About the Urban Land Institute

ULI Mission: to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

- A multi-disciplinary membership organization with more than 42,000 members in private enterprise and public service

- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits, and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conducts Advisory Service Panels
ADVISORY SERVICE PANELS

Since 1947, the Advisory Service Panels has assembled well over 700 ULI members to help sponsors find creative, practical solutions for issues on a variety of land use subjects such as downtown redevelopment, land management, strategies.
Thank you to our sponsors!
Thank you to San Antonio!

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Urban Resilience
Everyone Deserves a Park!

10 Minute Walk Campaign

• National movement promoting the bold idea that all people in urban America should live within a 10-minute walk to a high quality park

• Partnership between the Urban Land Institute, The Trust for Public Land, and the National Recreation and Park Association

• 200+ mayors, including in San Antonio, have signed on to-date
The vision of Hemisfair is to become one of the world’s great public spaces
Market Potential

Credit: Hemisfair
Market Potential

MSA Current (2019)
- Employment: 1,493,000
- Population: 2,551,000
- Households: 910,400
  - 13,400 single family housing starts
  - 2,600 multifamily housing starts

Projected Annual Growth:
- Employment: 31,900 jobs/year
- Population: 45,000 people/year
- Households: 16,000
## Market Potential

<table>
<thead>
<tr>
<th>Residential</th>
<th>Single Family</th>
<th>Townhomes &amp; Condos</th>
<th>Rental Apartments</th>
<th>Total</th>
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<tbody>
<tr>
<td>MSA</td>
<td>7,800</td>
<td>3,300</td>
<td>6,000</td>
<td>17,100</td>
</tr>
<tr>
<td>Inner City</td>
<td>3,300</td>
<td>1,200</td>
<td>2,100</td>
<td>6,600</td>
</tr>
<tr>
<td>Hemisfair Environ</td>
<td>-</td>
<td>400</td>
<td>700</td>
<td>1,100</td>
</tr>
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</table>

To meet a decade of demand, Hemisfair area needs land for:

- 4,000 townhomes and condos
- 7,000 rental apartments
# Market Potential

<table>
<thead>
<tr>
<th></th>
<th>Total Inventory</th>
<th>Projected Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Office</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSA</td>
<td>80.2 million sq ft</td>
<td>1.5 million sq ft</td>
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<tr>
<td>Inner City</td>
<td>9.1 million sq ft</td>
<td>180,000 sq ft</td>
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<tr>
<td>Hemisfair Environ</td>
<td>-</td>
<td>60,000 sq ft</td>
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<tr>
<td><strong>Hotel</strong></td>
<td></td>
<td></td>
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<tr>
<td>MSA</td>
<td>47,600</td>
<td>800</td>
</tr>
<tr>
<td>Inner City</td>
<td>39,600</td>
<td>650</td>
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<tr>
<td>Hemisfair Environ</td>
<td>-</td>
<td>325</td>
</tr>
<tr>
<td><strong>Retail</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSA</td>
<td>135 million sq ft</td>
<td>2-2.5 million sq ft</td>
</tr>
<tr>
<td>Inner City</td>
<td>5.1 million sq ft</td>
<td>1.5 million sq ft</td>
</tr>
<tr>
<td>Hemisfair Environ</td>
<td>-</td>
<td>150,000– 225,000 sq ft</td>
</tr>
</tbody>
</table>

To meet a decade of demand, Hemisfair area needs land for:

- 600,000 sq ft of office space
- 1,600 hotel rooms
- 225,000 sq ft of retail space
Planning and Design
Removal of the pre-1968 Grid

• Loss of a vital San Antonio Neighborhood

• Creation of a Superblock

• Connectivity removed to neighborhoods to the east and south
World’s Fair Defining Elements

- Defining elements of the World’s Fair that remain are the Tower of Americas, Texas Pavilion (UTSA campus), and USA Pavilion (John Woods Federal Courthouse)

- All have undergone physical changes

- Women’s Pavilion less character defining, but cherished by the community
World’s Fair Defining Elements

- 7 historic structures preserved within Eastern Zone
  - Been relocated over time
  - Purpose & ultimate placement should be revisited

- The MCI building sits at an important junction
  - Blocks the view corridor into the River Walk
  - Retain the 2003 addition; remove the rest of the building
Eastern Zone Opportunities and Constraints

• Remove the large water fountain at the base of the Tower of the Americas – obstructs access and very expensive to maintain and operate

• Remove the Mono-rail Fountain – stagnant water and produces uncomfortable odors
Eastern Zone Opportunities and Constraints

• Retain the superstructure of the Courthouse and re-purpose the building into a public park that can be programmed for cultural events

• Remove the Spears Judicial Training Center

• Re-purpose the GSA Federal Building into residential uses, potentially senior/adult living

• Parking lots to the south of Cesar Chavez Boulevard that service the Federal buildings can be returned to neighborhood uses
Eastern Zone Opportunities and Constraints

• Improve Cesar Chavez Boulevard to allow for access, comfort, and different modes of transportation

• Provide physical linkages between the Eastern Zone and the UTSA Campus

• The long wall of the convention center should be improved with new garden spaces and steps that lead from the Park up to the second level ballroom spaces
Hemisfair Visioning

• Yanaguana Gardens is a huge success and provides lessons learned on visitation and supporting amenities

• Civic Park will further add a mix of public spaces to support a different audience and enliven the park during night and weekend
Recent Visioning Efforts

• Reintroduction of streets and pedestrian movements into the Eastern Zone is critical for connectivity and legibility

• P3 Sites are placed at edges and not integrated

• The “knuckle” point at the intersection of all three zones requires special treatment

• The east/west access from La Villita to Sunset Station should be strengthened and enhanced
Dual Axis

Credit: ULI/R. Nishimura
Preserved & Relocated Structures

Credit: ULI/R. Nishimura
Open Spaces

Credit: ULI/R. Nishimura
An Updated Vision for the Eastern Zone

Create a pedestrian spine on the east west axis that is purposeful and links destinations and amenities.
An Updated Vision for the Eastern Zone

Think boldly about the terminus of the River Walk and its relationship to the Park

Provide retail and entertainment uses at grade and lower levels to enliven the experience and draw visitors into the Park
An Updated Vision for the Eastern Zone

This small round amphitheater is a similar scale that could be located within the superstructure of the USA Pavilion

Credit: ULI/A. Folks
An Updated Vision for the Eastern Zone

Plazas can be in varying shapes and sizes within the Eastern Zone

The Panel recommends the placement of art throughout the public and private spaces
An Updated Vision for the Eastern Zone

Water can be used in the Eastern Zone, but is suggested to be used in limited ways given the nature of periodic droughts.

Credit: ULI/A. Folks
An Updated Vision for the Eastern Zone

Parking lots and other infrastructure can be terminated by plazas and tree bosques
Provide walkways into Hemisfair that are shaded and wide for multiple pedestrians.
Consider iconic forms in public spaces that provide interest.

The base of the Tower of the Americas and the “knuckle” at the transition point are places where creative architecture and landscape forms would be welcome.

An Updated Vision for the Eastern Zone
Vision Framework

[Diagram showing various areas such as RIVERWALK, HISTORIC CLUSTERS, THEATER IN THE ROUND, RETAIL & F&B, ACTIVESPORTS, TOWER OF THE AMERICAS, EXPLORATORIUM, HIGH DENSITY RESIDENTIAL APARTMENTS, THE GREEN, WOMAN’S PAVILION, HIGH DENSITY RESIDENTIAL APARTMENTS, UTSA, S-ALAMO ST, LABOR ST, CESAR CHAVEZ BLVD, BUS TERMINAL, STRUCTURED PARKING, I-37, and MARKET ST.]
Development Strategies
Development Strategies

- Connectivity
- Sustainable & pedestrian-friendly civic space
- 3 User Groups

Credit: ULI/R. Nishimura
Development Strategies

- Market demand
- Housing variety
- Residential development

Credit: Richmond American Homes
Specific Development Strategies

Eastern Zone

Redeveloping = Financially beneficial

- Sequencing

- Improving streets

- Improving access to east
Specific Development Strategies

- Redeveloping Cesar Chavez N&S = funds for Hemisfair Eastern Zone Public Space

- Sequencing is critical!

- By starting on the south side of Cesar Chavez, then moving to the north, the boundaries of the TIRZ capture the private development that will fund the improvements.

Credit: ULI/R. Nishimura
Specific Development Strategies

TIRZ Map
Development Strategies
South of Eastern Zone

TIRZ Properties south of Chavez: residential mixed use development

- Silver Ventures’ Property
- GSA Parking Lot
- SAHA Existing & Future Housing

Credit: ULI/A. Folks
Development Strategies

South of Eastern Zone

Federal Courthouse & Training Facility

- Training facility replaced by new multifamily housing

- Courthouse replaced by outdoor amphitheater “in the round”

- Adaptive re-use of SSA building to senior affordable housing

Credit: ULI/J. Canales
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
Larger Development Goals v. Eastern Zone Goals

While studying the entire TIRZ area is crucial from a financing perspective and to achieve greater connectivity, the Panel’s recommendations below, which address the vision for the Eastern Zone, can be realized even if the preferred surrounding development does not occur as planned above
Vision for Eastern Zone

- Holistic approach: enhance connectivity, make Tower Park & Hemisfair site more accessible
- Integrating the surrounding neighborhoods addresses history of displacement
- “Knuckle interface:” required study of the interface between all 3 phases to enhance Tower Park
- Public realm: celebrate, integrate & activate the grotto and connect Hemisfair with the Riverwalk

It is very important to note, however, that the realization of this vision for the Eastern Zone can occur independently, regardless of the development that occurs in the larger TIRZ area.
Use of Existing Buildings

- Historic buildings lining Nueva to be relocated along the south side of the Convention Center
- Relocated buildings near Yanaguana Gardens: light food concession, maker space and/or educational programming
- Remove fountain: feedback about the water’s color and of the water
- Redesign softer green space at the bottom of the Tower: to serve as a quiet place to relax and enjoy the outdoors
- Create aesthetic Convention Center “back door” that is welcoming and anchors Tower Park
- Renovate & preserve the Women’s Pavilion to serve as Tower Park’s premiere indoor event space, providing a location for other civic programming

Credit: Hemisfair
Additional Residential Buildings

- Residential development within Phase III is critical
- Housing type and affordability mix to achieve socio-economic diversity & mitigate gentrification
- Density creates an important income stream for Hemisfair to achieve its civic goals
- Lower-density housing near Convention Center creates a welcoming environment for guests
  - This might contain a four-story element
  - Residential scale: front porches/stoops facing the pedestrian entrance to Tower Park from the south
- To the east of Tower park (abutting the UTSA campus): larger multifamily developments, anchoring the eastern boundary of Tower Park
- To the north of these buildings: additional green space for a dog park & athletic fields
Additional Residential Buildings
Located east of the Tower

Hands-on STEAM learning experience

- Science
- Technology
- Engineering
- Art
- Mathematics

Ideal for children and teenagers who “age out” of Yanaguana Gardens
Exploratorium

- Additional structured parking to serve the Exploratorium visitors & Tower Park visitors
- Address Convention Center service needs & improve the pedestrian experience to the Alamo Dome & neighborhoods to the east
- Facilitate taxi, ride share pick-up, buses, & anticipate Convention Center improvements or expansions

San Francisco Exploratorium
Credit: Flickr
# Development Strategy Summary

## New Programming

<table>
<thead>
<tr>
<th>Product Type</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multifamily Rental</td>
<td>1360 units (775 in Eastern Zone)</td>
</tr>
<tr>
<td>Senior Affordable</td>
<td>200 units</td>
</tr>
<tr>
<td>Townhome</td>
<td>36 units</td>
</tr>
<tr>
<td>Small Neighborhood-serving Retail</td>
<td>11,000 sf</td>
</tr>
<tr>
<td>Civic Buildings</td>
<td>9, including 7 existing historical structures, the Women’s Pavilion, and a new free-standing structure: 11,500 sf</td>
</tr>
<tr>
<td>Exploratorium</td>
<td>45,000 sf</td>
</tr>
</tbody>
</table>
The sum of the parts is greater than the whole

Development in the TIRZ is important to the Hemisfair development but not essential

The Eastern Zone can happen with or without the surrounding high density mixed use development

Quality & civic-oriented green spaces create a peoples’ park with Tower Park as the crown jewel
Implementation
Design Manual Update

Renewable Energy

Solar potential – up to 4 MW in Central Business District

View enhancement from above

Long term resiliency for Hemisfair

Exploratorium in San Francisco 1.4 MW

Leadership

Credit: Nibbi Brothers General Contractors
Design Manual Update - Leadership

Sustainability & Resilience

- Increased tree canopy
- Green stormwater infrastructure
- Minimum LEED certification
- Low carbon construction materials i.e. heavy timber
- Bicycle & scooter share locations
- Bicycle network connected to neighborhoods
Design Manual Update - Leadership

Health & Wellness

- Lighting masterplan, reducing light trespass
- Sound mapping pollution
- Air quality monitoring
- Fitness and active design
- Nutrition and fresh grocers
- Farmers markets
- WELL certifications
Communications

- Communicate the vision to stakeholders and the public
- Logo branding
- Respect the past, celebrate the present
- A Place for All
- Social Media “Buzz”
- Handprint artwall photo op
- Fiestas and other programming

Marketing, Branding, and Engagement
Penn Park, Philadelphia
Credit: University of Pennsylvania
Partnership Collaboration

Partnership building

• With the University
• Site of significance – joint planning session
• With the City
• Icon downtown
• Administration of Tower Park Lease
• Improved coordination – increased revenue potential
Public Private Partnerships (P3)
Implementation Considerations

• **Organizational capacity**: to marshal the project forward

• **HPARC Creation**: dedicated staff for project implementation

• **HPARC Support**: staff and support for land development process & maintenance

• **Eastern Zone Complexities**: land not currently owned/controlled by federal agencies and UTSA

• **Increased reliance on P3 projects**:
  - generate resources to pay for the public portion
  - Need increased skills sets & resources at staff level
Implementation Considerations

Even the best teams need support resources to make sure staff have the technical expertise they need to be successful

- Specialized P3 consultative assistance
- Dedicated P3 staff
- Additional finance staff to help explore new P3 tools
Implementation Considerations

- HPARC Board of Directors must continue to support a more complicated Eastern Zone
- Cannot lose sight of effective public-public partnerships
- Every effort should be made within City and County government to clear the path

Credit: ULI/J. Canales
P3 Financial Toolkit
Considerations
Facilitating Development of a Community Area

Maximization of P3 opportunities creates value to cover upfront park infrastructure costs

Hemisfair must maintain balance between public realm & P3 opportunities to unlock value

Proactively initiated by the public sector to achieve key public objectives:

- Downtown revitalization
- Housing
- Commercial and retail development
- Catalytic impact
- Quality of life
Structuring P3 Transactions

- Conflict between the perspectives of private and public bodies and their risks and needs
- Assistance to projects is constrained by need on one hand and the fiscal benefits on the other

FIGURE 3-10

Fundamental Timing Problem

Mismatch: Public gap financing is most needed HERE . . .

. . . but revenue becomes available HERE

Source: SB Friedman Development Advisors.

Credit: ULI/Public Private Partnerships
Financial Tools Already Available

- City General Obligation Bonds
- City Parking Contribution
- Revenue Bonds
  - TIRZ (City and County)
  - Hotel Occupancy Tax
  - PID Increment if designated PID is created
- Property Tax Abatement – Center City Housing Incentive Policy (CCHIP)
  - Assist with residential affordability goals to create a diversity of mixed-income housing
Financial Tools to Consider

- Developer Notes / Pay-as-You-Go
- Development Impact Fee Contribution
- Tax Credit Programs
  - New Markets Tax Credits
  - Historic Tax Credits (Federal and State)
- Opportunity Zone Equity
- Non-City Grants (County, State, Federal)
- Corporate Sponsorship
- Philanthropic Gifts / Program Related Investment
- Traditional Debt Instruments
- Additional Tax Levies
Final Thoughts

- Great Public Spaces = People + Physical Spaces
  - San Antonio = Growing
  - Phase III + Hemisfair Area = Blank Canvas
    - Residential Critical Mass = The Key
  - Residential Development = Completing the Neighborhood
  - New People + New Houses = Capital for Public Spaces
  - Policies + Collaboration + Financial Tools = How it Happens
“Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized.”

- Daniel Burnham, 1846-1912
Architect & Urban Designer