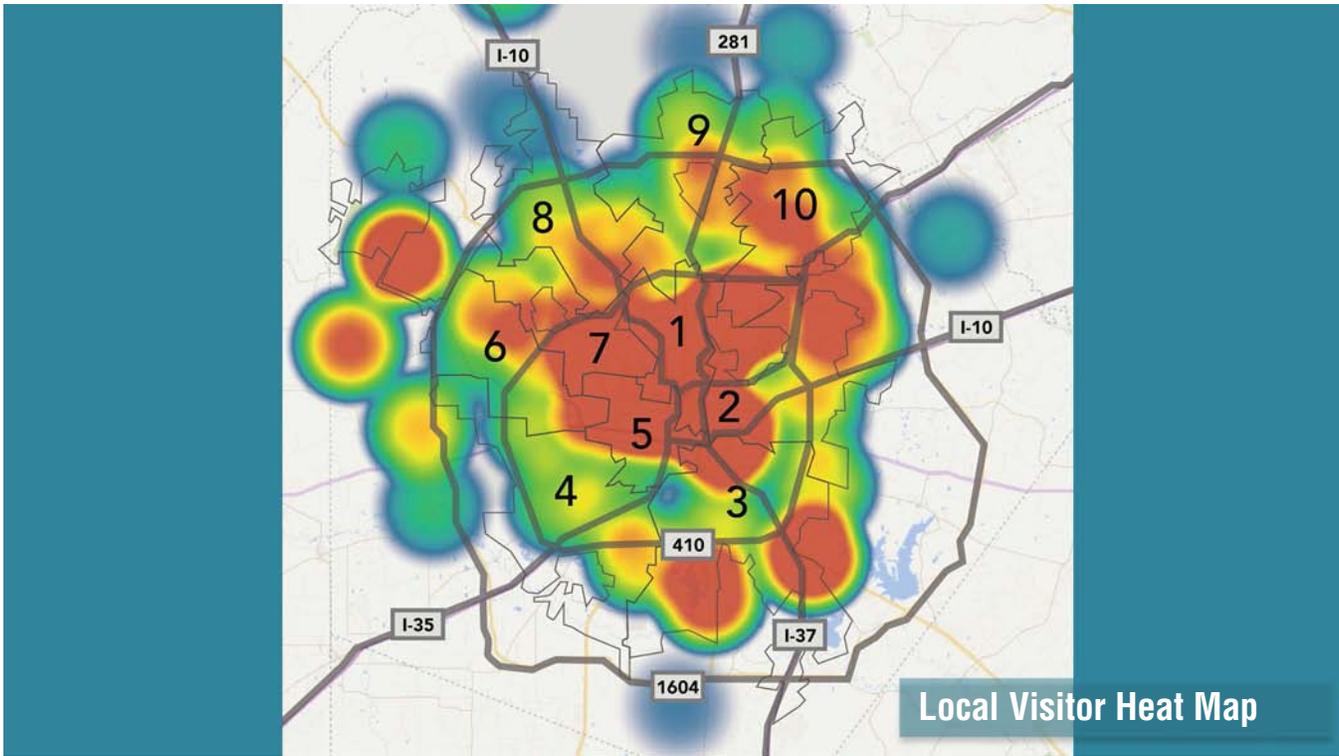
Community event celebrating the opening of Yanaguana Garden.

footprint. Bolstered by municipal bond dollars to stabilize deteriorating structures, Hemisfair used a competitive process to seek and select local small businesses to bring their offerings to the park. Food and beverage options on site range from breakfast to dinner through late-night dessert and drinks.

HPARC curated retail offerings and currently manages local vendors that support the local community, including local coffee vendor CommonWealth, Paleteria San Antonio (popsicle shop), Chocollazo/Sugar Sugar, Blue Cat Yoga, Con Safos food truck and bar, and the popular Dough Pizzeria Napoletano. Revenue from the vendors supports HPARC’s operating expenses, including the four full-time staff members focused on programming and events. According to HPARC, Yanaguana Garden is beloved by the community and has set a standard for park development at Hemisfair. HPARC attributes the success of Yanaguana Garden to its activation efforts.

Adjacent to Yanaguana Garden is HPARC’s first P3 project, an eight-story light-gauge-metal-frame multifamily building bringing 151 new units of housing to the district. Leases from this project will help bring financial sustainability to HPARC and help fund park operations, maintenance, and activation of the area. The ‘68 adheres to San Antonio’s Mixed-Income Residential Policy, which requires that at least 10 percent of all residential development units in the district be dedicated to workforce housing, which HPARC defines as 50 to 110 percent of area median income (AMI), and restricts rent to 25 percent of household income.

On the ground floor is 5,200 square feet of commercial space, which is expected to include an urban wine bar, ice cream parlor, and full-service restaurant. Furthermore, HPARC arranged with the developer, AREA Real Estate, to oversize the garage to allow Hemisfair to offer public parking in 238 garage spaces that service the open park space and retail amenities on



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

Since its opening in October 2015, more than 2 million visitors have been to the new park. Yanaguana Garden is the second-most-visited urban park in Texas based on annual visitors by acre. Eighty-five percent of Yanaguana Park visitors are from the greater San Antonio area, as demonstrated by the heat map of visitors from all San Antonio City Council districts. Hemisfair is on the southern edge of District 1.

site. In return, HPARC committed to leasing the parking spaces back from the developer at a rate that effectively would cover the debt and equity obligations for the cost to build.

Phase Two: The Northwest Zone

The Northwest Zone once included the western wing of the Henry B. González Convention Center. The relatively recent relocation of the convention center’s west wing to the northeastern quadrant of the park facilitated locating additional parkland on the convention center’s former footprint. This move was informed by the decision to elevate the north–south South



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

Overview of convention center expansion, relocation, and current project grounds preconstruction, with view toward La Antorcha de la Amistad.



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

The '68 is the first P3 development for the Hemisfair District along the edge of phase one, a project that helps achieve the goals of activating the park and restoring pre-1968 density, as well as contributing to HPARC’s financial sustainability.



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION



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HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

Left and above: The planned phase two, known as Civic Park, is designed to attract park users who are also visiting the nearby historic Alamo attractions.



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

Alamo Street promenade, allowing for a series of entries from the Alamo historical destination (just north of Hemisfair) to the Hemisfair District's northwest entry point.

The location of this entry to the Hemisfair District will allow view corridors and open space to guide visitors from the Alamo site to the north on South Alamo Street to the civic structure known as *La Antorcha de la Amistad (The Torch of Friendship)*, then to the Civic Park grounds entry envisioned for the Northwest Zone access at the junction of South Alamo Street and East Market Street. HPARC envisions the new parkland as San Antonio's "front door."

The Northwest Zone will be HPARC's largest park delivery, including nine acres of open space and Hemisfair's second P3 project. This P3 is expected to comprise a 200-room hotel, a

100,000-square-foot office building, 200-plus residential units, and more than 60,000 square feet of commercial ground-floor activation in addition to about 1,000 public parking spaces. Construction for the Northwest Zone was expected to start in summer 2019.

Phase Three: The Eastern Zone—ULI Panel Focus Area

The focus of the ULI panel is the Eastern Zone, bounded by Interstate 37 (east), the HBG Convention Center (north), César Chávez Boulevard (south), and Hemisfair Boulevard (west). It includes several different property parcel ownerships, development restrictions, state-protected historical buildings and resources, and a scheduled interior roadway network.



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

Illustrative rendering of proposed P3 project delivering additional hospitality capacity to the area.



Aerial view of a conceptual massing illustration showing the Eastern Zone before the panel's visit, which includes P3 parcels along the northern and eastern edges of the zone.

In total, the Eastern Zone study area includes 5.5 acres of parkland and 10 acres of P3 land over four parcels. The Eastern Zone site inventory includes a few land parcels and a number of protected historical resources, including the 750-foot-tall concrete rotating observation tower build for HemisFair '68 known as the Tower of the Americas. As envisioned by HPARC

before the ULI panel, the P3 parcels are allocated to the edges of the Eastern Zone.

The site's remaining defining elements from the World's Fair—Tower of the Americas, Institute of Texan Cultures (University of Texas at San Antonio, or UTSA, campus), and the John Woods Courthouse (USA Pavilion)—each function as stand-alone destinations rather than as integral parts of a larger urban district. These landmarks have undergone various internal and external modifications over the years since the World's Fair.

A few small but important character-defining buildings from the 19th century that were on the site before the World's Fair have been preserved along East Nueva Street to the west of the Women's Pavilion. Some of these historic buildings are in use and others remain vacant. The Women's Pavilion is a cherished structure, although it has been neglected and fallen into disrepair in recent years.

EASTERN ZONE SITE INVENTORY

The following Eastern Zone site inventory provides an overview of existing conditions and constraints associated with this area. In 2013, Texas Historical Commission (THC) in coordination with San Antonio's Office of Historic Preservation defined the boundary of a state-recognized Hemisfair Historical District, surveyed all park resources (buildings, amenities, art, fountains, etc.), and determined whether each resource "contributed" to the Hemisfair Historical District.

Hemisfair's Eastern Zone includes land owned and controlled by the U.S. General Services Administration (GSA) and the University of Texas (UT) system. The parcel that contains the Federal Building, John S. Woods Federal Courthouse, and Adrian Spears Judicial Training Center is not included in Hemisfair's pre-panel short-term development plans. Future development of the federally owned property may occur only after the courthouse and training center are vacated.

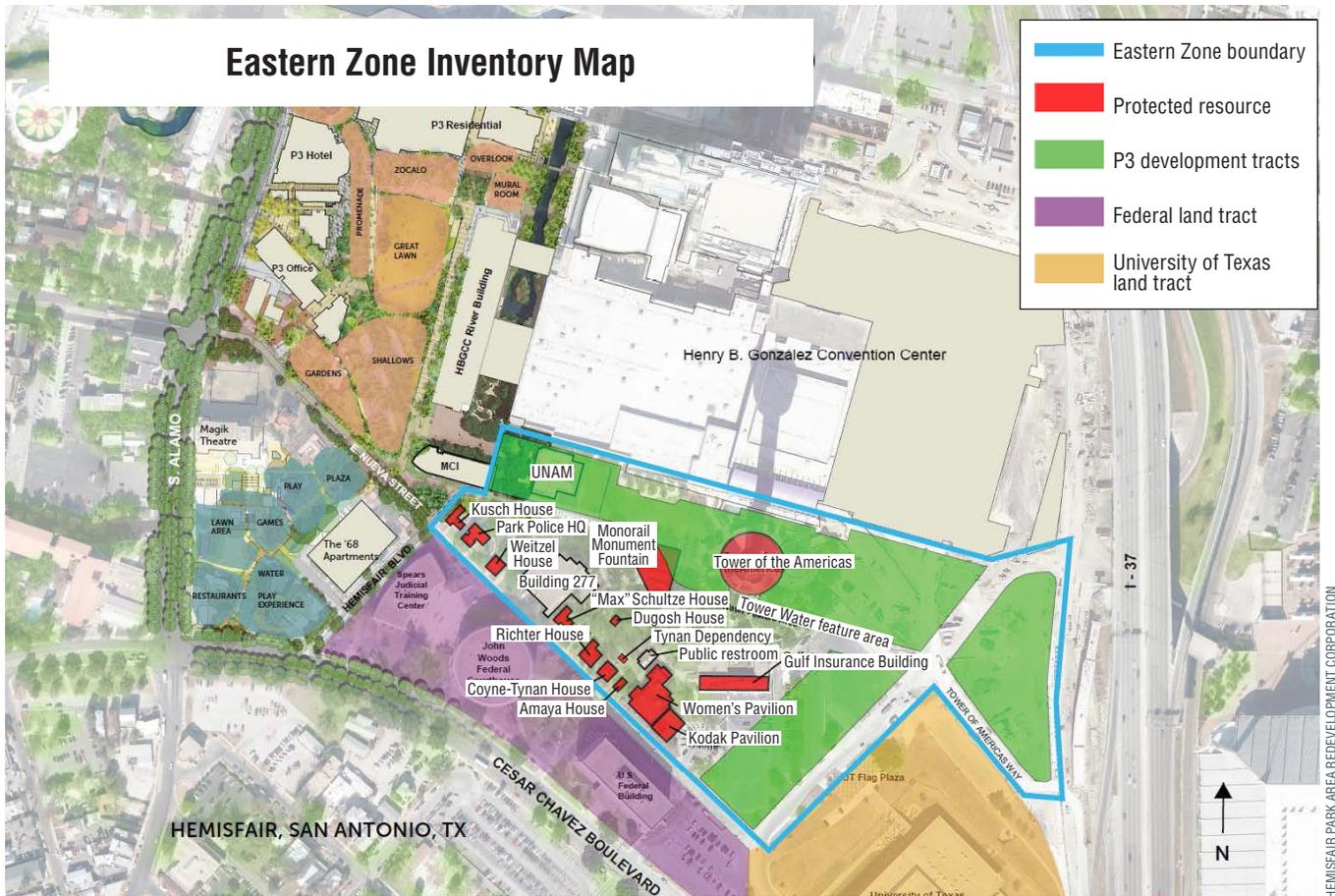
The land parcel that contains the Institute of Texan Cultures is controlled by UT, which has sole purview over any future development or sale of the land. UT redevelopment plans for the ITC site are subject to change and can only be considered by Hemisfair when a viable option is presented.

Land bank parcels are less restrictive, requiring only the traditional adherence to applicable building codes, city zoning requirements, and Hemisfair's *Urban Design Manual*. Hemisfair has established Public/Private Partnership Development Guidelines to solicit private developments such as P3 mixed-use multifamily, offices, or other buildings. A deed restriction on land bank properties limits hotel development. Based on HPARC's pre-panel development plans for Hemisfair's Northwestern Zone, hotel rooms will not be allowed within the Eastern Zone.

Hemisfair Eastern Zone UT-Owned Parcels

	Description	Approximate building area	Current use	Year built	THC designation
UTSA Institute of Texan Cultures	Built as the Texas Pavilion for HemisFair '68, the modern concrete structure represents the brutalist architecture style, popular during the 1960s and 1970s.	120,000 sq ft	Museum	1968	Protected resource
UTSA ITC Flag Plaza	Flagpole array outside the ITC western entrance constructed during HemisFair '68.	4,000 sq ft	Flag Plaza	1968	Protected resource

Source: Hemisfair Park Area Redevelopment Corporation.



As highlighted in the figure, the HemisFair District's opportunities and constraints include protected resources (such as land tracts for P3 development), land owned by the federal government, and property owned by the University of Texas.

HemisFair Eastern Zone U.S. Government–Owned Parcels

Description	Approximate building area	Current use	Year built	THC designation
Federal Building	163,000 sq ft	GSA	Mid-1970s	None
John S. Woods Federal Courthouse	100,000 sq ft	GSA/federal courthouse	1968	Protected resource
Federal Courthouse Plaza		GSA/public space	1968	Protected resource
Adrian Spears Judicial Training Center	8,000 sq ft	GSA training facility	1968	Protected resource

Source: HemisFair Park Area Redevelopment Corporation.

HemisFair Eastern Zone Parkland

	Description	Approximate building area	Current use	Year built	THC designation
Mexican Cultural Institute (MCI)	Originally constructed as the Mexican Pavilion for HemisFair '68. In 2003 MCI renovated the building, expanding the exhibit space, including a 180-seat theater.	14,000 sq ft	Art gallery and theater	1968	None
Kusch House	A 19th-century Gothic revival house located at the northeast corner of E. Nueva Street and HemisFair Blvd. across from the soon-to-be-completed The '68 apartment/parking garage.	1,600 sq ft	Temporary construction office	1885	State Antiquities Landmark (SAL)
Park Police Headquarters	A contemporary-style brick building constructed as the RCA Pavilion during HemisFair '68.	1,800 sq ft	SA Park Police HQ	1968	Protected resource
Weitzel House	Limestone stucco building with low-pitched roof was a restroom during HemisFair '68; relocated from its original site in 1996 for expansion of the Convention Center.	950 sq ft	Park Police equipment storage	1965	SAL
Maximillian Schultze House	Single-story, load-bearing masonry building with wood porches and standing seam roof.	1,500 sq ft	Vacant	1865	SAL
Richter House	The single-story limestone block and plaster finish building was the home of San Antonio's first Polish Catholic Church; exterior envelope and window repairs were performed in 2016.	1,600 sq ft	Vacant	Ca. 1850	SAL
Coyne/Tynan/Dugosh House	A single-story, stucco-finished, load-bearing masonry structure, its most recent tenant was a small eatery called Amaya Deli (2016).	830 sq ft	Vacant	Ca. 1850	SAL
Dugosh House Ruin	Reconstructed as a ruin using the original stone, the stone structure is covered by a gabled roof with modern composite shingles.	255 sq ft	None	Ca. 1865	SAL
Tynan House dependency	Ruined stone footprint	600 sq ft	None	Ca. 1865	SAL
Amaya House	A single-story, stucco-finished, load-bearing masonry structure, the building's exterior was rehabilitated in 2015 and was relocated to its current location in 2017.	480 sq ft	Vacant	1875	SAL
Women's Pavilion	A four-level modern concrete, Mexican-brick-finished building designed and built for HemisFair '68, it was intended to remain following the World's Fair.	12,000 sq ft	Storage	1968	Protected resource
Public restroom	Modern stucco finished public restroom services by COSA Parks & Recreation Department.	750 sq ft	Public restroom	1988	None
Kodak Pavilion	A single-story brick building abutting the east elevation of Women's Pavilion with a butterfly concrete roof and indoor-outdoor courtyard houses a small interior office area.	2,800 sq ft	Vacant	1968	Protected resource
Gulf Insurance Group Building	A two-story, concrete and brick structure that housed an information center during HemisFair '68, the lower levels of the building are used for storage.	13,000 sq ft	TOA/UTSA storage and workshop	1968	Protected resource

Hemisfair Eastern Zone Parkland *continued*

	Description	Approximate building area	Current use	Year built	THC designation
Tower of the Americas	A 750-foot-tall concrete rotating observation tower built for HemisFair '68; Landry's Restaurant Group operates the restaurant, theater, and gift shop within the tower.	—	Landry's Restaurant Group	1968	Protected resource
Tower of the Americas water feature	Cascading water feature/fountains surrounding the plaza at the base of the Tower of the Americas.	—	Landry's Restaurant Group	1988	None
HemisFair Mini-Monorail monument	Constructed of concrete columns and beams, the water feature monument using the monorail's structural elements is the only remaining component of HemisFair's Mini-Monorail.	—	Water feature monument	1968	Protected resource

Source: Hemisfair Park Area Redevelopment Corporation.

Hemisfair Eastern Zone Land Bank Development

	Description	Approximate building area	Current use	Year built	THC designation
Universidad Nacional Autónoma de México	Built as the Texas Pavilion for HemisFair '68, the modern concrete structure represents the brutalist architecture style, popular during the 1960s and 1970s.	120,000 sq ft	UTSA Institute of Texan Cultures	1968	Protected resource
Building 277	Formerly known as the TAMU Engineering Extension Service building, this modern structure has been used as a city training facility and temporary office during the 2016 HBG Convention Center expansion.	30,000 sq ft	Vacant	1988	COSA save and except parcel exclusion

Source: Hemisfair Park Area Redevelopment Corporation.

Summary of Recommendations

The panel found that several elements within the Eastern Zone constrict HPARC's vision for this area. Due to THC restrictions, the historical buildings in the Eastern Zone are mostly restricted to their existing locations, which the panel perceives to currently prohibit the creation of defined meaningful public spaces. The pre-panel vision for the Eastern Zone involves the older historic buildings in the middle of the Eastern Zone in a manner that limits the creation of defined public spaces. Moreover, existing green space is not strategically woven throughout the site. The P3 sites have been placed on the edges of the Eastern Zone and not integrated with the historic resources. Overall, the various regions of this park need to better relate to provide a sense of community public/private space and to acknowledge the history or potential of the space.

The panel acknowledges that although redevelopment in a growing urban environment can be challenging, the uniqueness of the Hemisfair site calls for an intentional honoring and reimagining of its past as part of San Antonio's future through creating a sense of connectivity and continuity that is inclusive and accessible and has universal appeal.

"We're going to build a case for you that leads to the plan, the vision, and the method of execution and ties all of that to San Antonio's objectives regarding creating a great place," the panel said during its public presentation at the conclusion of the study week. "The big takeaway should be that San Antonio is continuing to grow: that means people. That means households. That means Hemisfair has a capture opportunity and an opportunity to create a foundation for that great place."

Following an intensive panel week, the panel ultimately found that the damage that was caused to the pre-1968 urban fabric can be partially repaired and improved for the benefit of all future users of Hemisfair. Parks and green space need to be purposefully located and designed to reach the level of impact desired by HPARC and to function as a world-class public place. To achieve this, the panel recommends creating the Eastern Zone as a series of walkable public green spaces, both passive and active, framed by residential projects and locally owned retail as well as culinary offerings.

The panel's approach promotes connectivity to the surrounding neighborhoods through "complete streets" improvements, multiple on-site residential housing opportunities (including affordable and senior housing), a mix of local and tourist-serving retail and dining options, and both active and passive open-space elements integrated into a comprehensive pedestrian circulation pattern holistically integrated with other phased development within the overall site.

The panel believes this approach will transform Hemisfair's Eastern Zone into an urban district reconnected with the residential neighborhoods to the south and the tourist and commercial district to the north.

By analyzing market potential, design and planning, development strategies, and implementation considerations, the panel formulated key recommendations, summarized as follows:

Create a vision for the Eastern Zone: Identify appropriate infrastructure and design interface between parks and development that incorporates future uses for the existing building inventory of historic and nonhistoric properties, including potential commercial uses and strategies to establish development requirements to develop the park and achieve sustainability and resiliency goals.

- Cluster and activate the historical buildings that currently line Nueva Street along the south side of the Convention Center to further enhance the public's experience and draw them toward the Tower of the Americas.
- Improve the back (south side) of the Convention Center to create a "back door" that serves as an anchor for Tower Park.

- Design for active and passive open-space elements within the Eastern Zone allowing increased connectivity through social, equitable, resilient, and physical characteristics.
- Make strategic modifications to enhance the Eastern Zone's connectivity and circulation: repurpose existing structures, including the federal courthouse and the Women's Pavilion, as well as demolish Building 277, UNAM, a portion of the MCI building, and the water fountains at the base of the tower.

Cultivate a development strategy: Find opportunities to strengthen the attractiveness of the park and identify opportunities to leverage private development that brings people and residents to the area, supporting surrounding economic impacts.

- Implement a residential development strategy that restores pre-1968 residential vibrancy in the Eastern Zone through development of a mix of housing types, affordability levels, and density, and redevelopment of surface parking lots.
- Bolster financial sustainability by promoting a development strategy that includes a mix of local and tourist-serving retail and dining and a focus on residential while spurring development in the larger Tax Increment Reinvestment Zone (TIRZ).
- Coordinate with owners of adjacent properties to meet the needs of all stakeholders and to ensure land uses are compatible and the infrastructure components are efficiently addressed together.
- Locate an engaging development (such as an Exploratorium) north of the residential buildings to draw visitors from all parts of San Antonio and provide an attraction that will complement the existing activities.
- Redevelop the surface parking lot bounded by César Chávez Boulevard, Matagorda Street, Garfield Alley, and Indianola Street as one of the highest priorities to create high-density residential mixed use.
- Implement a complete streets program, including improved traffic signals, realigned key intersections, and improved vehicular and pedestrian access and wayfinding, particularly along César Chávez Boulevard.
- Implement development in a strategic phased order to capture maximum value.

Strive toward long-term sustainability: Incorporate best design and fiscal practices from similar park models across the country.

- Implement HPARC's *Urban Design Manual* as a living document that is updated every four or five years.
- Update the *Urban Design Manual* with sustainability best practices, including green energy generation; adherence to LEED (Leadership in Energy and Environmental Design), SITES, and WELL standards; and expanded green infrastructure requirements such as a focus on tree canopy expansion.
- Leverage the opportunity to lead in areas of health and wellness to alleviate any health disparities in the area at the community and building scales.
- Build branding, marketing, and constituent communications to support a public engagement and awareness strategy to reach wide audiences and create additional momentum around a project of this magnitude.
- Establish more public/private partnerships or “creative alliances” among local partners including UTSA, the city of San Antonio, the federal government, and private developers to achieve common goals.

Use financing tools and methods to make goals attainable:

Incorporate best design and fiscal practices from creative models across the country.

- Make full use of the financial tools the city of San Antonio has available including city bonds and tax increment bonds.
- Increase capacity to explore additional financial tools, including tax credits, opportunity zone equity, and corporate sponsorships.



Market Potential

STRATEGICALLY RESPONDING TO MARKET DEMANDS IS KEY to creating the desired open space and vibrancy in the Hemisfair District and to knitting this site back into the central business district (CBD). The panel believes that the Eastern Zone approach must be based on appropriately scaled sites and locations as well as an appropriate mix of financing and private development.

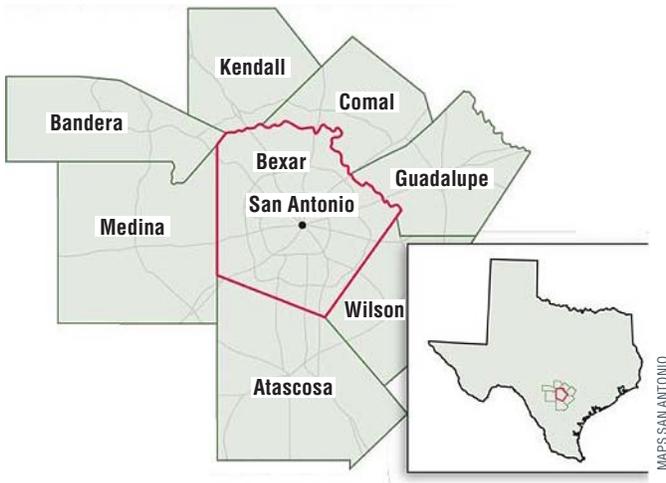
After reviewing the land economics and market potential that will inform the nature of the P3 sites within the Hemisfair District, the panel offers the following findings regarding market demand for relevant land uses.

The panel's market analysis quantifies and identifies the development opportunities in San Antonio and the potential for HPARC to capitalize on those opportunities. The panel believes that an appropriately planned and scaled eastern park, based on financially viable private development, can create more than its fair share of this projected new market demand.

Population, Income, and Job Growth

The eight-county San Antonio metro area has 1,493,000 people employed. Over the past 40 years, jobs have grown by 24,000 per year, but in the last decade (2009–2019), job growth has accelerated to 32,000 jobs per year. Health care, accommodations, food services, finance, transportation, and retail have been the growth industries.

Job growth from 2009 to 2019 is projected to average 31,900 jobs per year, led by health care. The five largest employers are Lackland Air Force Base (37,000 employees), Fort Sam Houston (32,000), HEB (20,000), USAA (18,300), and Randolph Air



San Antonio MSA map.

Force Base (11,000). Within San Antonio, the annual per capita income is \$44,800, compared with the U.S. average of \$54,200. Metro San Antonio’s projected job growth of 31,900 jobs per year will generate annual population growth of over 45,000 people in 16,000 households.

The San Antonio metro area population in 2019 consists of 2,551,000 people in 910,400 households. Since 2000, annual population growth has been 45,400 people in 16,400 households. Bexar County, which is the urban county, has more than 2 million people and accounts for 72 percent of growth for the metro area.

The city of San Antonio has almost 1,475,000 people in 535,000 households and accounts for 36 percent of the metro area growth. Annually the metro San Antonio area constructs 13,400 single-family units and 2,600 multifamily units.

Metro San Antonio is projected annually to enjoy a market for 7,800 single-family units; 3,300 townhouses and condominiums; and 6,000 rental apartments.

“We heard from a number of people when we did the interviews that Hemisfair is the most important piece of real estate in the city.”

—Advisory Services panel

Residential

Within three miles of San Antonio’s CBD, 146,500 people live in 50,200 households; this is 5.7 percent of the metro area population. Today, only 18,300 people live in the CBD in 8,000 households; this is less than 1 percent of the metropolitan population. However, this trend is changing, with many empty nesters, millennials, and generations X, Y, and Z preferring to live, work, and play in the CBD. Their living preferences can have a dramatic impact on the Hemisfair area.

During the next decade (about 2019–2029), annually the San Antonio inner city, or three-mile radius including the CBD, will enjoy a market demand for 3,300 single-family units, 1,200 townhouses and condominiums, and 2,100 rental apartments. The Hemisfair site and its surrounding environs should be able to capture about one-third of the market demand, and annually it should enjoy a market demand for 400 new townhouses and condominiums and 700 new rental apartments.

The median household income in the Hemisfair environs is estimated at \$57,800, suggesting that the affordability index would start at a \$325,600 home price and at \$1,440 monthly rent.

Residential Market Potential

	Single family	Townhouses and condominiums	Rental apartments	Totals
Metropolitan statistical area	7,800	3,300	6,000	17,100
Inner city	3,300	1,200	2,100	6,600
Hemisfair environs	—	4,000	7,000	11,100

Source: Dan Conway.

To recap a decade of new market demand, the Hemisfair area needs land for 4,000 townhouses and condominiums and 7,000 rental apartments.

Office

Metropolitan San Antonio has 80.2 million square feet of office space, which is 32 square feet per person. Since 2007, metro San Antonio has averaged the absorption of 1,250,000 square feet, but since 2014, office space absorption has declined to 1,060,000 square feet per year. Currently an estimated 2 million square feet of office space is under construction.

Based on job growth typically housed in office space, metro San Antonio is estimated to enjoy a market demand for 1.5 million square feet of office space per year.

Currently the San Antonio CBD has an inventory of 9.1 million square feet of office space. This market is projected to capture 12 percent of the total market demand for office space in the metro area, and annually the San Antonio CBD should enjoy a market demand for 180,000 square feet of office space.

The Hemisfair environs should capture about one-third of this market, and annually it should enjoy a market demand of 60,000 square feet.

Hospitality

The visitor/tourism market in San Antonio is one of the most active in the country. Today, metropolitan San Antonio has 47,600 hotel rooms, and of this total, 39,600 rooms (83 percent) are located in the city of San Antonio. In 2018, the metro area added 843 rooms.

Metro San Antonio's hotel market during the next decade (2019–2029) is projected to grow by 750 to 800 rooms per year, and it will take three to four years before occupancy adjusts to the industry norm vacancy rate. Following this adjustment period, the metro market demand will again start

to expand by about 800 rooms per year, and 650 rooms will be needed annually in the CBD. While hospitality within Hemisfair is limited by ordinance, the greater area has the potential to capture 50 percent of this market demand because of its proximity to the Convention Center, and during the next decade (2019–2029), as many as 1,600 to 2,000 rooms could be added in the Hemisfair area.

Retail

The San Antonio area has a very well-developed retail market with almost 135 million square feet, or 53 square feet per capita. Since 2007, metro San Antonio has averaged annually the absorption of 2.0 million square feet of retail space, and since 2014, retail space added annually has declined to 1.7 million square feet per year.

Based upon the projected population and household growth, it is estimated that the greater San Antonio metro area is estimated to enjoy a market for 2.0 million to 2.5 million square feet of retail space per year.

The San Antonio CBD today has 5.1 million square feet of retail space, which is 3.8 percent of the retail space in the metro area, and of this total retail space only 2.7 percent is vacant.

By about 2030, the San Antonio CBD is projected annually to demand an additional 1.5 million square feet of retail space. Ten to 15 percent of this new demand could occur in the Hemisfair environs. That equates to a need over the next decade for 150,000 to 225,000 square feet. The greatest need will be for food and related stores, followed by restaurants, office supplies, home furnishings, and hardware-related items. Retail tenants should be targeted for ground-floor infill spaces both filling vacancy and creating street-level activity and interest.

Office, Hotel, and Retail Market Potential

	Total office inventory (sq ft)	Projected annual growth (sq ft)	Total hotel inventory (rooms)	Projected annual growth (rooms)	Total retail inventory (sq ft)	Projected annual growth (sq ft)
Metropolitan statistical area	80.2 million	1.5 million	47,600	800	135 million	2 million–2.5 million
Inner city	9.1 million	180,000	39,600	650	5.1 million	1.5 million
Hemisfair environs	—	600,000	—	325	—	150,000–225,000

Source: Dan Conway.

To meet a decade of demand, the Hemisfair area needs land for: 600,000 square feet of office space, 1,600 hotel rooms, and 225,000 square feet of retail space.



JACQUELINE CAWALESE/UT

Opportunity to Improve the Public Realm

IN SUPPORT OF THE NEED FOR A BALANCED DISTRIBUTION of uses within a mixed-use neighborhood context, the panel concurs with the principles identified in the 2011 Hemisfair Park Area Framework Plan, which was prepared as part of the Hemisfair Park Area Master Plan, that “the public park should provide for a variety of park types, public plazas and courtyards, and a humanized network of streets.”

Phase one, which includes Yanaguana Garden, is a proven community asset that receives visitors from every City Council district. It provides a place for families and children to play, cool off, enjoy a treat, and relax. The panel was very impressed with the execution of Yanaguana Garden and the addition of new local restaurant and food options. The delivery of The '68 residential mid-rise building in summer 2019 will add new residents within Hemisfair for the first time in over 50 years.

Phase two, as designed, is intended to be a larger-format Civic Park that will provide programming spaces as well as open, nonprogrammed spaces. In addition, phase two provides office, hotel, and residential opportunities for those who want to be at the heart of the action. Within the next five years,

locals and visitors will be celebrating and fully activating the space. The panel applauds the efforts currently underway to bring a large multifunction Civic Park and other supporting uses to the Northwest Zone. The panel believes that phases one and two of the Hemisfair development are well designed and will continue to enhance the experience for all visitors for many years to come.

The panel finds that the plan for the Eastern Zone should celebrate the larger neighborhood connectivity including the elements necessary for placemaking and creation of a new urban neighborhood, integrate with the earlier phases, and provide sufficient opportunity for P3/residential development

Eastern Zone UDM Summary

Ground plane connectivity

- Sight lines
- Porosity/transparency

Landscape requirements

- Tree preservation
- Durable, timeless materials

Ground-floor activation

- Storefronts
- Seating
- Plazas & courtyards

Pedestrian and bicycle friendly

- Structured parking
- Bike racks
- Wide sidewalks / paseos

Zoned “D” for “downtown”

- No height limits
- No parking requirements
- Most non-industrial uses allowed



HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION

HPARC's Urban Design Manual designates areas for P3 development, highlighted here in color, in an effort to support ground-plane connectivity, ground-floor activation, and pedestrian and bicycle connections.

pads to create the necessary physical and financial foundation for creation of connective and urban open space.

Phase three should take advantage of the opportunity to reinstate residential sites to support the activity in the Eastern Zone as well as the efforts in phases one and two. The Eastern Zone also needs to bridge the gap between the existing surrounding neighborhoods and the overall Hemisfair District's current and projected activity.

The panel recommends a bold vision that is underpinned by the concept of (a) residential development creating the opportunities to realize this vision and (b) doing so in a way in that combines design and development to emphasize and highlight connectivity through social, equitable, resilient, and physical characteristics.

The recommended plan to achieve this vision for the Eastern Zone involves the following three components:

- **First, the creation of a series of open spaces** will support the public realm, particularly in the area of Hemisfair where the three phases meet so that visitors can have a pleasant experience enjoying the Civic Park in phase two, Yanaguana Garden in phase one, and then finally the Tower Park in the Eastern Zone.

- **Second, a mix of housing types in the Eastern Zone** is important to activate the space and to pay homage to the residential neighborhood that was displaced by development of the World's Fair site. Properties along César Chávez Boulevard should be redeveloped to accommodate a mix of uses including residential, neighborhood-serving retail, and additional civic spaces. In this way, the barriers that currently separate Hemisfair from the rest of the city of San Antonio are removed, and the area becomes a neighborhood once more.
- **Third, planning reestablishes connectivity** within Hemisfair and with the surrounding neighborhoods.

The panel believes this strategy will result in a sustainable, pedestrian-friendly environment for the three groups of people who will use this place: residents of the surrounding neighborhoods, the future residents of Hemisfair, and visitors from the Greater San Antonio neighborhood, convention center guests, and general tourism.

Eastern Zone Design

The overall design strategy the panel proposes promotes connectivity, the lack of which the panel sees as one of the largest impediments to the redevelopment of Hemisfair, along with inadequate P3/residential opportunities, which are

“Connectivity plays a critical role in how the site begins to connect with its contents.”

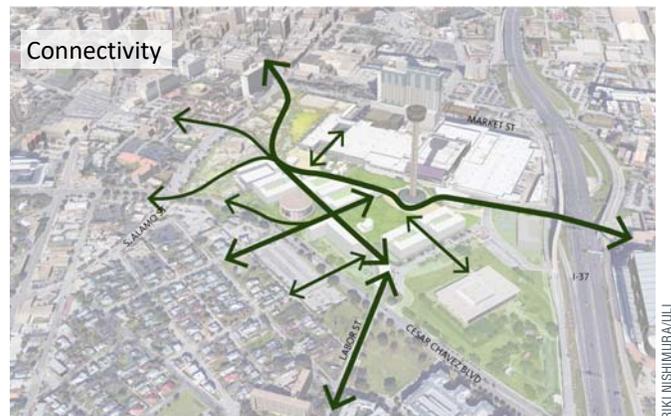
—Advisory Services panel

addressed more specifically in the following section of the report. In addition to increasing connectivity in the overall Hemisfair District, the panel proposes knitting the surrounding neighborhoods into the fabric of Hemisfair by addressing the development that needs to happen along the district’s edges.

The organization of the panel’s recommended plan is symbolic of the historic grid: the plan uses connectivity as a starting point to establish the foundation of a new urban neighborhood. This new neighborhood layout defines public and more private spaces through the rhythm of new corridors and buildings to help define the urban space.

Site Organization

Framing the site layout and organization is the concept of two axes: the public axis and the more private axis. The public axis acknowledges public programs and spaces and consists of key

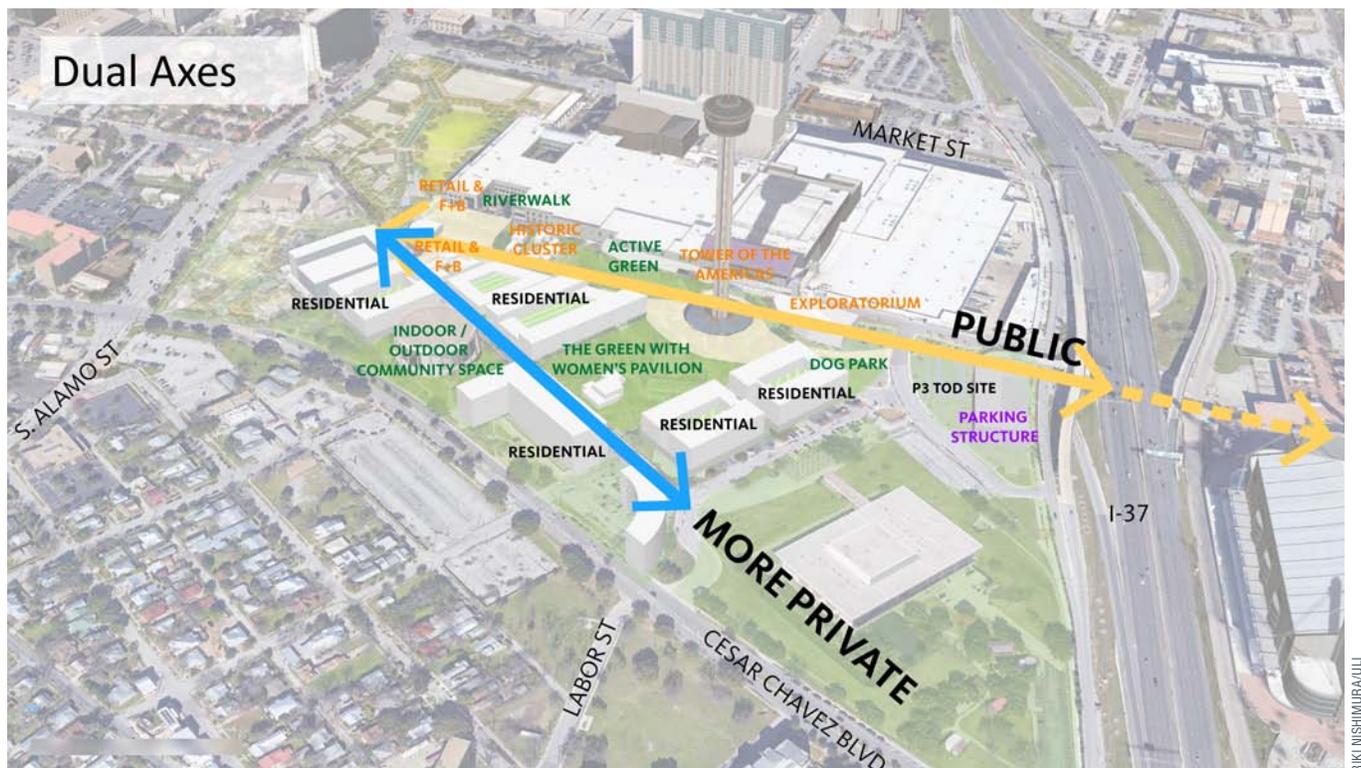


The panel recommends promoting connectivity throughout Hemisfair and to the surrounding communities, primarily to the west, east, and south.

features such as retail, food and beverage, the cluster of historic buildings, and the contemporary building cluster including the proposed Exploratorium (or similar attraction).

Both of the axes start at the River Walk, and the structured and unstructured spaces follow an undulating rhythm. A series of open spaces weave together the public and private axes and provide opportunities for activity and reflection.

The east–west public axis extends through the site from the current parking lot at the eastern edge of the site where a vehicular and pedestrian connection already exists under



Proposed public and more private axes meet at the junction of the three Hemisfair phases, joining Yanaguana Garden, Civic Park, and Eastern Zone park spaces.

Interstate 37 to the Alamodome. Nestled along the public axis, a group of historic houses is proposed to be clustered together, reminiscent of the housing that once existed on the site. These buildings, now situated with a purpose, provide a welcoming space for event, education, or retail purposes. Key features are sometimes in the open spaces and sometimes adjacent to the open spaces, allowing for a sense of flow throughout the site, ranging from quiet courtyards and public lawns to active greens and dog parks.

The more private axis connects predominantly residential buildings and open spaces. These buildings are of multiple scales and densities, but generally they begin at a lower height to the west and gradually rise higher to the east. This creates a new residential neighborhood that nods to pre-1968 while retaining some features from the World's Fair. East Nueva Street is revitalized to provide a pedestrian-friendly experience that is also open to slow traffic for access to the residential neighborhood.

Addressing Existing Constraints

The panel finds that two important locations in the Eastern Zone are particularly unresolved—the “knuckle” joining the three park areas, and the area bordering I-37. The knuckle location where Yanaguana Garden and The '68 building intersect the Shallows nature garden area of the Civic Park and converge on the MCI building and River Walk entrance is an important transition point. The lands that border I-37 and are currently used for parking and tractor-trailer queuing may not be best designated as a P3 site but could satisfy other goals.

In addition, the panel finds the east–west pedestrian access that extends between the River Walk, La Villita, Civic Park, Tower of the Americas, and Sunset Station to the east of I-37 should be strengthened and enhanced. Improving the public realm through this area is important to encourage visitors to reach the base of the tower. This strategy involves improving the experience near the top of the grotto and providing a wide, shady, pedestrian-friendly path toward the tower.

This strategy requires that the unrenovated part of the MCI and the UNAM buildings be removed from this location, although the panel strongly recommends that these cultural elements be preserved and relocated elsewhere on the site. The panel notes that the UNAM building could be removed, provided the education uses are replicated elsewhere.

The MCI building holds an important position just south of the River Walk terminus, and at least the portion of the building that



Ground-level view of buildings located where all three Hemisfair District phases converge at the most central location. The MCI and UNAM buildings currently sit at this important junction and block view corridors into the River Walk.

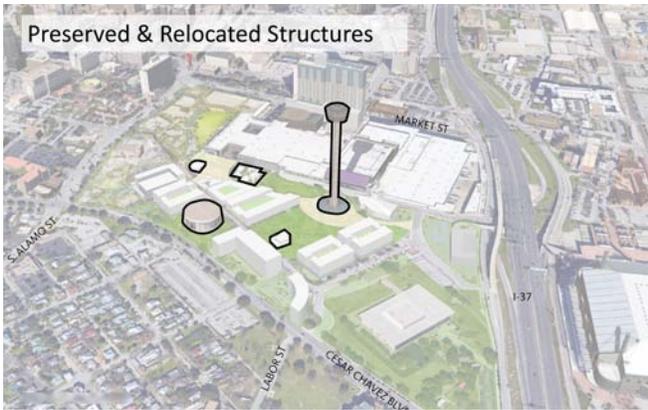
JACQUELINE CAVALES/ULI

was renovated in 2003 should remain. The panel recommends creating more of a public realm in this location to celebrate, integrate, and activate the grotto and to connect the Hemisfair Eastern Zone with the famous River Walk. The distance between notable destinations from all points on César Chávez Boulevard is a bit long, so providing shade and internal stops along the way will encourage visitors to explore the site further.

Given the important retail and civic uses that are needed to create a true sense of community, the panel recommends repurposing the John Woods Federal Courthouse as a community music venue that mimics and reuses the footprint and skeleton structure of the USA Pavilion. It would provide a theater in the round and complement the existing Magik and Cockrell theaters.

This also provides a semitransparent connection point between Hemisfair and neighborhoods to the south. Moreover, the panel recommends that the Park Police building and Building 277 both be removed. The panel recommends a new eight-story residential building, south of Nueva Street, bordering César Chávez Boulevard, that will help frame the area and provide an edge to the park space while complementing the structure of the GSA building.

The back of the Convention Center, facing the Eastern Zone's Tower of the Americas, should be improved so that a “back door” is created that is an aesthetically and appropriately scaled transition between the large-scale Convention Center and the pedestrian scale of Tower Park. The panel does not believe that adding liner buildings at this location will be the right energizer for this space. The long wall of the Convention Center is an opportunity to provide additional transparency, engage the



RIKI NISHIMURA/ULI



ALLEN FOLKS

The Tower of the Americas water feature, known as the Mini-Monorail fountain because of its placement on the 1968 World's Fair monorail line, is currently challenged by location and stagnant water.



RIKI NISHIMURA/ULI

Many of the elements from the World's Fair have undergone physical changes and relocation; this illustration shows the recommended principal clusters of preserved and relocated structures for the Eastern Zone.

Convention Center functions, and allow a seamless connection of outdoor convention activity (e.g., receptions, dining, etc.) adjacent to the phase three open and public spaces. This transition would activate what is currently a cold, blank wall facing Hemisfair.

Although the current large open spaces and places within the Eastern Zone provide an extensive tree canopy, the spatial relationship to the multilevel tower fountain has no greater logic. At present, the fountain obstructs access and pedestrian flow through the eastern portion of Hemisfair and restricts the amount of green space that can flow to the plaza.

The panel recommends removing the fountain surrounding the Tower of the Americas; though it currently contains the plaza, it otherwise provides no logic to the greater space. Although many people interviewed by the panel enjoyed having a water feature at the plaza, many others noted the lack of cooling



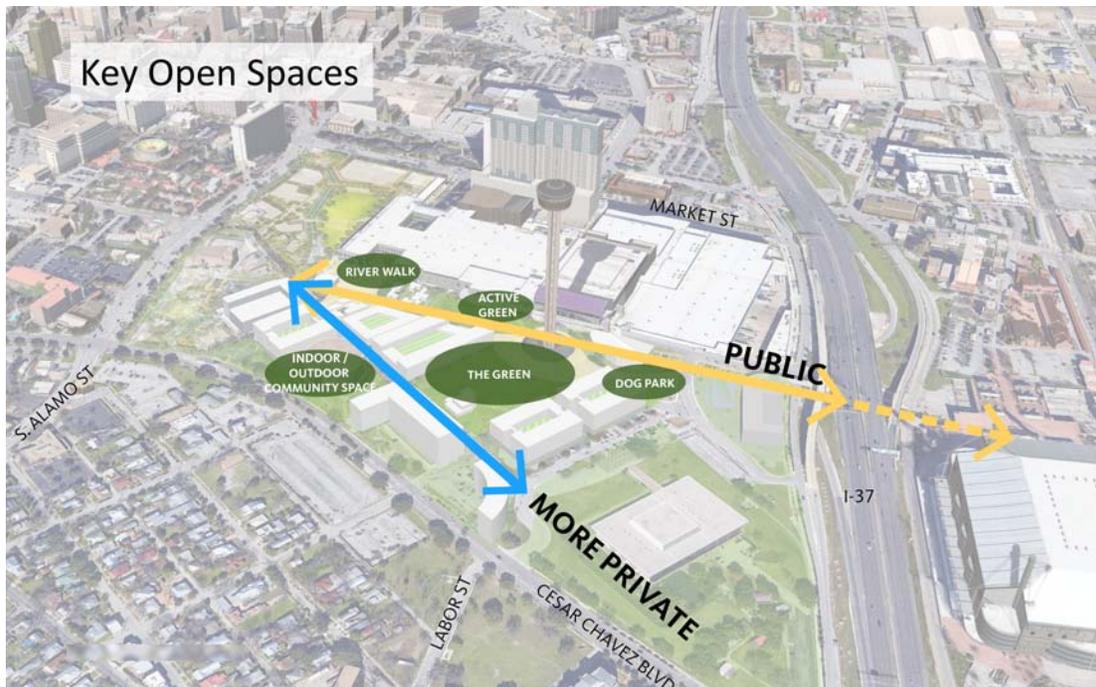
JACQUELINE CAVALES/ULI

Images of the existing condition along the HBG Convention Center "back door," which is the backdrop to the Tower of the Americas and an area primarily used for emergency or tertiary egress. The existing condition does not support welcoming, routine connectivity and access to the Eastern Zone.

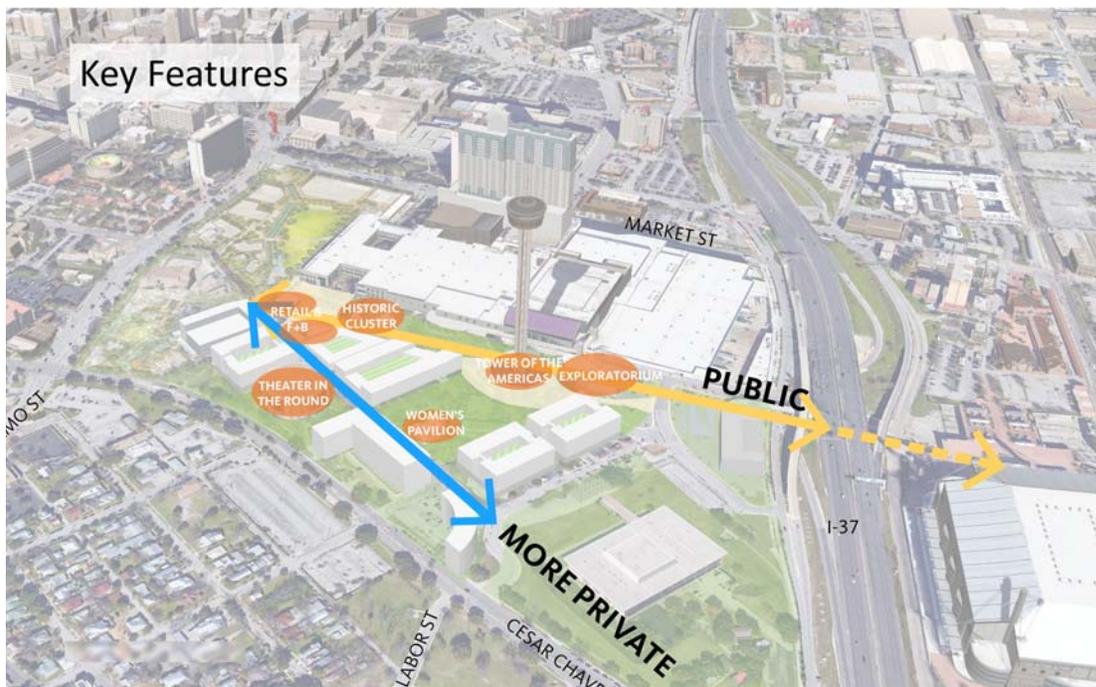


JACQUELINE CAVALES/ULI

The women who supported the construction of the 1968 Women's Pavilion left behind handprint imprints, which are displayed on an exterior wall of the facility. Many of the names listed have traceable ancestry to current San Antonians.



RIKI NISHIMURA/ULI



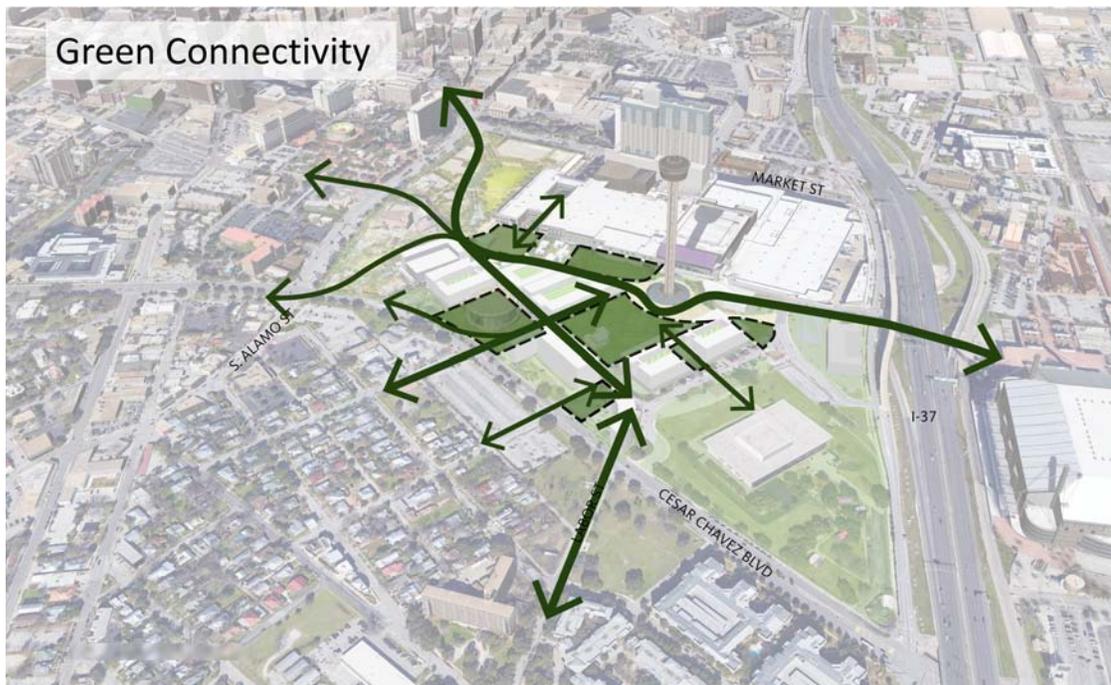
RIKI NISHIMURA/ULI

Diagrammatic illustrations of key open green spaces and features that align with the private and public axes of the proposed Eastern Zone design.

that actually occurs from such a large volume of water being pumped and recirculated.

Similarly, interviewees noted that the water in the Mini-Monorail monument fountain was too stagnant and emitted odors that did not provide a pleasant, contemplative place. In addition, the infrastructure to support the fountains is located beneath the

Gulf building and likely requires significant maintenance and operations funding that could be saved through removal. The panel also recommends that the Women's Pavilion be renovated in a way that is consistent with its architectural heritage so that it can serve as Tower Park's premier indoor event space and provide a location for other civic programming. This building will be very popular for hosting a variety of events, especially



Eastern Zone demonstration of scaled open green space in correlation to increased connectivity envisioned along public and private spaces axes within the Hemisfair District.

Convention Center–related events. To create the required green space around the Women’s Pavilion to host elegant events, the panel advocates that the Kodak Pavilion be reconceptualized to support this concept of an adapted Women’s Pavilion centered around civic, nonprofit, educational, or culturally related uses that is nestled within the Tower Park Great Lawn.

The panel envisions a much softer, greener space at the bottom of the tower as a replacement for the water features, which will serve as a quiet place for Convention Center attendees and other visitors to relax and enjoy the outdoors. This strategy

around open space now involves a variety of green spaces that are aligned with the proposed organization axes. The more active and public places include the River Walk that provides a better connection to and from the second level of the HBG Convention Center. The updated Convention Center connection will join the forecourt to the Tower of the Americas to help better connect the two destinations to each other and to the adjacent active green space.



Specific Development Strategies

THE PANEL'S DEVELOPMENT STRATEGY RECOGNIZES that the sum of the parts is greater than the whole by proposing to connect all three phases of Hemisfair, to honor the site's history through the strategic placement of its historical structures, to integrate Hemisfair with the surrounding properties and neighborhoods, and to do so in a financially sustainable manner.

The balance between development and green space is crucial to achieving HPARC's goals and revitalizing a valuable downtown and community amenity. The panel views the Tower Park Eastern Zone as the crown jewel in achieving the desired balance within the overall the Hemisfair site.

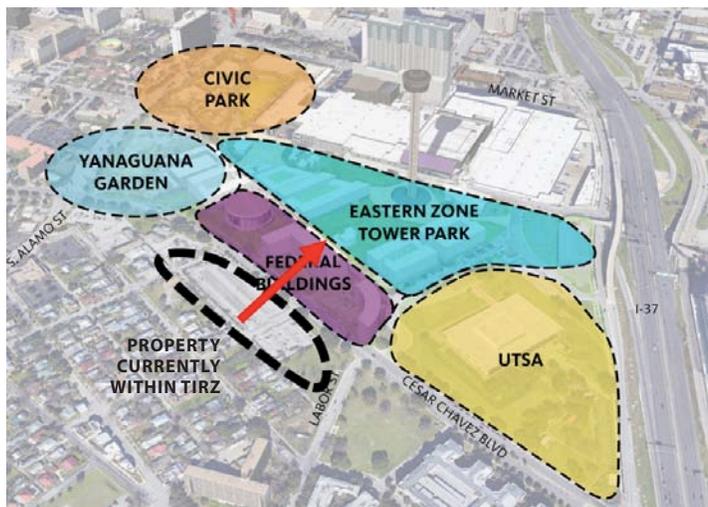
While re-creating Tower Park as a world-class civic space, creating activity in this area that does not depend on out-of-town visitors or Convention Center attendees is important. Rather, the space is for San Antonians and is further enhanced by its ability to accommodate and appeal to visitors at the same time.

Moreover, to address the displacement that occurred in the creation of the World's Fair site, residential development within the confines of the Eastern Zone is critical. The panel sees this area as having a mix of housing types and a mix of affordability so that socioeconomic diversity is achieved to stave off gentrification. Furthermore, achieving density creates an important income stream required for Hemisfair to achieve its civic goals.

The development strategy creates sufficient P3 opportunities to support and sustain the desired world-class park space. The panel supports a strategy that also restores pre-1968 residential density to the Eastern Zone. While the realization of the Eastern

Specific Development Strategies

- Redeveloping César Chávez north and south = funds for Hemisfair Eastern Zone public space
- Sequencing is critical!
- By starting on the south side of César Chávez then moving to the north, the boundaries of the TIRZ capture the private development that will fund the improvements.



RIKI NISHIMURA/ULI

The panel advocates for using the greater TIRZ surrounding Hemisfair to help fund improvements to the Eastern Zone. The boundaries of the TIRZ, generally, are Commerce Street to the north, Interstate 37 to the east, César Chávez Boulevard on the south, and South St. Mary's Street and Navarro Street to the west.

Zone can happen with or without the surrounding high- to medium-density mixed-use development, the panel promotes a development strategy that focuses on residential while it spurs development in the larger Tax Increment Reinvestment Zone.

Eastern Zone TIRZ Development Strategy

To achieve the Hemisfair vision of restoring pre-1968 residential vibrancy with additional density to the Eastern Zone, the surrounding real estate must be redeveloped to provide the source of funds to improve the public benefits in Tower Park and the infrastructure within the study area. Hemisfair can take advantage of its location in a TIRZ that allows tax increases to pay for improvements within the district. The financial viability of completing the Hemisfair redevelopment in the most effective way depends on encouraging private development within the boundaries of Hemisfair, within the greater TIRZ, and along César Chávez Boulevard and on making the car-centric crossings safer for pedestrians.

The market research indicates a need for a variety of different housing types in the CBD—and specifically indicates a need for about 7,000 multifamily rental units and 4,000 townhouses or condominium units. On the basis of these findings, the panel believes the development of residential should be the key driver in the Eastern Zone and along César Chávez Boulevard.



HEMISFAIR AND CITY OF SAN ANTONIO

Map with the Hemisfair TIRZ boundaries. A TIRZ allows investments in public improvements to be made, from which the resulting incremental tax increases or increments can be used to pay for improvements within the district.

The panel heard during the interviews that many San Antonio residents would like an urban living experience, which is a trend the panel is seeing in other cities. In addition to the younger generation, the older generation is beginning to seek the advantages of city life, which offers public transportation, amenities, and other services that are not as readily available in the suburbs. This older group also desires to downsize, so multifamily living is an attractive and viable option.

The panel has recommended several housing types to appeal to a variety of potential new downtown residents. Studios and one-bedroom units appeal to single-member households, both young and older, and two-bedroom apartments and townhouses appeal to empty nesters and young families. Senior affordable living is always an attractive option because many seniors are on fixed incomes.

The sequencing is important, but not essential, to realize the overall vision. By starting on the south side of César Chávez Boulevard, then moving to the north side, and finally moving north into the Eastern Zone toward Tower Park, the boundaries of the TIRZ govern because they capture the private development that will fund the public space improvements.

Enhancing connectivity throughout Hemisfair and to the adjacent neighborhoods requires addressing César Chávez Boulevard as a potential first step because it could generate TIRZ proceeds and begin the process of reconnecting the neighborhoods. Improving traffic signals and realigning key intersections along César Chávez will provide safer pedestrian crossings for people walking from the south. Such crossings provide residents of the adjacent Lavaca neighborhood and the San Antonio Housing Authority properties multiple points of access into Hemisfair. The panel also recommends improving accessibility to Hemisfair from the east side of Interstate 37, with improved vehicular and pedestrian connections and wayfinding.

With these infrastructure improvements, the properties to the south of César Chávez Boulevard become more relevant to the overall redevelopment of the area. The property between South Alamo and Matagorda streets, south of César Chávez, was recently purchased by Silver Ventures. This site is ideal for a boutique hotel or medium-density residential mixed use.

To address any concern about density on the south side of César Chávez Boulevard, new residential development on the parking lot on the south side of César Chávez should have a medium density that complements the existing San Antonio Housing Authority mid-rise housing. New residential to be built facing the street should include a lower-density profile as the development turns the corner into the neighborhood. Encouraging this development parcel to go first will energize the intersection of César Chávez Boulevard and South Alamo Street and start the money flowing into Hemisfair.

Currently, the property bounded by César Chávez Boulevard, Matagorda Street, Garfield Alley, and Indianola Street is a surface parking lot that serves the government buildings to the



JACQUELINE CANALES/ULI

The San Antonio Housing Authority site to the southeast of Hemisfair's Eastern Zone adds to the dense residential urban fabric of the area while addressing increasing affordability needs.

north. Although the panel understands that no agreement is currently in place for the city of San Antonio to acquire this site, the panel recommends that the city make this one if its highest priorities so that this surface parking lot can be redeveloped into mid- to high-density residential mixed use. It will provide a connection to the San Antonio Housing Authority's redevelopment activities to the east, which have resulted in a high-density community.

TIRZ Institutional Land Strategy

North of East César Chávez Boulevard, the federal land is critical to realizing the vision of Hemisfair because its current built environment creates a barrier to the neighborhoods to the south. The panel's understanding is that the federal courthouse and the adjacent training center will be relocated in several years once a new federal facility is constructed elsewhere. The panel also understands that an agreement exists with the city of San Antonio to effectuate a land swap. The panel strongly recommends that this land swap be executed and control granted to Hemisfair because the ability to redevelop this parcel is important in terms of providing additional multifamily rental units, civic space, and green space.

To the south of East Nueva Street are three important buildings that are under federal government jurisdiction. The previously mentioned John Woods Federal Courthouse and Adrian Spears Judicial Training Center are key buildings that, in their current use, are impediments to reconnecting the neighborhoods to the south.

The edges of the Eastern Zone are contained by César Chávez Boulevard, the University of Texas Institute of Texan Cultures, I-37, and the long wall of the Convention Center. A plan should



North of East César Chávez Boulevard, the availability of federal land is critical to realizing the vision of Hemisfair because its current built environment creates a barrier to the neighborhoods to the south.



Circular federal courthouse property currently situated at the edge of Tower Park and César Chávez Boulevard.

be developed for César Chávez that examines ways to slow traffic, provides intersections for pedestrians to move south–north, and allows for transit, bikes, and scooters/other micro-mobility vehicles to commingle within a safe and comfortable tree canopy environment. The boundary with University of Texas at San Antonio provides an opportunity for shared walkways and potentially shared recreation or similar resources that would integrate the line between the institutions and weave a broader and more connected urban fabric.

With a pending land swap approved and signed by the federal government to move the courthouse functions to a different location, both building sites can become part of a reimagined gateway into the site from the south. Following the operational relocation, the panel recommends removing the training center building and using the circular footprint and superstructure of the courthouse to retain some portion of its World’s Fair character as a repurposed neighborhood park with a theater. This would create synergy and a cultural corridor with the existing Cockrell and Magik theaters already on site.

The seven-story GSA Federal Building to the east of the courthouse is also an opportunity site. This underused building and its associated parking can be redeveloped for residential uses if agreements are negotiated. Parking lots to the south of César Chávez Boulevard that service the federal facilities then become opportunities to expand the visual boundaries of the site with urban infill.

The panel envisions several adaptive development approaches on the site currently owned by the federal government. First, the training center should be demolished to provide an

additional multifamily housing site that would be high density, similar to The ‘68 apartment community. Providing high-density residential at this location will hide the existing parking structure and create residential units that face outward toward the existing neighborhood to the south. Moreover, because The ‘68 was able to achieve housing that meets or exceeds Hemisfair’s affordability requirements, the panel assumes that a product with similar affordability is feasible.

With regard to the existing federal courthouse building, the panel proposes to retain a part of the exterior but convert it to an open-air, covered amphitheater that could host various performances in a theater-in-the-round setting. Programming could be coordinated with the Magik Theatre, which indicated an interest in providing programming such as Shakespeare in the Park. The panel envisions that the amphitheater will be surrounded by significant public green space accessible via an improved new pedestrian intersection at Matagorda Street. This green space offers the additional benefit of providing an open and the welcoming view corridor into Tower Park for both out-of-town visitors and neighbors to the south.

Another key priority is for San Antonio to facilitate a similar agreement with regard to the existing seven-story federal office building as the well as the surface parking lot to the south, as discussed previously. As for the parking lot to the south, the panel recommends additional residential housing, achieved through an adaptive use of the existing building, which could result in 200-plus units of affordable senior housing.

An opportunity also exists to provide additional multifamily rental housing in newly constructed buildings attached to and

adjacent to the existing office building. These could be mid-rise, wood-frame buildings with floor plates on the street level that could be built to suit neighborhood-serving uses, such as a pharmacy or a small grocer. Light-gauge steel construction comes at a premium cost and therefore wood-frame construction is more cost-effective. This type of cost savings on a mid-rise wood-frame building can result in even deeper levels of affordability that could enhance the mixed-income aspect of the larger Hemisfair development.

Another key neighboring property is the UTSA, which is significant at 14 acres. Hemisfair will benefit from coordination with UTSA on its future plans. Coordinated development strategies would allow the UTSA campus to be better integrated along Hemisfair's edge and create a more cohesive experience

BUILDING HEALTHY PLACES TOOLKIT

The design of our built environment is a key element in combating the risk factors for chronic disease. Health does not stop or start at the doctor's office—it begins in homes, workplaces, schools, parks, and communities.

ULI's *Building Healthy Places Toolkit: Strategies for Enhancing Health in the Built Environment* outlines 21 evidence-supported recommendations to enhance health and preserve value by meeting growing desires for health-promoting places. The strategies are in three categories:

- Physical activity (including incorporating a mix of land uses, building play spaces for children and providing high-quality spaces for multigenerational play and recreation);
- Healthy food and drinking water (including hosting a farmers market and supporting on-site gardening and farming); and
- Healthy environment and social well-being (including increasing access to nature and facilitating social engagement).

Developers, owners, property managers, designers, investors, and others involved in real estate decision-making can use the strategies described in the report to create places that contribute to healthier people and communities and that enhance and preserve value by meeting the growing desire for health-promoting places.

Find the full toolkit at bhptoolkit.uli.org.

on the eastern boundary of the Hemisfair site. The panel strongly encourages the president of UTSA and key leaders of Hemisfair and city government to collaborate to address the needs of all stakeholders so that the uses are compatible and the infrastructure components are addressed together.

This completes the proposed uses for the properties within the TIRZ that are outside the boundaries of the panel's study site. These properties should be addressed before commencing construction within the Eastern Zone, both to provide the additional capital to fund the public benefits and to establish the connection to the Lavaca neighborhood earlier in the process.

Eastern Zone Non-TIRZ-Dependent Development Strategy

Although studying the entire TIRZ area is important from a financing perspective and to achieve greater connectivity, the panel's recommendations, which address the vision for the Eastern Zone, can be realized even if the preferred surrounding development does not occur as described previously. The panel emphasizes that the realization of this vision for the Eastern Zone can occur independently, regardless of the development that occurs in the larger TIRZ area.

Again, the purpose of a more holistic approach is enhancing connectivity to make Tower Park, and the Hemisfair site in general, more accessible for all. Integrating the surrounding neighborhoods also addresses Hemisfair's history of displacement when a neighborhood was transformed into a World's Fair site.

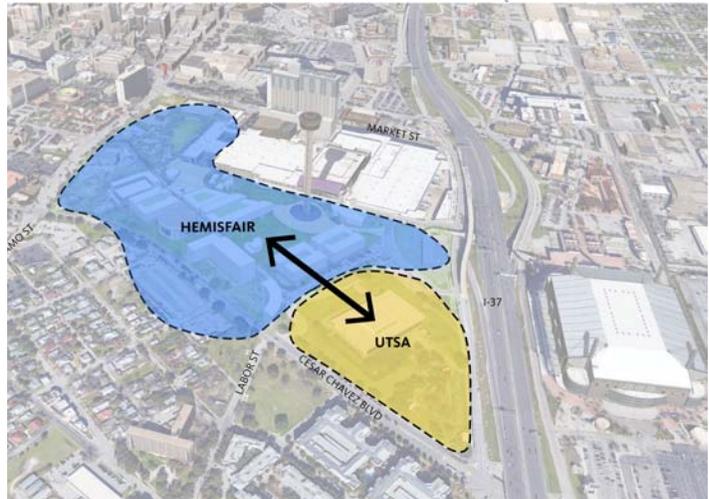
Most significant, the panel has introduced the concept of new P3 locations to support a mix of low to high density in response to market demands. Moreover, a lower-density, more traditional housing type such as the townhouse form is very popular with families and provides a residential character that honors the pre-1968 legacy of the site. Housing types will generally be of a more mid-residential scale, which will create a welcoming environment for visitors walking along the southern wall of the Convention Center toward the Tower of the Americas. This area might also contain a four-story element, but it will have a residential scale with front porches or stoops facing the pedestrian entrance to the Tower Park from the south.

To the east of this development, and to the east of Tower Park (abutting the UTSA campus), the panel envisions larger multifamily developments in taller towers so that the eastern boundary of Tower Park is anchored. These buildings can be of similar scale and density to The '68 apartments currently under

UT San Antonio Site

East of Eastern Zone

- Coordination with UTSA on its future plans is essential
- Better integration on the edge allows a more cohesive experience on Hemisfair's eastern boundary
- Leadership and stakeholders engage so uses are compatible & infrastructure components are addressed together



Credit: ULI/R. Nishimura

RIKI NISHIMURA/ULI

Diagram illustrating Eastern Zone site adjacency to University of Texas at San Antonio campus, emphasizing panel recommendation that coordination with UTSA future plans is essential to better integration on the edge for a more cohesive experience on Hemisfair's eastern boundary.

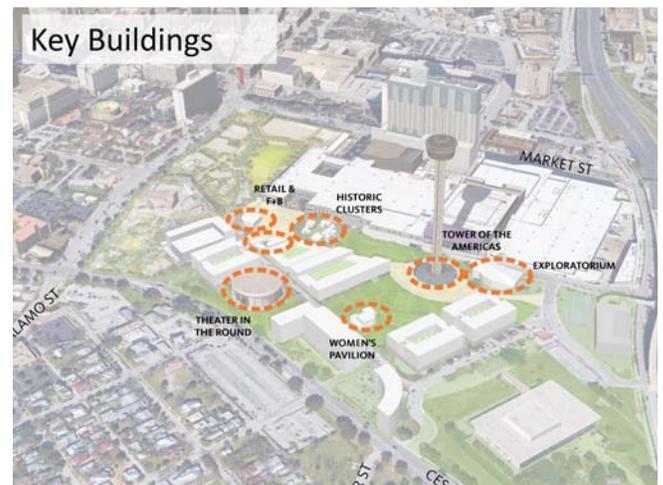
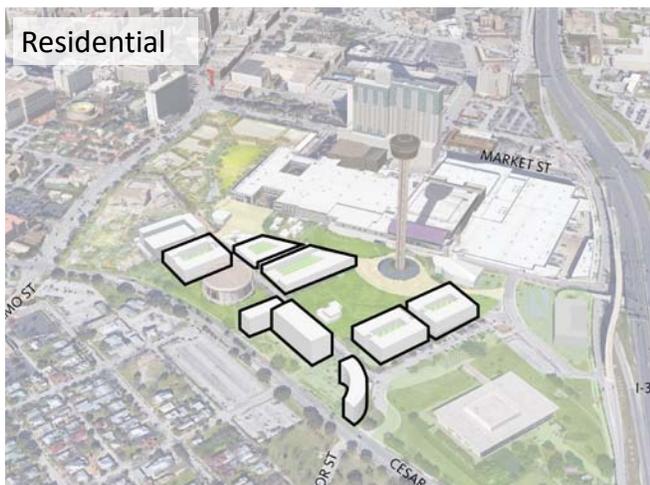


Illustration of the Eastern Zone development strategy, which builds on the design and site organization principles to reappropriate P3 residential sites that frame a series of spaces and key buildings within the Eastern Zone.

construction. The panel does not believe that a high-rise tower would be financially feasible at this time. Where appropriate, the plan should provide additional green space for a dog park, which both residents and visitors can use, and areas for athletics.

To the north of these residential buildings, the panel recommends locating a 75,000-square-foot Exploratorium or similar engaging attraction. An Exploratorium will provide a hands-on learning experience, typically based on science, technology, engineering, art, and mathematics (“STEAM”)

principles, for children and teenagers who have aged out of the play-based amenities at Yanaguana Garden. The panel thinks this type of activity to the east of the Tower of the Americas will draw visitors from all parts of San Antonio and provide an attraction that will complement the existing activities offered at the River Walk, as well as in Civic Park and Yanaguana Garden.

In addition, a triangular site of five-plus acres is large enough to help solve some logistical and infrastructure issues caused by Convention Center activities: it can be used for structured

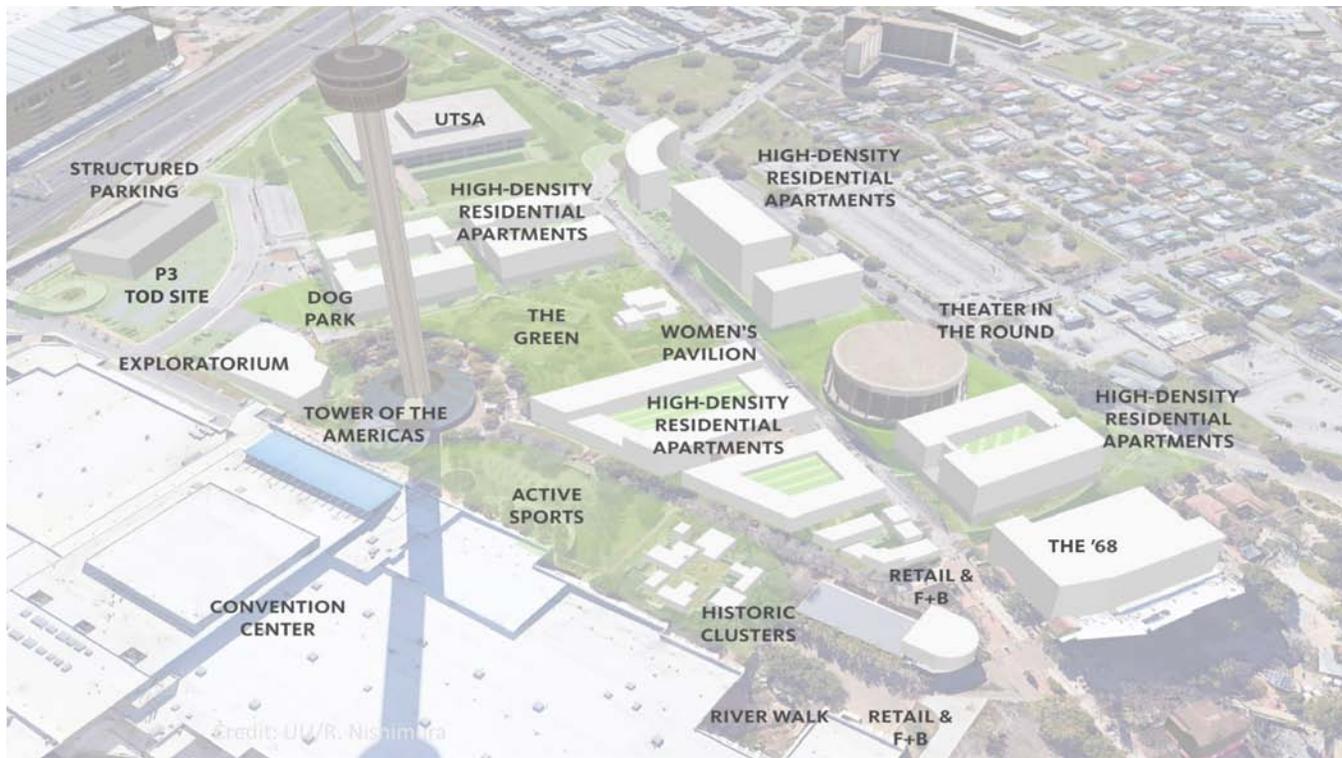


ALLEN FOLKS

The panel recommends that even higher-density housing in Hemisfair be residential scale with porches that face the park's pedestrian entrance, similar to the pictured development in Nashville, Tennessee.

parking to serve both Exploratorium visitors and other Tower Park visitors. In this area, service needs of the Convention Center can be addressed as well as improving the pedestrian experience for those who want to continue over to the Alamodome or the neighborhoods to the east.

The panel also understands that VIA Metropolitan Transit wants to provide more significant bus service to Hemisfair and the Convention Center and encourages VIA to be involved with the overall planning and implementation throughout the entire process. Planning should also consider facilitating taxi and ride-sharing pickup from the south side of the Convention Center and anticipate further Convention Center improvements or expansions.



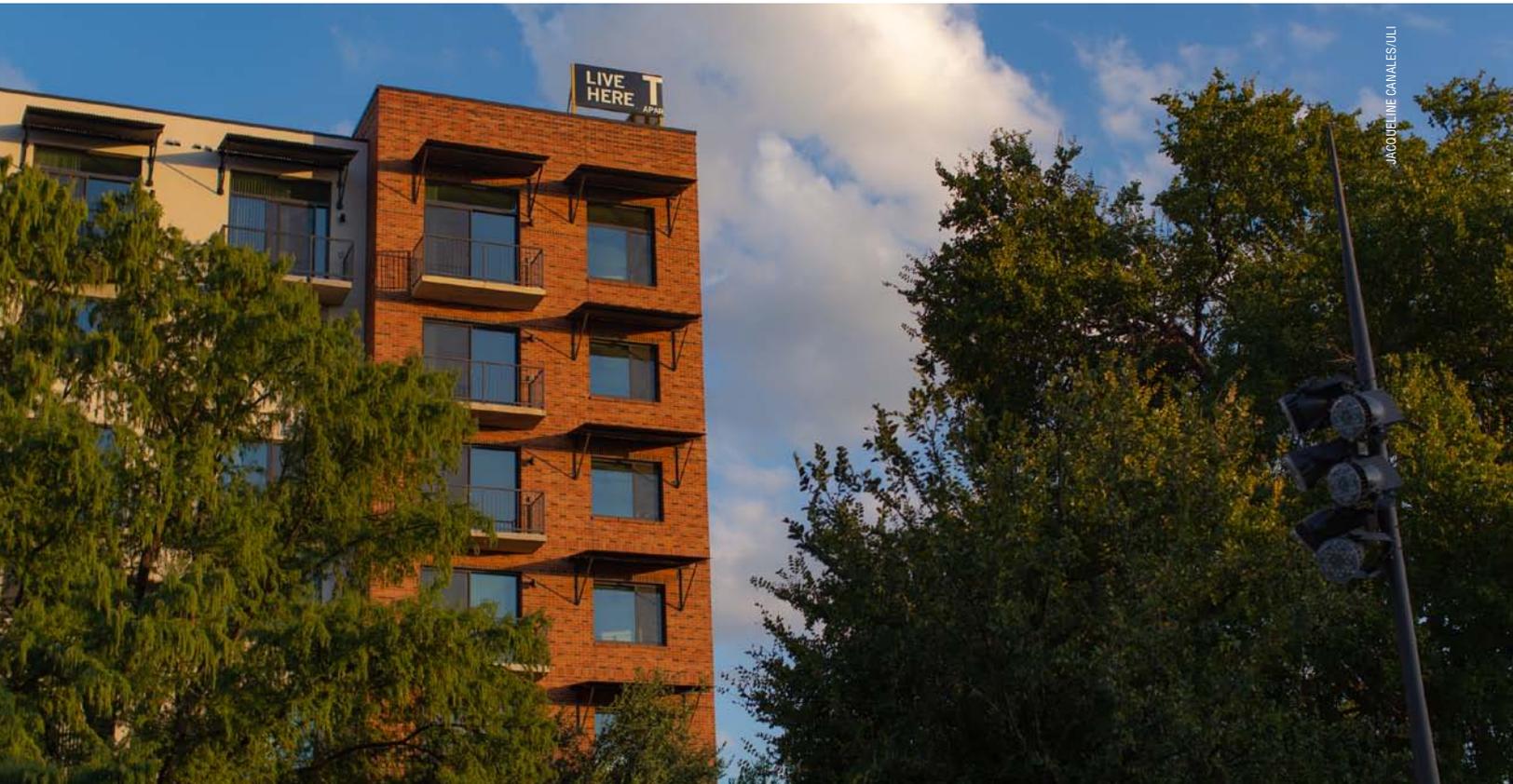
RIKI NISHIMURA/ULI

This diagram highlights the panel's overall recommended development strategy.

Development Strategy Summary of New Programming for the Eastern Zone

Product type	Number of units
Multifamily rental	1,360 units (775 in Eastern Zone)
Senior affordable	200 units
Townhouse	36 units
Small neighborhood-serving retail	11,000 square feet
Civic buildings	9, including 7 existing historical structures, the Women's Pavilion, and a new free-standing structure of 11,500 square feet
Exploratorium	45,000 square feet

Source: ULI.



Financial Assistance Tool Kit

THE TOOLS AVAILABLE FOR FINANCIAL ASSISTANCE vary over time and from place to place. Each state and locality has its own set of laws and policies that shape how projects may be assisted. San Antonio has the benefit of proactively creating several financial tools that will assist in its efforts to redevelop the Hemisfair site. Although the city already has several financial tools in its tool kit, opportunities exist to create additional value generators to implement its plan.

Financial Tools Already Available

An overview of financial tools available to assist in the structuring of P3 projects includes city bonds and appropriations, revenue bonds, tax increment bonds, and property tax abatement. More information on these financial tools is outlined here.

City Bonds and Appropriations

The first major category of available financial tools is municipal bonds, which typically have a lower interest rate than private debt because their interest is exempt from federal income tax (they are also exempt from taxation to taxpayers in many of the

states of issuance). They also usually have a longer amortization period than private debt. However, in recent years, concerns about municipal credit have resulted in some periods in which interest rates on municipals have exceeded private debt.

Given San Antonio's strong municipal credit rating, this tool has been effective at jump-starting phases one and two of the Hemisfair project. Three successful general obligation bond issuances have assisted in financing the public infrastructure required to increase private market interest. The opportunity also exists for future bond issuance to assist with the complicated third phase of the Hemisfair project.

The city of San Antonio is in the enviable position of having a stellar bond credit rating, which is difficult to achieve and maintain. This is a competitive advantage regarding access to municipal capital markets. Given the city's fiscal strength, there appears to be ample room or capacity to

- a) consider future bond issuances and maintain a conservative credit exposure;
- b) incorporate Hemisfair priorities within future bond offerings either as a new initiative or component of other agency programming (water/sewer, utilities, transit, etc.); or
- c) seek to aggregate, capture, and focus a bigger concentration of public-sector-related financial incentives for Hemisfair.

The city of San Antonio may also contribute funds to support parking beyond that required for P3 projects. Given that additional parking for public use creates an additional burden on the P3 deals, this direct financial contribution is a way to get desired results without reinventing the wheel.

In addition to the general obligation bonds that have been issued for the public park infrastructure, an opportunity also exists to consider additional categories of bonds depending on their repayment source, and they are a major funding source for public/private partnerships.

Revenue Bonds

Land-secured bonds (and special assessment and public improvement district bonds) are bonds that are repaid in installments by property owners within a development project. The payments are subject to enforcement through tax foreclosure. The annual payments can be derived from a tax formula, based on the property characteristics, or on a fixed lien assessment that allocates the original costs that were financed. These types of bonds can be used for infrastructure and site cleanup. The city should also consider the creation of a Public Improvement District for Hemisfair in which the special assessment can be used as a source of bond repayment.

Tax Increment Bonds

Because San Antonio has created a tax increment financing (TIF) district around the Hemisfair site, an opportunity exists to use the future TIRZ increment to support capital projects. Increased property taxes from these designated areas can be invested in projects that revitalize the area and increase property values. Repayment is limited to defined sources within

the TIF district and/or other supporting sources. Although this tool is available to HPARC, the study team understands it prefers to use the TIRZ increment as a "pay go" operational benefit; however, if the increment exceeds operational costs, HPARC should consider using some increment to support capital costs, which could support a \$20 million to \$25 million bond issuance.

In addition, the TIRZ increment within the Hemisfair District is currently composed of ad valorem property tax. HPARC and the city should consider also using sales tax from adjacent hotels and retailers to the extent possible. A possibility also exists of using hotel occupancy tax as a source of bond repayment.

Property Tax Abatement

The city of San Antonio has the ability to use property tax abatements through the Center City Housing Incentive Policy for affordable units. HPARC should continue to use this program to support its affordable housing goals because having diverse housing types around Hemisfair is desirable from an equity perspective.

Financial Tools to Be Considered

An overview of financial tools the panel recommends for consideration when structuring P3 projects includes developer notes; tax credits; Opportunity Zone equity; county, state, and federal grants; corporate sponsorships; philanthropic gift and program-related investments; traditional debt; and additional tax levies. More information on these financials tools is outlined in the following sections.

Developer Notes/Pay as You Go

Sometimes taxable and sometimes tax exempt, depending on uses and repayment sources, these are less formal debt instruments used when the level of support is insufficient to tap public finance markets. This can allow the direct support of private-sector projects that may be hard to pencil out. The developer holds the note; in some cases, it may be sold to a third party and in others not. It may be supported by a general revenue source or limited to project revenues or other structures.

Tax Credits

Tax credits create equity for projects by selling a right to take an income tax credit to corporations or high-wealth individuals. They come in three basic categories: low-income housing tax credits, New Markets Tax Credits, and historic preservation.

Although usually federal tax credits, a number of states have parallel programs. Each category has different amortization periods for taking the tax benefits and different compliance provisions, and the program is administered by a distinct federal or state agency.

New Markets Tax Credits are obtained from a community development entity (CDE) that has competitively obtained an allocation of credits from the Community Development Financial Institutions Fund of the U.S. Department of the Treasury. These credits are for commercial, industrial, or community facilities and mixed-use projects and are layered with many other sources (except low-income housing tax credits). The tax credit funds remain in the project for seven years after which they may be refinanced or forgiven, depending on the circumstances and CDE involved. New Markets Tax Credits typically can account for 20 to 25 percent of a project's costs net of the fees and closing costs.

Federal Historic Tax Credits are based on 20 percent of eligible rehabilitation costs of a commercial property, including rental housing, listed on the National Register of Historic Places. Credits remain in place, amortizing over five years. Because they confer ownership and other tax benefits of depreciation over the five years, they may sell for 100 percent of their value, typically to conventional corporations or bodies representing such investors. Compliance is complex and rigorous, requiring review and approval by the state historic preservation officer and the U.S. Department of the Interior. Given the beneficial nature of the Texas state historic tax credit, it can be combined with the federal historic tax credit to provide additional equity benefit for the historic structures on the Hemisfair site.

Opportunity Zone Equity

Although this federal tax deferral program is new, there is much interest nationally to determine its viability for private components of P3 projects. This is not a subsidy program because the tax deferral benefit accrues to the taxpayer; however, the tool should be examined to determine if private components of the project might be able to benefit from its use.

County, State, and Federal Grants

An opportunity also exists to examine grant and funding programs at the county, state, and federal levels. In discussion with HPARC, the panel heard it is currently reviewing a county flood control and drainage contribution arrangement that could be beneficial on the eastern portion of the site. Also, federal Department of Transportation funding grants in partnership with VIA may present an opportunity for creative transit hub

concepts that could be incorporated on the eastern portion of the site.

Corporate Sponsorship

Given the scope of Hemisfair to attract significant users to the park, opportunities may exist to review corporate contributions or creative naming rights arrangements to unlock value for current predevelopment activities. Although this strategy is more common with sporting facilities, multiple examples exist of using this arrangement for public spaces with activated retail. Much care should be given with this potential tool, so as to not dilute Hemisfair's brand.

Philanthropic Gifts/Program-Related Investment

Since Hemisfair will be a true community asset, the philanthropic community may be galvanized around the vision to secure donations for park construction and activation. HPARC's use of a conservancy will help ongoing operations and maintenance and should be continued. Additional models across the country have successfully used philanthropy for capital purposes.

For example, the Atlanta BeltLine Partnership has raised over \$54 million in corporate and philanthropic funding to support the Atlanta BeltLine Park by developing relationships and soliciting investment from the private sector and the philanthropic community. With this role comes a responsibility for stewardship of the funds raised. Most donors want to be sure their contributions are used effectively, and some investors have specific mandates they want to see fulfilled. The partnership provides that oversight and regularly communicates both progress and problem areas.

Traditional Debt

Some municipalities may have sources of funds for loans. These may come from previous repayments, sharing in success on projects, or other statutory and grant provisions. In these cases, the funds may be advanced as a loan and a junior mortgage position taken on the project, usually at a submarket interest rate. The eventual repayment of these loans may create additional economic development resources. HPARC has already borrowed roughly \$600,000 for parking costs in past phases, which is paid back from parking revenue over five years. Additional opportunities should be considered as gap funding sources.

Additional Tax Levies

Although politically controversial in many places, the opportunity should be taken to look at new tax revenue streams. Given the park infrastructure is for the benefit of all San Antonio residents, political will may exist to consider sharing in streams of taxing revenue from parking and car rental taxes. These types of additional levies should be considered carefully in consultation with city government and the electorate.

What is clear is that implementation will need to be carefully planned and orchestrated to create the value to make this all financially feasible.



Implementation

A CRITICAL ELEMENT IN IMPLEMENTING THE VISION for Hemisfair is the organizational capacity to move the project forward. The city has taken a great step by creating HPARC, which has provided a dedicated staff to focus on project implementation. HPARC should continue to be staffed and supported to complete the land development process and the ongoing maintenance role that it has been fulfilling.

HPARC, in partnership with the city and its related departments, must coordinate now more than ever to ensure that the successes of phases one and two will continue into a more complicated phase three. The Eastern Zone will present some additional complexities, given land parcels that are not currently owned and are controlled by federal agencies and UTSA. In addition, the increased reliance on P3 projects to generate additional resources to pay for the public portion of the project will need increased skill sets and resources at the staff level.

The panel has recommended significantly more private development than in phases one and two, so additional resources and specific P3 experience will be required. Even

the best teams need support, so resources should be secured to make sure staff has the technical expertise they need to be successful (e.g., specialized P3 consultative assistance, dedicated P3 staff, and additional finance staff to help explore new P3 tools).

In addition to increased staff support, the HPARC board of directors must continue to support a more complicated phase three. In fact, the board is needed now more than ever. Fiduciary review of P3 structures requires direct knowledge at the board level to ensure the best deals are being made at the staff level; thus every effort should be made to possess these skills at the board level.

The panel recommends a focus on building partnerships through P3 models that provide opportunities to support sustainability, resilience, health, and wellness within the Eastern Zone. Below, the panel outlines implementation measures to consider in incorporating best practices in sustaining the Eastern Zone.

Urban Design Manual Update

HPARC's *Urban Design Manual* is a critical component in the success of Hemisfair because site development will take place over time and be implemented by multiple entities. The manual is a unifying document that will articulate the standards and requirements of this site based on its unique conditions and processes.

Although this manual needs to support a clear vision, it will be most effective as a living document, updated every four or five years to reflect current conditions, developer designations, and current and relevant city policy guidance.

Leadership in Sustainability and Resilience

A new opportunity for green energy right next to the site could include the installation of photovoltaic systems on the Convention Center roof, which has almost 1 million square feet with an estimated four-megawatt generation potential. Rooftop solar energy production has been growing in the region. San Antonio already leads the nation in solar energy output. It also has the advantage of a progressive municipal-owned utility and a city-run Convention Center. Not only does this off-grid power capability add to the long-term resilience of Hemisfair but having this much solar in the CBD is a benefit not often available in other cities.

The opportunity to showcase renewable energy downtown by locally powering part of the Eastern Zone development could demonstrate leadership in a visual way. The visibility of the solar panels is augmented by visitors' and tourists' views from the observation deck and the restaurant high above at the nearby Tower of the Americas and from the surrounding hotels.

The goal of net-zero energy in new construction by 2030 is now considered a viable goal. Technologies are available on the market today. Accordingly, infrastructure development and rehabilitation at Hemisfair could follow the latest options on the market modeled on best practices in the industry. A new *Urban Design Manual* update could include the following:

- Complete streets with bike infrastructure and proposed bike network;
- Potential bike- and scooter-sharing locations;
- Heritage tree preservation and expansion of tree canopies;
- Recommendations for native vegetation and drought-resistant plant varieties;
- Description of the street characters on the site perimeters and those more internal to the site;
- Activation of street facades in more detail;
- Increased green infrastructure in light of new climate information predicting more heavy rain events and higher-temperature summers;
- References to best management practices and SITE standards to lower runoff and irrigation needs on site (for more information, see www.gbci.org/press-kit-sites);
- Minimum standards for LEED building certifications to complement the current LEED Neighborhood development goals;
- Encouragement of low-carbon construction materials such as heavy timber to advance the local market for carbon-neutral buildings (or managing "embodied carbon"); and
- Guidance about bicycling planning and management on site and aligning with planning within the greater city jurisdiction.

Leadership in Health and Wellness

As the World Health Organization has stated, "a state of complete physical, mental and social well-being is not merely the absence of disease or infirmity." The built environment is recognized as a critical component in the social determinants of health, a term well known in the medical field. The national County Health Ranking report funded by the Robert Wood Johnson Foundation (RWJF) ranked Bexar County 115th in health outcomes and 30th in health factors out of 242 counties in Texas. San Antonians' obesity rate has been over 33 percent, which is well above the national average. New urban development sites in and around Hemisfair could become more conducive to physical activity.

San Antonio is also in the U.S. Environmental Protection Agency's nonattainment zone, which means it has below-average air quality (for more information, see <https://www.tceq.texas.gov/airquality/sip/san/san-status>). Low air quality

affects children and seniors disproportionately, particularly with regard to asthma and other respiratory diseases. Another related RWJF study shows that average life expectancy could differ by as much as 10 years between the predominantly wealthy Pearl neighborhood (zip 78215) and the Government Hill neighborhood (zip 78204), despite the fact that they are only a couple of miles apart.

Parallel to the equity goals of this project, the 10 Minute Walk campaign, and HPARC, the Hemisfair community could alleviate health disparities by providing equal access to health opportunities and resources to all users in this development. The recently developed WELL Community Standard has strategies for the development community to enhance health and wellness (for more information, see <https://www.wellcertified.com/en/resources/well-community-standard-pilot>).

Because Hemisfair is a new community seeking to reconnect with existing neighborhoods, many wellness elements could be investigated to elevate the design and planning aspirations already laid out for the site. In particular, the setup of HPARC is well suited to execute WELL features such as civic engagement, community visioning, celebration of place, public art, and postoccupancy surveys in the WELL Community Standard.

Because of the residential development of the site, the manual could provide additional value to future residents by incorporating new sections such as the following:

- A lighting master plan to manage light trespass and pollution mitigation to enhance resident sleep cycles and circadian rhythms;
- Soundscape, sound mapping, pollution mitigation, and optimal conditions;
- Air quality analysis and improvement in light of the latest ozone information, proximity to highways, and truck traffic, including setting up long-term air quality monitoring while encouraging low-emissions vehicles;
- Encouraging fitness by having developers provide user-friendly stairs and intergenerational exercise opportunities;
- Nutrition, including creating a seasonal farmers market on site in programmed open spaces; and
- Use of the WELL standard as one of the developer selection criteria to build Hemisfair as a healthy community.

HEALTHY HOUSING FOR ALL

A 2018 ULI report titled *Healthy Housing for All* describes pioneering strategies taken by the affordable housing industry in response to growing health concerns that disproportionately affect the most underserved populations. Developed in partnership with the Center for Active Design, the report details a number of housing design, development, and operational strategies that support resident health and often provide a return on investment. Such strategies can be implemented in a variety of settings and at a range of scales.

Interior building features that promote residents' physical and mental well-being include wide, inviting staircases; signage encouraging stair use; fitness areas; daylight and outdoor views; and healthy building materials. Similarly, outdoor amenities such as playgrounds and gathering spaces, public art, strategic lighting, and public transit connections create welcoming, stable environments and social returns.



Public Engagement through Branding, Marketing, and Communications

With a development of this magnitude, a communication and branding strategy coupled with a marketing campaign could be critical to take the project to the finish line. This branding effort will articulate a multifaceted development in the simplest of terms to a variety of stakeholders and audiences.

During the stakeholder interviews, the panel discovered some communities still believe that Hemisfair is only unactivated parkland. This could stem from memories of the World's Fair site in which communities were displaced by eminent domain in the 1960s. Through this new communication strategy, the

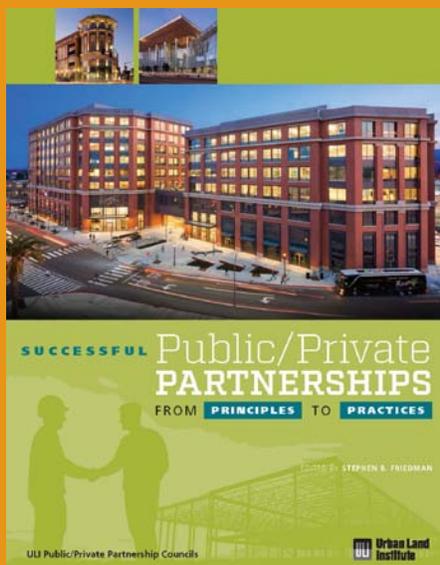
TEN PRINCIPLES FOR SUCCESSFUL PUBLIC/PRIVATE PARTNERSHIPS

Public/private partnerships are a way to combine the strengths and resources of both the public and private sectors most effectively. These partnerships are used in economic development, infrastructure development, social services delivery, and other applications.

ULI published *Ten Principles for Successful Public/Private Partnerships* in 2005, enumerating the following principles:

1. Prepare properly for public/private partnerships
2. Create a shared vision
3. Understand your partners and key players
4. Be clear on the risks and rewards for all parties
5. Establish a clear and rational decision-making process
6. Make sure that all parties do their homework
7. Secure consistent and coordinated leadership
8. Communicate early and often
9. Negotiate a fair deal structure
10. Build trust as a core value

In 2016, the Urban Land Institute's Public/Private Product Council updated those principles to better reflect how public/private partnerships can help entities weather severe economic recessions in a publication titled *Successful Public/Private Partnerships: From Principles to Practices*.



public could be educated about the current well-attended, highly successful Yanaguana Garden with its family focus and surrounding eating establishments. Enhanced outreach is also an opportunity to showcase the next phase of development (Civic Park, which is designed for an expanded audience) and what is to come in the Eastern Zone.

Graphic communication and logo branding can be very effective in unifying the first two phases and the Eastern Zone, so the site has an overarching identification. Personal connection to the place should be enhanced when users understand that Hemisfair is now a series of open spaces designed for all, where personal memories could be made. Environmental graphics and signage could start to appear on site before development of the Eastern Zone so users can recognize the branding and anticipate current and future use.

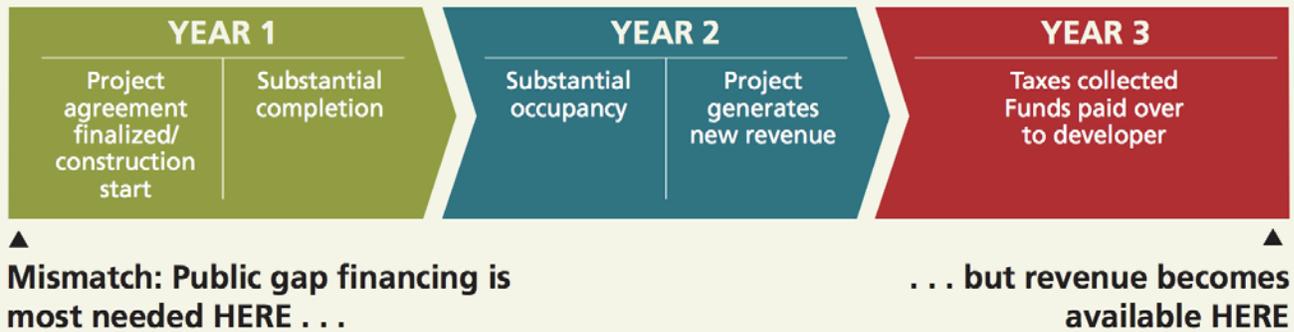
Tying the branding and marketing efforts to Hemisfair's development can only help with constituent communications and engagement. Using social media and data analysis, HPARC could further refine the vision and message to key demographic sectors. The outreach augments the strong public engagement that HPARC is already conducting.

In the age of electronic communication, the sense of place could be preceded by “buzz” and complemented with social media campaigns. One example is the popular photo opportunity at the Women's Pavilion and the Handprint wall. Instagram-ready posts communicated to the community, education and nonprofit groups, and tourism organizations could promote this cool place. Such an upfront effort could assist in building a meaningful virtual presence before the Women's Pavilion is repurposed and could further garner community support for its renovation. Other programs and festivals can similarly benefit from a strong logo identity and messaging that puts all relevant events under the large Hemisfair umbrella.

Partnerships

Public/private partnerships are considered “creative alliances” formed between a government entity and a private developer to achieve a common purpose. Other actors have joined such partnerships, including nongovernmental institutions, such as health care providers and educational institutions; nonprofit associations, such as philanthropic organizations and community-based organizations; and intermediary groups, such as business improvement districts and development authorities.

Fundamental Timing Problem



SB FRIEDMAN DEVELOPMENT ADVISORS

The public sector's risk is minimized by limiting its pledge of support to revenues linked to the project's benefits and provided when the project delivers the promised gains for the jurisdiction. Structuring requires achieving a balance between the private sector's need for early capital and the public sector's need to limit risk.

Public/private partnerships may be initiated when a developer envisions a project but cannot realize that vision without help of the host municipality. The developer may need help with site assembly, remediation, extraordinary site preparation, public facilities, overly restrictive zoning, costs of structured parking, rebuilding site infrastructure in a redevelopment or stormwater management in a newly developing area.

The partnership may be proactively initiated by a municipality to achieve key public objectives such as downtown revitalization, affordable housing, industrial and commercial development, or neighborhood services. It may have public land to include in a project or may be seeking to repurpose a surplus public facility for private use and return it to the tax roll.

Maximization of P3 opportunities creates value that can be used to cover upfront park infrastructure costs. For Hemisfair, the city must maintain an appropriate balance between public realm and P3 opportunities to unlock value.

For example, in San Antonio, the downtown core would likely benefit from the redevelopment of Hemisfair into a vibrant, active open space that would support the convention center audience and become the front yard for local residents to enjoy the benefits of downtown. Although residents and stakeholders have supported the vision, specific hurdles and challenges, including the following, make this opportunity difficult to implement:

- The Hemisfair site has experienced years of diminished use and has significant infrastructure needs to create the vision of an iconic open space.

- HPARC is attempting to gain site control over abutting property that is essential to the project's scale and opportunities for value capture to finance the infrastructure improvements.
- The project requires upgrades to aging public infrastructure, structured parking, and street reconstruction.
- The public sector would like the project to be a catalyst for further development in the downtown core around the site, which has been a victim of urban renewal projects of the past.

Partnerships between the private and public sectors are necessary for several reasons:

- Municipalities now expect that every significant development will benefit the municipality in ways besides the attraction of new residents or businesses. Those benefits may be traditional, such as infrastructure improvements, or more contemporary, such as long-term sharing of the maintenance costs of infrastructure like structured parking. In San Antonio, these infrastructure improvements, unless funded directly by the city, will require creative "value capture" strategies to finance these improvements.
- Private developers are more wary of financial risks because of municipalities' higher expectations, long and expensive entitlement processes, mobilization of opposition, and decision-making processes fraught with politics.

EFFECTIVE PUBLIC/PRIVATE PARTNERSHIP COLLABORATION

Philadelphia's Schuylkill River Trail, a popular recreation site, is the result of effective public/private partnership collaboration. Created by the Schuylkill River Development Corporation, the adjacent universities (University of Pennsylvania and Drexel University) were well represented on the development corporation's board during development of the active recreation and walking trails.

The waterfront trail development is synergistic with the campus's other nearby open-space developments such as Penn Park (in the foreground) by the highway and rail right-of-way. Issues such as site connection, traffic, security, and access can be coordinated in joint planning sessions. (For more information, see www.schuylkillbanks.org.)



SCHUYLKILL RIVER DEVELOPMENT CORPORATION

- A developer may need resources outside the four corners of its project to enhance the viability of the project.

Structuring P3 transactions presents a dilemma and conflict between the perspectives of private and public bodies and their risks and needs. Generally, assistance to projects is constrained by need on one hand and the fiscal benefits on the other.

From a private-sector standpoint, the risks are greatest in the predevelopment and development phases. This is particularly the case with projects that seek to address the often-complex goals of publicly desired redevelopment projects, as is the case with Hemisfair.

The private sector would like as much assistance at the “front end” as possible, given the significant predevelopment costs required to get catalytic projects off the ground. From the public-sector standpoint, the risks that the project will not produce the benefits expected lead to a preference to link

assistance to project performance. In the case of projects to be funded by or with reference to incremental revenues or other benefits that flow from the project, there is a timing problem as illustrated in the chart.

Also, although much discussion is given to public/private partnerships, the panel notes that effective public/public partnerships are essential. Every effort should be made within city and county government to clear the path as much as possible. Top-level city attention and support as well as interdepartmental collaboration are essential for optimal results and efficient execution. Cross-departmental links and task forces are often very effective at keeping the type of interdisciplinary momentum required during a more complicated Eastern Zone phase.

Working with the University of Texas at San Antonio

If HPARC works with its university neighbor, their partnership will yield mutual benefit because UTSA is expanding its presence downtown. According to stakeholder interviews, the panel understands UTSA plans to expand from 5,000 to 15,000 downtown students. Although the panel recognizes that the Institute for Texan Cultures building is not in the best physical condition, the long-term viability of the site, highway access, and the proximity to the Alamodome are of great significance to the Hemisfair District and the panel recommends a vested interest in the future of the site.

Working with the City

The Tower of the Americas is an icon for the city of San Antonio and will continue to be a tourist attraction for generations to come. To further facilitate planning and implementation of the Eastern Zone, HPARC could administer the Tower of the Americas lease on behalf of the city while revenue continues to flow back to the city. The city currently manages the lease with Landry, which runs the restaurant, bar, observation decks at the top, and retail at the base of the tower. The proximity of HPARC as the lease administrator and closer coordination on site could lead to higher revenue potential.

An added benefit is keeping Landry informed of Hemisfair's future programming and planning. The result will be a smoother transition and operation for Landry, particularly during site preparation and construction phases, because business continuity is vital. The relationship developed could also inform a future park conservancy model currently operational in many growing cities that could benefit local neighborhoods (see www.centralparknyc.org/about/institute/).

Working with the Federal Government

Since the city already has a land swap agreement with GSA, despite currently excluding the federal office building, this opportunity is indeed a big shot in the arm to create long-term financial sustainability. These financial and legal arrangements take time, and a great deal of preparation work could be done upfront today, including design, planning, due diligence, partnership agreements, and community outreach. The panel feels now is the time to collaborate with all the relevant entities to start efforts to secure control of the GSA building to facilitate its adaptive use for senior housing. Collaboration not only includes necessary transactions to secure control, but also all of the predevelopment steps.



Conclusion

THE PANEL HEARD THAT THE EASTERN ZONE is capable of accommodating public and private uses; able to achieve active and passive open spaces; and well-situated to be a vibrant and sustainable community with cultural, historical, and institutional resources.

The panel believes the following quote captures the essence of its work as well as the challenge and, more important, the opportunities for San Antonio as community leaders contemplate and execute plans for HemisFair:

Make no little plans; they have no magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone be a living thing, asserting itself with ever-growing insistency.

—**Daniel Burnham, influential architect and planner, October 1910**

The panel believes Burnham’s directive is San Antonio’s charge, and the creation of one of the world’s great public places

is within the city’s capability and grasp. This vision can be realized by a strategic development strategy that balances open space, historic structures, and new high-quality and affordable developments.

To recap, the panel’s recommendations—based on analysis of market potential, design and planning, development strategies, and implementation considerations—are summarized as follows:

Create a vision for the Eastern Zone: Identify appropriate infrastructure and design interface between parks and development that incorporates future uses for the existing building inventory of historic and nonhistoric properties,

including potential commercial uses and strategies to establish development requirements to develop the park and achieve sustainability and resiliency goals.

- Cluster and activate the historical buildings that currently line Nueva Street along the south side of the Convention Center to further enhance the public's experience and draw them toward the Tower of the Americas.
- Improve the back (south side) of the Convention Center to create a "back door" that serves as an anchor for Tower Park. said
- Design for active and passive open-space elements within the Eastern Zone allowing increased connectivity through social, equitable, resilient, and physical characteristics.
- Make strategic modifications to enhance the Eastern Zone's connectivity and circulation: repurpose existing structures, including the federal courthouse and the Women's Pavilion, as well as demolish Building 277, UNAM, a portion of the MCI building, and the water fountains at the base of the tower.

Cultivate a development strategy: Find opportunities to strengthen the attractiveness of the park and identify opportunities to leverage private development that brings people and residents to the area, supporting surrounding economic impacts.

- Implement a residential development strategy that restores pre-1968 residential vibrancy in the Eastern Zone through development of a mix of housing types, affordability levels, and density, and redevelopment of surface parking lots.
- Bolster financial sustainability by promoting a development strategy that includes a mix of local and tourist-serving retail and dining and a focus on residential while spurring development in the larger Tax Increment Reinvestment Zone (TIRZ).
- Coordinate with owners of adjacent properties to meet the needs of all stakeholders and to ensure land uses are compatible and the infrastructure components are efficiently addressed together.
- Locate an engaging development (such as an Exploratorium) north of the residential buildings to draw visitors from all parts of San Antonio and provide an attraction that will complement the existing activities.

- Redevelop the surface parking lot bounded by César Chávez Boulevard, Matagorda Street, Garfield Alley, and Indianola Street as one of the highest priorities to create high-density residential mixed use.
- Implement a complete streets program, including improved traffic signals, realigned key intersections, and improved vehicular and pedestrian access and wayfinding, particularly along César Chávez Boulevard.
- Implement development in a strategic phased order to capture maximum value.

Strive toward long-term sustainability: Incorporate best design and fiscal practices from similar park models across the country.

- Implement HPARC's *Urban Design Manual* as a living document that is updated every four or five years.
- Update the *Urban Design Manual* with sustainability best practices, including green energy generation; adherence to LEED (Leadership in Energy and Environmental Design), SITES, and WELL standards; and expanded green infrastructure requirements such as a focus on tree canopy expansion.
- Leverage the opportunity to lead in areas of health and wellness to alleviate any health disparities in the area at the community and building scales.
- Build branding, marketing, and constituent communications to support a public engagement and awareness strategy to reach wide audiences and create additional momentum around a project of this magnitude.
- Establish more public/private partnerships or "creative alliances" among local partners including UTSA, the city of San Antonio, the federal government, and private developers to achieve common goals.

Use financing tools and methods to make goals attainable: Incorporate best design and fiscal practices from creative models across the country.

- Make full use of the financial tools the city of San Antonio has available including city bonds and tax increment bonds.
- Increase capacity to explore additional financial tools, including tax credits, opportunity zone equity, and corporate sponsorships.

About the Panel

Alex Rose

Panel Chair
El Segundo, California

Rose serves as senior vice president for Continental Development Corporation in El Segundo, California. He is responsible for leading all development, acquisition, disposition, and redevelopment activities for the suburban office/medical/research and development (R&D) park developer, whose holdings cover nearly 5 million square feet in Southern California's Los Angeles County South Bay and city of San Francisco markets.

Rose has overseen the development and acquisition of over 4 million square feet of class A office, medical, recreation, and retail space and the redevelopment of over 3 million square feet of single-tenant R&D facilities into multitenant general and medical office space, restaurants, retail, entertainment, and education uses, collectively totaling nearly \$2 billion in real estate development activity. Previous responsibilities have included planning and execution of all tenant improvement, core and shell renovation, and new construction work; major facilities maintenance and upgrades; project budgeting and cost controls; internal project management; architect, engineer, and contractor management; and asset and property management. Rose also has extensive experience in title insurance and is a licensed California attorney, with experience in general civil and bankruptcy litigation practices.

He is an Urban Land Institute trustee and Foundation governor, has served as chair of ULI's Los Angeles District Council Executive Committee, chair of ULI's Commercial and Retail Development Council, and in numerous other national and local leadership positions. Rose has chaired and served on over 30 national ULI Advisory Services assignments focusing on downtown and transit corridor redevelopment, revitalization, and strategies as well as office and mixed-use development issues.

Rose serves on the board of directors of Cross-Campus, a Los Angeles-based coworking/shared office space provider; on the board of trustees of the California Science Center Foundation; on the board of trustees of AltaSea, a public/private venture developing a marine industry, science, and

education campus at the Port of Los Angeles; on the board of business advisers of Tideline Partners, a San Diego-based small-scale, infill development firm; and in various leadership positions in numerous other nonprofit, civic, community, and academic organizations. Rose regularly mentors numerous students and young professionals through formal mentoring programs organized through ULI as well as UCLA and USC undergraduate/graduate programs in business and real estate.

Rose received his MBA from the University of Southern California, his JD from Southwestern University School of Law, and a BA in political science from UCLA.

Marina Badoian-Kriticos

The Woodlands, Texas

Badoian-Kriticos is a research scientist at Houston Advanced Research Center (HARC) and focuses her efforts on the development and implementation of energy, resilience, and natural resource policies and programs. Before joining HARC, she worked as city energy project senior city adviser at the Institute for Market Transformation. In this role she focused on expanding energy and water efficiency in the built environment and provided support and expertise to the city of Houston to help develop programs and policies that will lead to a healthier and more prosperous city. Badoian-Kriticos also previously served as sustainability director for the International Facility Management Association, where she drove sustainability initiatives through a global organization and developed tools for market innovation. She received her BS in Interdisciplinary Studies from University of Houston-Downtown.

Dan Conway

Aurora, Colorado

Conway is a real estate marketing and research authority specializing in residential, commercial/industrial, and golf course developments. He has had over 40 years' experience as an urban land economist. Conway is a frequent guest speaker for economic associations and trade organizations and is a

member and frequent speaker to the Urban Land Institute. He has been a real estate and urban land economic honorarium instructor at the University of Colorado and at the University of Denver. He has published many articles including the CCIM magazine piece “Market Analysis, the Road to Profit, Prosperity and Peace of Mind.” His other professional and community activities have included membership on the board of directors of a federally chartered national bank and a member of the Mile High Transplant Bank. He also participated on the Archbishop’s Inner City Sun School Committee to assess the future needs of elementary education in the inner city of Denver.

For the last 25 years as president and director of economics and market research for THK Associates, Conway has conducted numerous residential, commercial, industrial, and golf course economic feasibility and market studies, socioeconomic impact assessments, and financial planning studies in all 50 of the United States, as well as a number of foreign countries.

Projects of particular interest include an international market center and industrial market analysis for the Dove Valley Business Air Park in Arapahoe County, a residential and related uses market analysis for several major developments in Douglas County including the 1,342-acre Parker City site, and numerous golf course feasibility studies throughout the country. Specific communities where Conway has completed a wide range of research and analysis include Las Vegas and Reno, Nevada; Oxnard, Palm Springs, and Carmel, California; Kansas City, Missouri; Oklahoma City and Tulsa, Oklahoma; Austin, Texas; Albuquerque and Santa Fe, New Mexico; Seattle, Washington; and Phoenix and Tucson, Arizona.

Conway frequently testifies as an expert witness for litigation in market and urban economic feasibility analyses, lost profits and value analyses. Most recently, he has gained recognition as a sought after speaker on the golf course development circuit. His numerous presentations at the Crittenden Golf Development Expos have been widely attended and universally applauded. His book *The Cost and Revenues of a Unique Golf Club* has furthered his reputation as one of the industry’s leading authorities. Under Conway’s guidance, THK Associates completes over 75 golf course feasibility studies and golf driving-range market studies and appraisals each year.

Rick Dishnica

Point Richmond, California

Dishnica is president of the Dishnica Company LLC. The Dishnica Company was formed in 1999 to pursue his individual investment goals, to develop infill housing, both for sale and rent in the Bay Area, and to provide real estate consulting services.

He was an executive vice president and the chief operating officer of American Apartment Communities, a privately held REIT, from 1994 through March 31, 1999, with responsibility for all apartment operations, development, and rehabilitation. Since 1982, he was also an executive vice president of the Klingbeil Company, predecessor to American Apartment Communities, with operating responsibilities for the western United States. During the period 1989–1993, he also served as the chief financial officer and chief operating officer of K/W Realty Group, a Klingbeil-affiliated company in the for-sale housing business.

Before joining the Klingbeil Company in 1981, Dishnica had worked in the real estate and banking industry. Before his business career, he served as an officer in the U.S. Navy. He received his MBA from the University of Southern California in 1974 and his BS from Ohio State University in 1968.

Dishnica is a trustee of the Urban Land Institute. He was a member of the ULI Governance and Nominating Committee, was vice chair for Councils, was a member of the ULI Operating Committee, and was on the Advisory Board of the ULI Rose Center for Public Leadership. He is currently a member of the ULI Multi-Family Residential Council (Blue) and was its past chair. He is currently a board member and past chair of the ULI San Francisco District Council and on its Governance Committee.

He is also a member and was a director of the National Multi-Housing Council. He was an independent director of BlackRock Apartment Value Fund III. He was a member of the board of International House at UC Berkeley for nine years from 2008 to 2017 and served on its House Committee as its chair and was on the Finance Committee. Dishnica served a six-year term

as a member of the board of trustees of Children's Hospital Foundation Oakland from 1988 through 1994, finally serving as its treasurer and chair of the Investment Committee responsible for an endowment in excess of \$60 million. He also served for four years as a commissioner on the Berkeley Landmarks Preservation Commission from 1999 through 2003.

Allen Folks

Sacramento, California

Folks is a registered landscape architect and urban designer with experience in urban revitalization and community planning assignments. In 35 years of practice, he has been responsible for a variety of assignments including the preparation of plans for new towns and existing communities, transit-oriented development areas, reuse of military bases, design of corporate and civic campuses, and public open-space planning. Folks usually directs teams of engineers, environmental scientists, and economists to solve urban problems that have a creative vision and are economically feasible. He is a member of APA, ASLA, and ULI, of which he has served as the District Council chair for Sacramento and has been a member on several national product councils including, most recently, the Transit Oriented Development (TOD) Council. He is a graduate of Temple University and the University of Pennsylvania.

Before joining Ascent, a multidisciplinary practice headquartered in Sacramento in 2016, Folks spent over 28 years working at EDAW and AECOM in the San Francisco, Sacramento, and Singapore offices. During the period 2012 to 2015, he led the AECOM SE Asia Business Line for Buildings and Places, with management responsibility for over 110 staff in Singapore, Jakarta, Kuala Lumpur, and Manila.

Folks has been involved with the revitalization of urban and suburban environments in many cities in the western United States and within Southeast Asia. He has prepared urban design plans for specific areas or neighborhoods within Portland, Sacramento, San Francisco, and Salt Lake City, as well as Singapore, Kuala Lumpur, Ho Chi Minh City, and Manila. In many of those assignments, the focus was on developing a

meaningful public realm as the organizing armature for private-sector investment.

He has led community visioning exercises for public-sector agencies and developer-led consortiums. He has lectured in the United States and Asia on the benefits of TOD and livable cities. Folks is an instructor at the University of California, Davis, in the Land Use and Natural Resources Program. He received a Lifetime Achievement Award from Temple University for his contributions in urban design and planning. Folks has participated in 16 ULI Advisory Services panels to assist in solving downtown and neighborhood redevelopment issues.

Joyce Lee

Philadelphia, Pennsylvania

Lee, FAIA, LEED Fellow, is president of IndigoJLD, which provides green health, benchmarking, and planning services on exemplary projects and communities. The YMCA Greater Grand Rapids is one such project. She is among a group of 300 LEED Fellows worldwide. Lee is also on faculty at the University of Pennsylvania focusing on building healthy places.

She has been an Architect Fellow at the National Leadership Academy for Public Health and one of the first LEED-accredited professionals in New York City. Lee served under Mayors Giuliani and Bloomberg. She was the chief architect at the New York City Office of Management and Budget, overseeing the survey of major city-owned buildings (over 200 million square feet) and waterfronts with the goals of enhancing long-term planning and identifying green design and development opportunities. During her tenure, the program grew over 25 percent. She was then the first active design director, with a focus on design excellence and human health, in New York City. *Active Design Guidelines*, a publication she cowrote, has won recognition from the Robert Wood Johnson Foundation as well as the Sustainable Building Industry Council. During this time she was also a vice-chair of ULI New York's UrbanPlan.

Lee is the recipient of numerous awards, including the Health and Human Services Good Neighbor Award, Platinum Award from the American Council of Engineering Companies, the

President's Award from the American Institute of Architects (AIA) New York State, and the Aga Khan Award from Harvard/MIT. Recognizing her career achievement, AIA New York honored Lee with the Public Architect Award. She was an adviser to the Harvard Chan School of Public Health's Executive Education program. She currently sits on the board of the French American Chamber of Commerce in Philadelphia and participates in ULI's Women's Leadership Initiative.

Riki Nishimura

San Francisco, California

Nishimura is the director of urban strategies at Gensler, a global architecture, design, and planning firm with 46 locations and more than 5,000 professionals networked across Asia, Europe, Australia, the Middle East, and the Americas. Founded in 1965, the firm serves more than 3,500 active clients in virtually every industry. Gensler designers strive to make the places people live, work, and play more inspiring, more resilient, and more impactful. As the director of urban strategies, Nishimura directs the planning, landscape, and urban strategies practice area.

He is a licensed architect specializing in urban design and architecture with a focus on the psychology of spaces, repairing and future-proofing cities, urban mobility futures, and solving complex intertwined issues through urban strategies. He approaches projects from an ecological, data-driven, evidence-based design perspective. These projects range from large-scale and mixed-use urban regeneration districts, future cities, and next-generation waterfronts to urban cultural parks, corporate/tech campuses, university campuses, and institutional buildings. His projects seek a critical balance between visionary design and fiscally responsible economic development to achieve memorable, sustainable, and enduring places for both the public and private realm.

Committed to furthering sustainable strategies and practices, Nishimura has been active for over a decade in ULI, which recently recognized him as a recipient of its 2016 40 Under 40 award, going to the best and brightest young land use professionals from around the globe. He has participated in numerous ULI Advisory Services panels, he serves on the ULI

San Francisco District Council executive management board, and he is a co-chair of the membership experience committee and a mentor for the ULI Young Leaders Group 2016–2018. He is also a member of the San Francisco Bay Area Planning and Urban Research Association Urban Infrastructure Council.

Nishimura participates as a design review critic at Stanford, Harvard, RISD, and Northeastern University and holds an appointment at Stanford University as an adjunct lecturer. He received a bachelor of architecture from the University of Toronto and a master of architecture and urban design from the Harvard University Graduate School of Design.

Tyrone Rachal

Atlanta, Georgia

Rachal is a principal of Red Rock Global and president of Red Rock Global Capital Partners. He has specific responsibility for directing all financial advisory services and private placement activity. Before rejoining Red Rock Global, Rachal was managing director of redevelopment at Invest Atlanta. He had specific responsibility for managing, marketing, and overseeing the city of Atlanta's tax allocation district program and served as director for commercial, retail, and mixed-use projects applying for TIF funding. Rachal also created and had the responsibility of directing Invest Atlanta's controlling entity interest as president of Atlanta Emerging Markets Inc., a New Markets Tax Credit (NMTC) program certified Community Development Entity (CDE) and multiround allocatee (\$148 million). Because of this specialized track record, he recently launched Urban Key Capital Partners and Urban Key CDE to compete for NMTC allocations from the Department of Treasury Community Development Financial Institutions Fund.

Rachal joined Invest Atlanta from Red Rock Global, which is an Atlanta-based real estate development and brokerage company he cofounded. Before that, he served with the Private Equity Group of Merrill Lynch & Co. in New York where he had the responsibility of advising financial sponsors in the private placement of \$7 billion of limited partnership interests to institutional investors. He also served in the Mergers & Acquisitions Group at Merrill Lynch & Co. in New York where

he provided advisory assistance to Fortune 500 companies and financial sponsors in over \$5 billion of both acquisitions and divestitures.

A graduate of Dartmouth College with degrees in economics and government, Rachal received his JD and MBA degrees from the University of Chicago Law School and the University of Chicago Booth School of Business, respectively. He is a licensed attorney in the state of New York and is a licensed real estate broker in the states of New York, Georgia, and Florida.

Rachal currently serves as past chair of ULI's Public-Private Partnership Council and was a participant in the Atlanta District Council's Inaugural Center for Regional Leadership Development. He also proudly serves on the board of directors of the Development Authority of DeKalb County, the DeKalb Private Hospital Authority, the Residential Care Facilities for the Elderly Authority, the Frazer Center, the Authority, the Residential Care Facilities for the Elderly Authority, the Frazer Center, the Architecture Foundation of Georgia, the Metro Resource Center, and CaringWorks, and serves on the Advisory Board of SunTrust CDE. In addition, Rachal is a graduate of the 2012 Class of Leadership Atlanta, the 2013 Class of Leadership Georgia, and the 2013 Atlanta Regional Commission Leadership Institute.

Janine Sisak

Austin, Texas

Sisak, senior vice president/general counsel of DMA Development Company LLC, has more than 17 years of experience in the development, ownership, and management of affordable housing. She originates, structures, and implements projects funded through the Housing Tax Credit program, as well as a variety of U.S. Department of Housing and Urban Development programs. As general counsel for DMA, she also handles all legal matters for the firm and manages partnership and loan closings and refinancings. Additionally, her responsibilities include overseeing asset management for DMA Development, working very closely with DMA Properties.

Sisak's experience is extensive, having managed at least 20 multifamily developments from inception to stabilized operations. Her most recent projects include several urban high-density vertical mixed-use developments in Austin, Texas. Those projects include two developments at the award-winning Mueller Redevelopment in Austin—Wildflower Terrace, a 201-unit senior community which is completed and in operation, and Aldrich 51, a 240-unit workforce housing development—as well as a 92-unit workforce housing community in the Saltillo Redevelopment near downtown Austin. Sisak is also leading DMA's efforts on the ambitious RBJ Center redevelopment in Austin, which involves the new construction of 279 units of senior housing and the rehabilitation of 224 existing units for a total of 499 affordable units at a prime location on Lady Bird Lake in Austin. Through such complex developments, she has gained significant experience structuring developments with multiple funding sources, almost all of which include either 4 percent or 9 percent housing tax credits, direct loan funds from the Texas Department of Housing & Community Affairs, and local government funds.

Before joining DMA, Sisak was an employment law associate for Paul, Hastings, Janofsky & Walker LLP, New York, September 1998 through October 2000. She received her BA in economics from Tufts University, where she graduated cum laude in May 1993. In May 1998, she received her JD from Fordham University School of Law. She is a member of the State Bar of Texas and the New York Bar Association. She was a visiting lecturer at the Law School, College of Management, Rishon LeZion, Israel, in 2001.

Sisak currently serves on the board of directors of the Texas Affiliation of Affordable Housing Providers. She serves as first vice president of that organization and as a member of the Legislative Affairs committee. In addition, she is actively involved in the Urban Land Institute, serving on its Affordable and Workforce Housing Council as well the local Austin Affordability Strategic Council.



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