



**Urban Land
Institute**

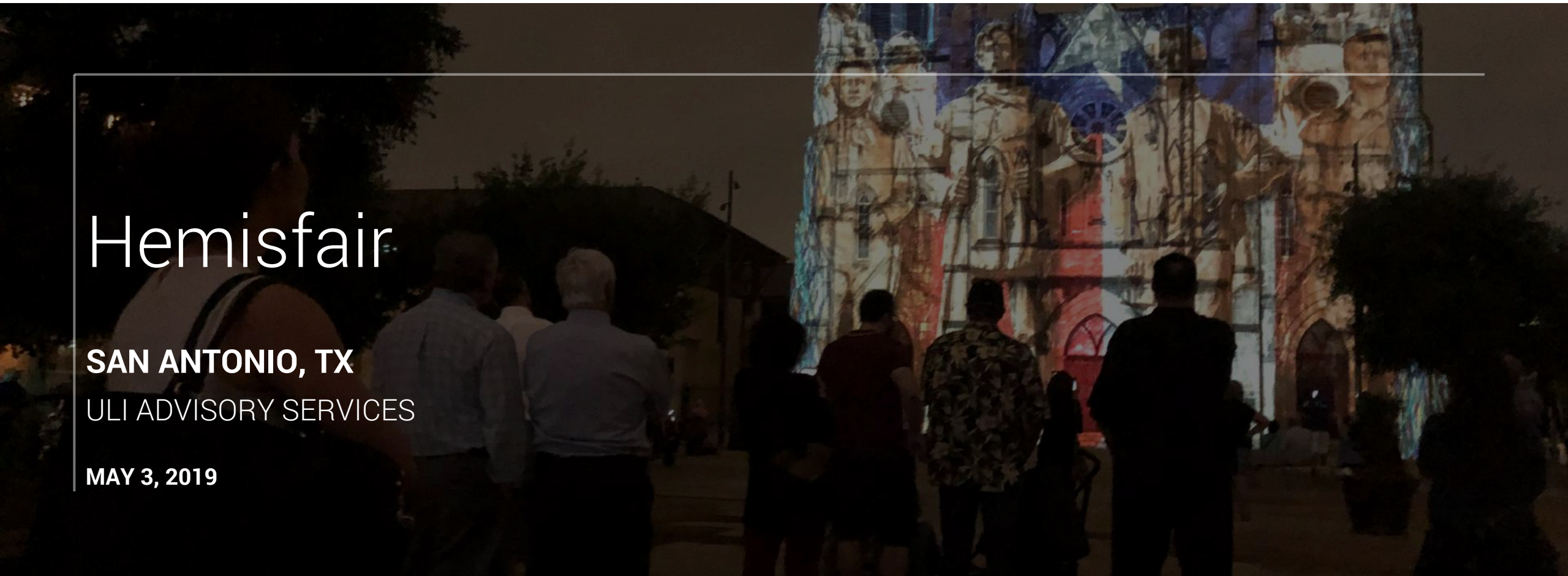
Advisory Services Program

Hemisfair

SAN ANTONIO, TX

ULI ADVISORY SERVICES

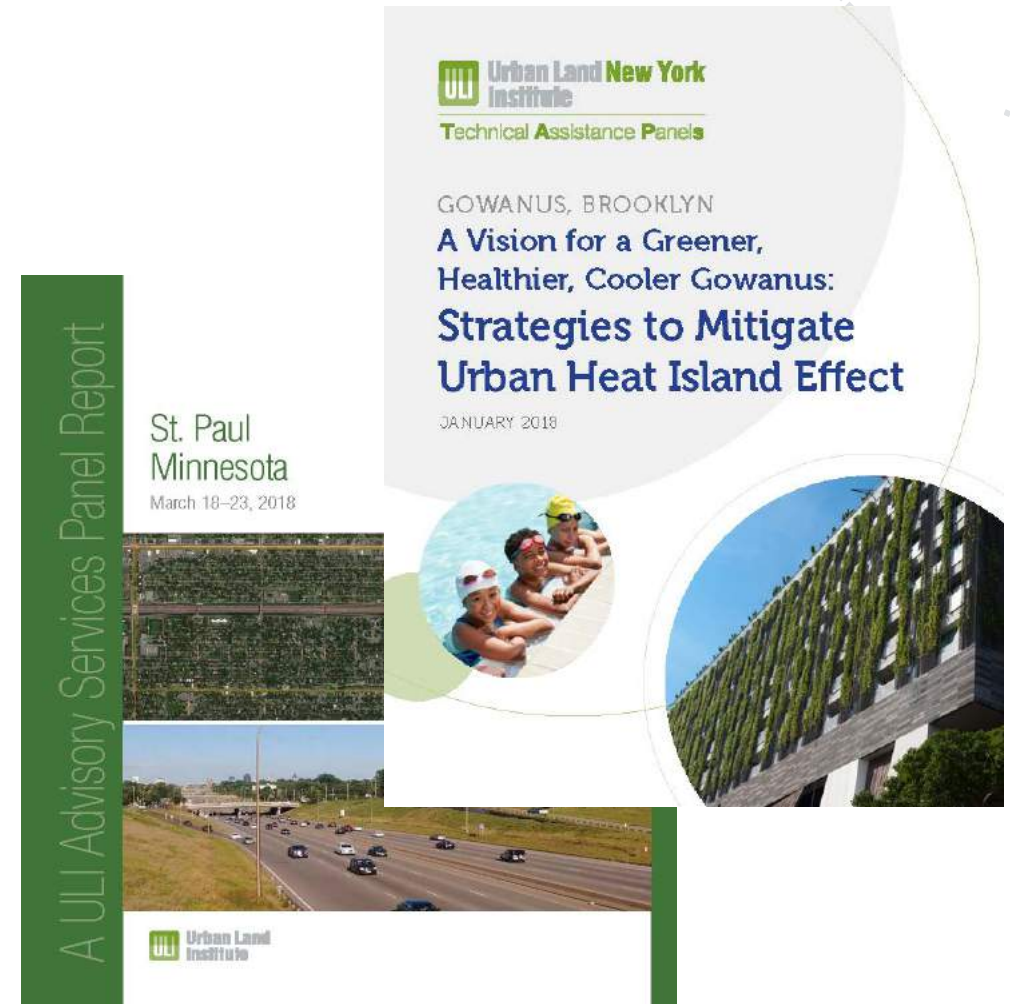
MAY 3, 2019



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**

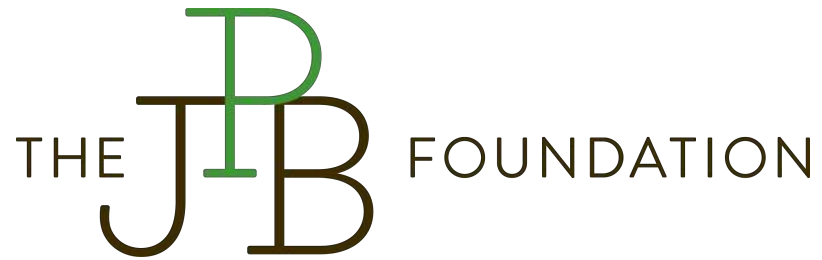




ADVISORY SERVICE PANELS

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 such as downtown redevelopment, land management, strategies.

Thank you to our sponsors!



Thank you to San Antonio!



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ULI Panelists

Selected for their subject matter expertise to provide **unbiased, volunteer** recommendations

Alex Rose (Panel Chair)

Senior Vice President, Development
Continental Development Corporation

Marina Badoian-Kriticos

Research Scientist, Energy and Natural
Resources Policy
Houston Advanced Research Center

Dan Conway

President, Director of Marketing and
Economics
THK Associates, Inc.

Rick Dishnica

President
The Dishnica Company, LLC

Allen K. Folks, RLA

Principal, Director of Design and Planning
Ascent Environmental

Joyce Lee

President
IndigoJLD

Riki Nishimura

Director of Urban Strategies
Gensler

Tyrone Rachal

Principal
Red Rock Global Capital Partners

Janine Sisak

Senior Vice President/General Counsel
DMA Companies

ULI Staff

Paul Bernard

Executive Vice President, Advisory
Services

Carly Bushong

Director
Meetings and Events

Jacqueline Canales

Director
Advisory Services

Elizabeth Foster

Senior Associate
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





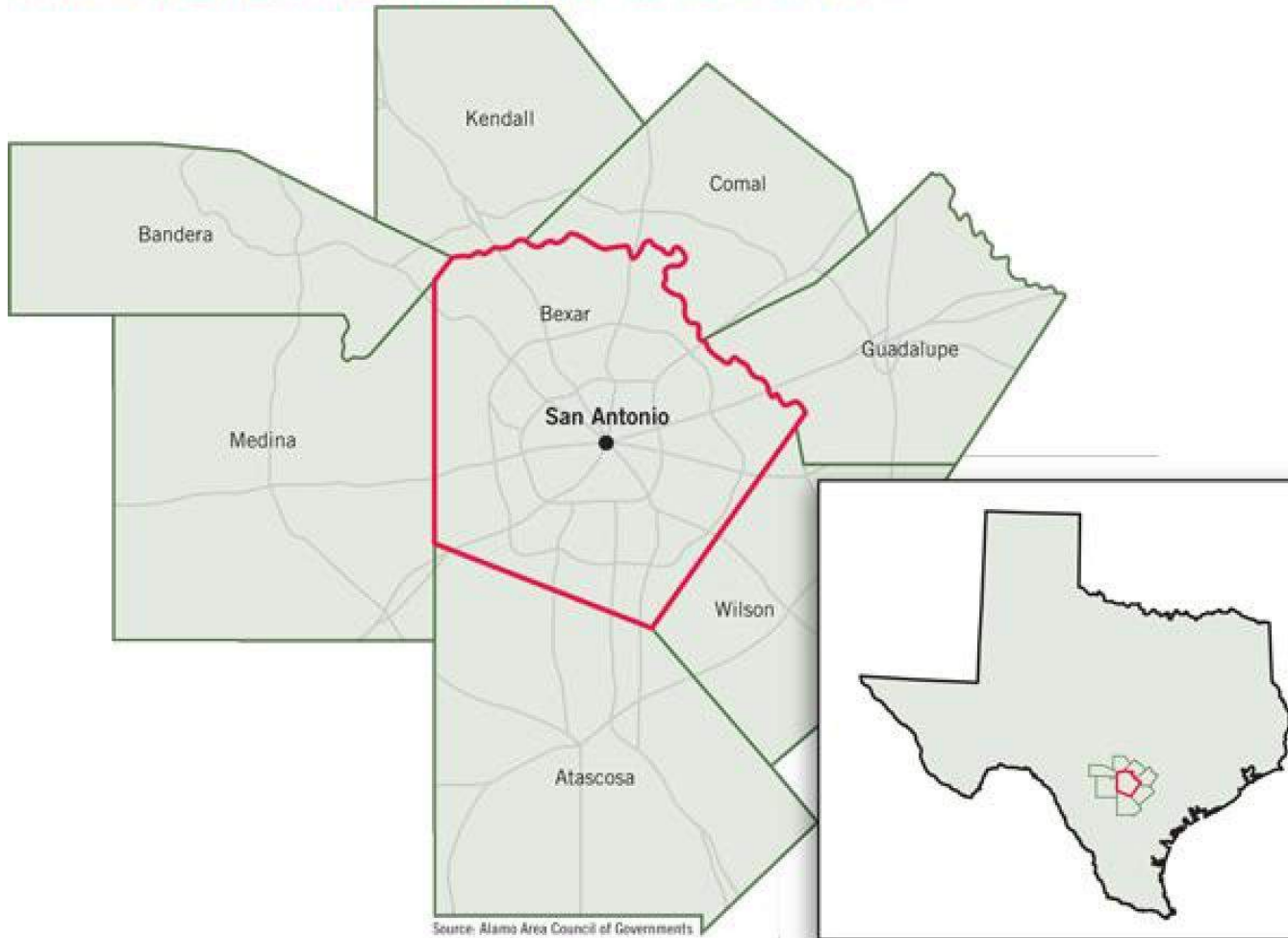
The vision of Hemisfair is to become one of the world's great public spaces



Credit: Hemisfair

Market Potential

SAN ANTONIO-NEW BRAUNFELS METROPOLITAN STATISTICAL AREA (MSA)



Credit: <https://maps-san-antonio.com/san-antonio-county-map>

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

Residential	Single Family	Townhomes & Condos	Rental Apartments	Total
MSA	7,800	3,300	6,000	17,100
Inner City	3,300	1,200	2,100	6,600
Hemisfair Environs	-	400	700	1,100

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

- 4,000 townhomes and condos
- 7,000 rental apartments

Market Potential

Office	Total Inventory	Projected Annual Growth
MSA	80.2 million sq ft	1.5 million sq ft
Inner City	9.1 million sq ft	180,000 sq ft
Hemisfair Environs	-	60,000 sq ft

Hotel	Total Inventory	Projected Annual Growth
MSA	47,600	800
Inner City	39,600	650
Hemisfair Environs	-	325

Retail	Total Inventory	Projected Annual Growth
MSA	135 million sq ft	2-2.5 million sq ft
Inner City	5.1 million sq ft	1.5 million sq ft
Hemisfair Environs	-	150,000– 225,000 sq ft

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

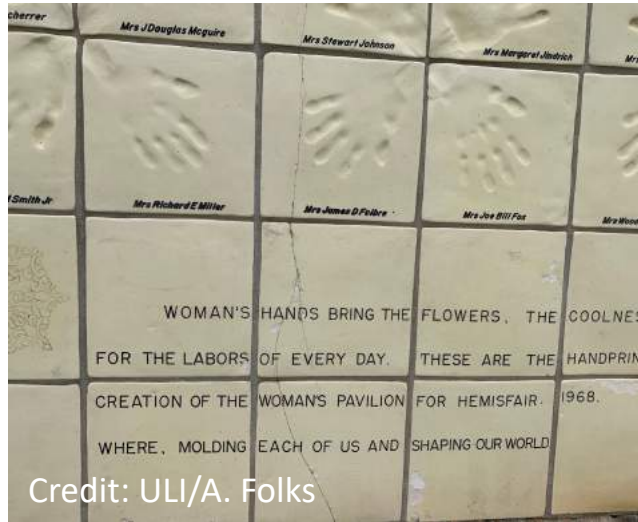


Credit: Hemisfair



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 Pavillion (UTSA campus), and USA Pavillion (John Woods Federal Courthouse)
- All have undergone physical changes
- Women's Pavillion 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



Credit: ULI/A. Folks



Credit: ULI/A. Folks

- 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



Phase II

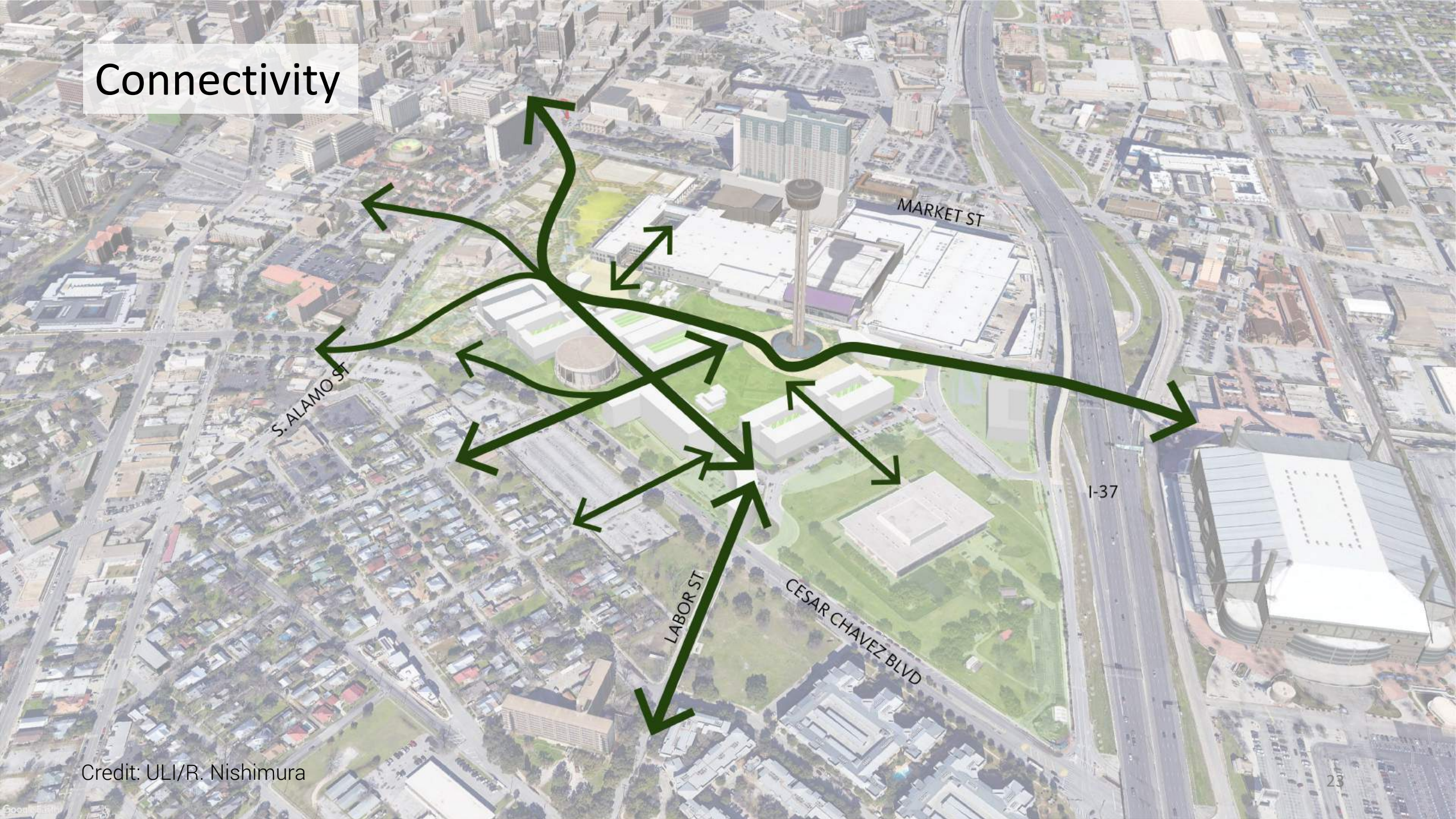


Phase III

Credit: Hemisfair

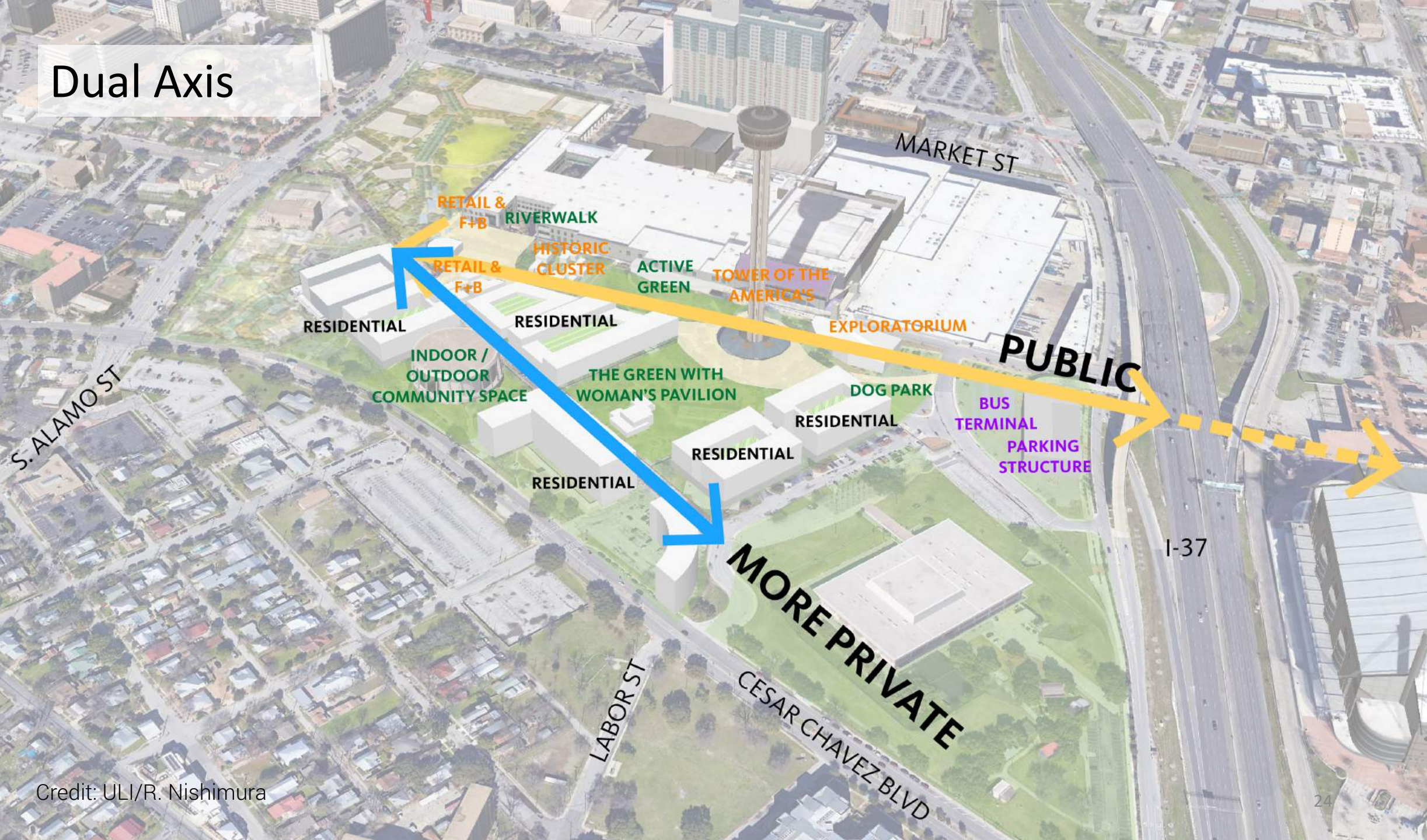
- Reintroduction of streets and pedestrian movements into the Eastern Zone is critical for connectivity and legibility
- P3 Sites are placed at edges and not integrated
- The “knuckle” point at the intersection of all three zones requires special treatment
- The east/west access from La Villita to Sunset Station should be strengthened and enhanced

Connectivity

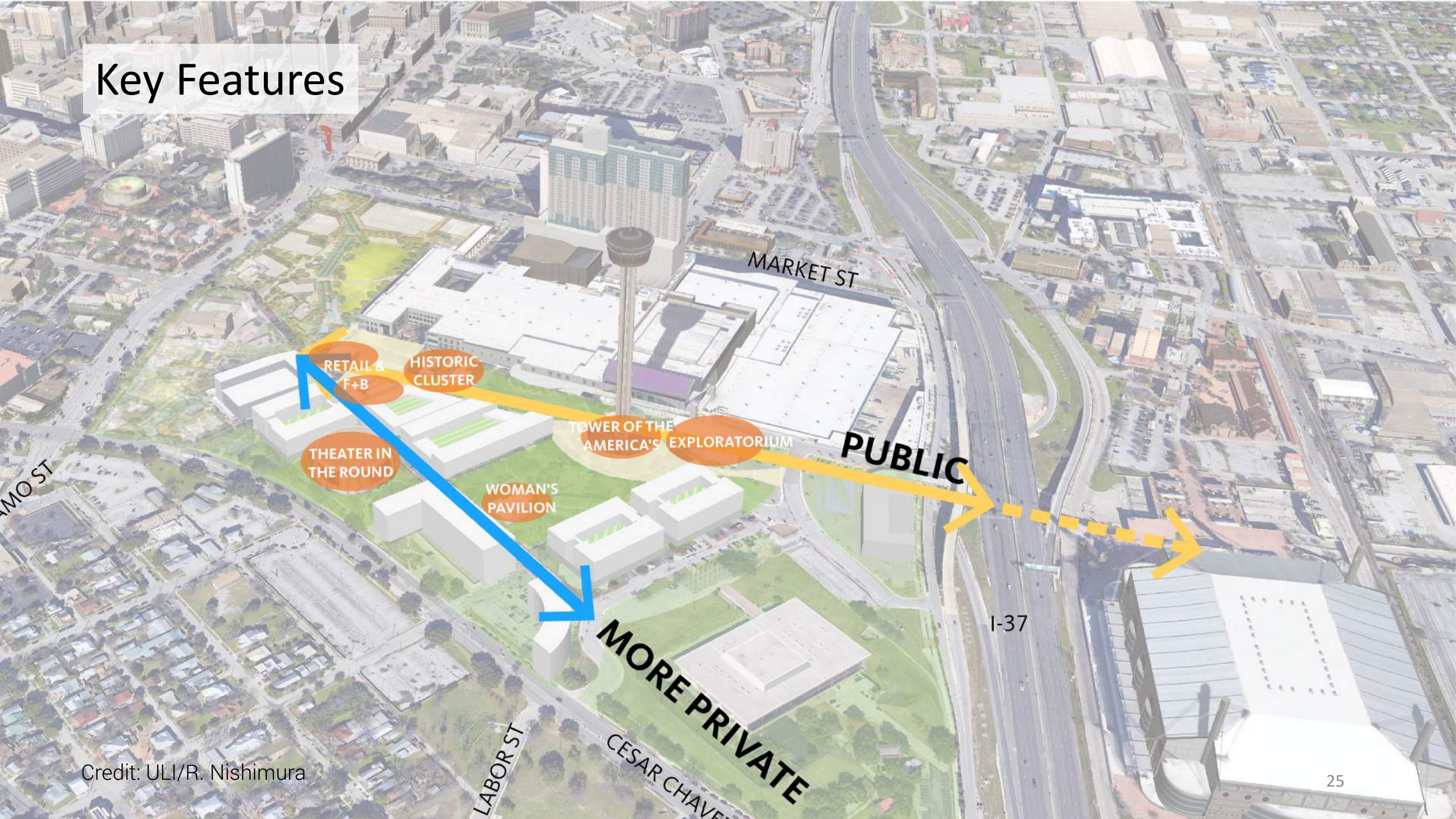


Credit: ULI/R. Nishimura

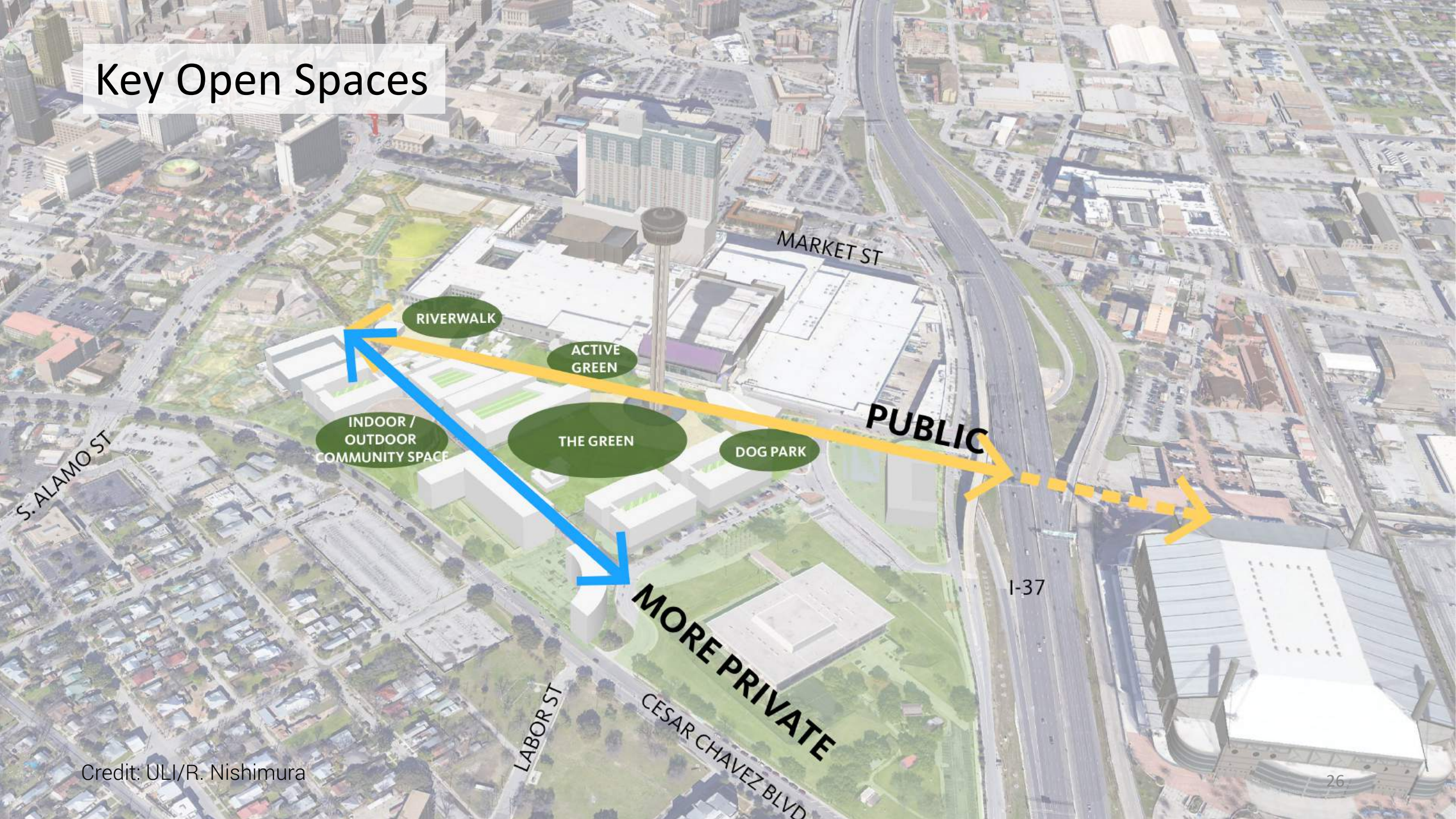
Dual Axis



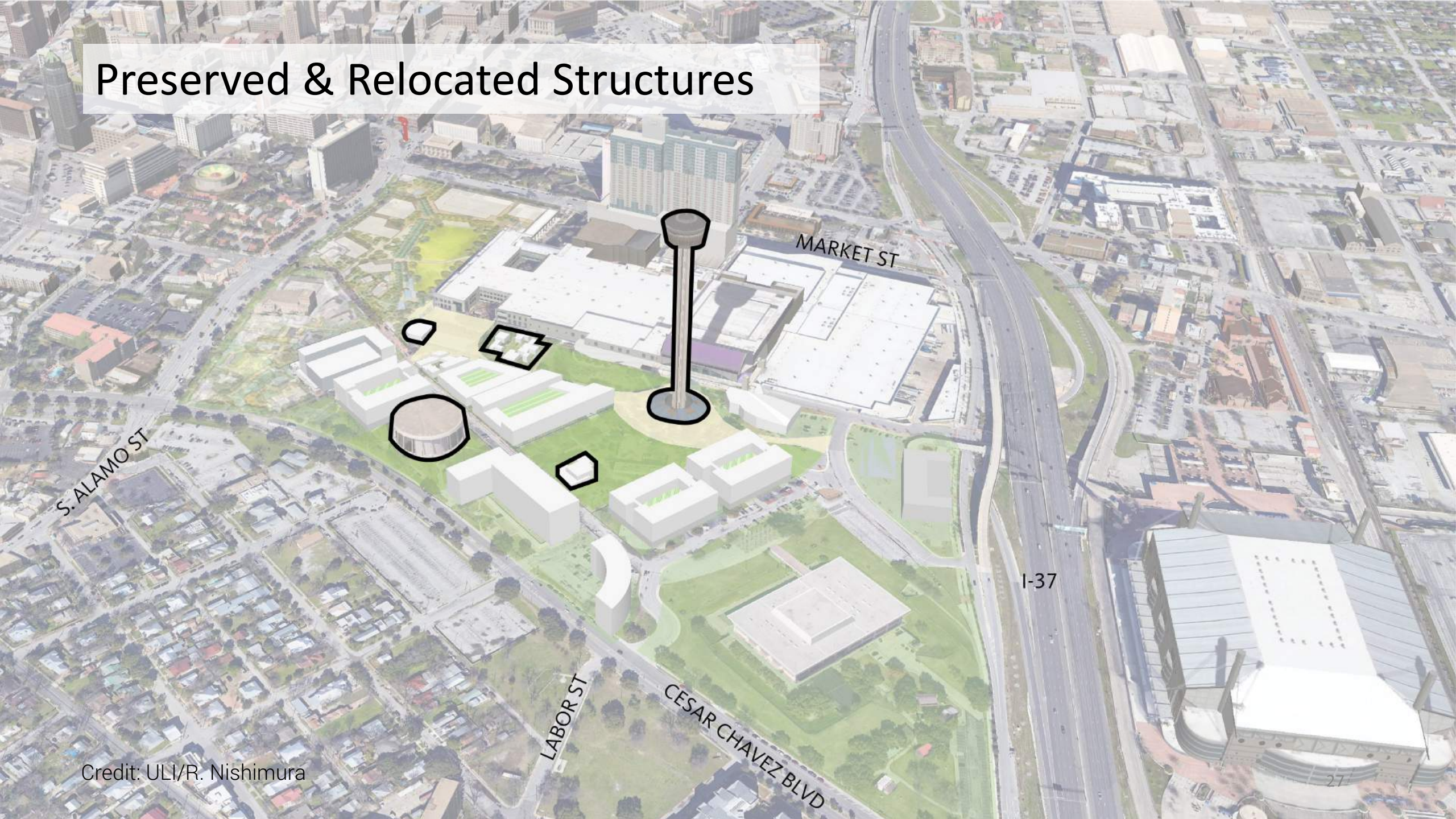
Key Features



Key Open Spaces

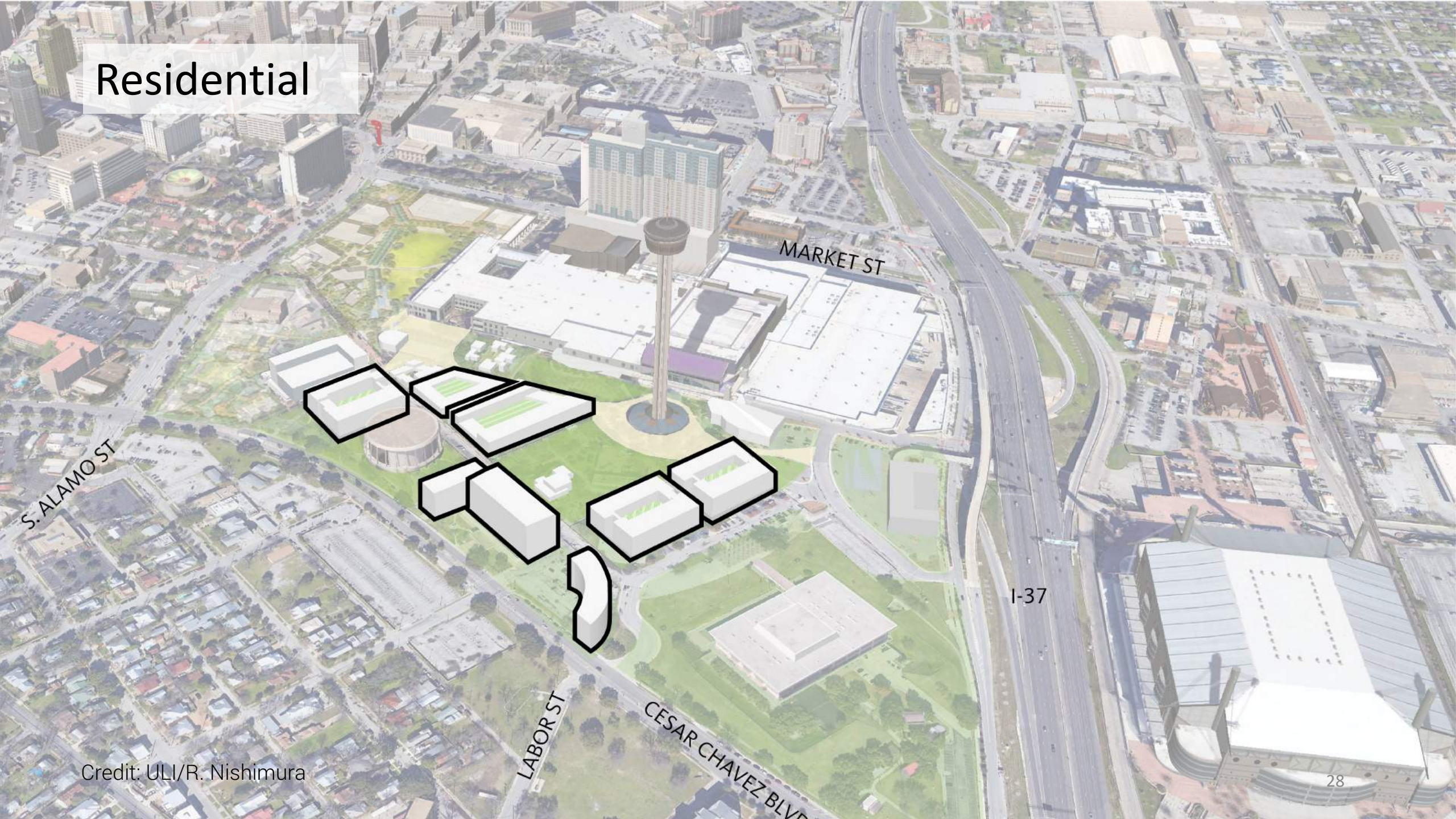


Preserved & Relocated Structures

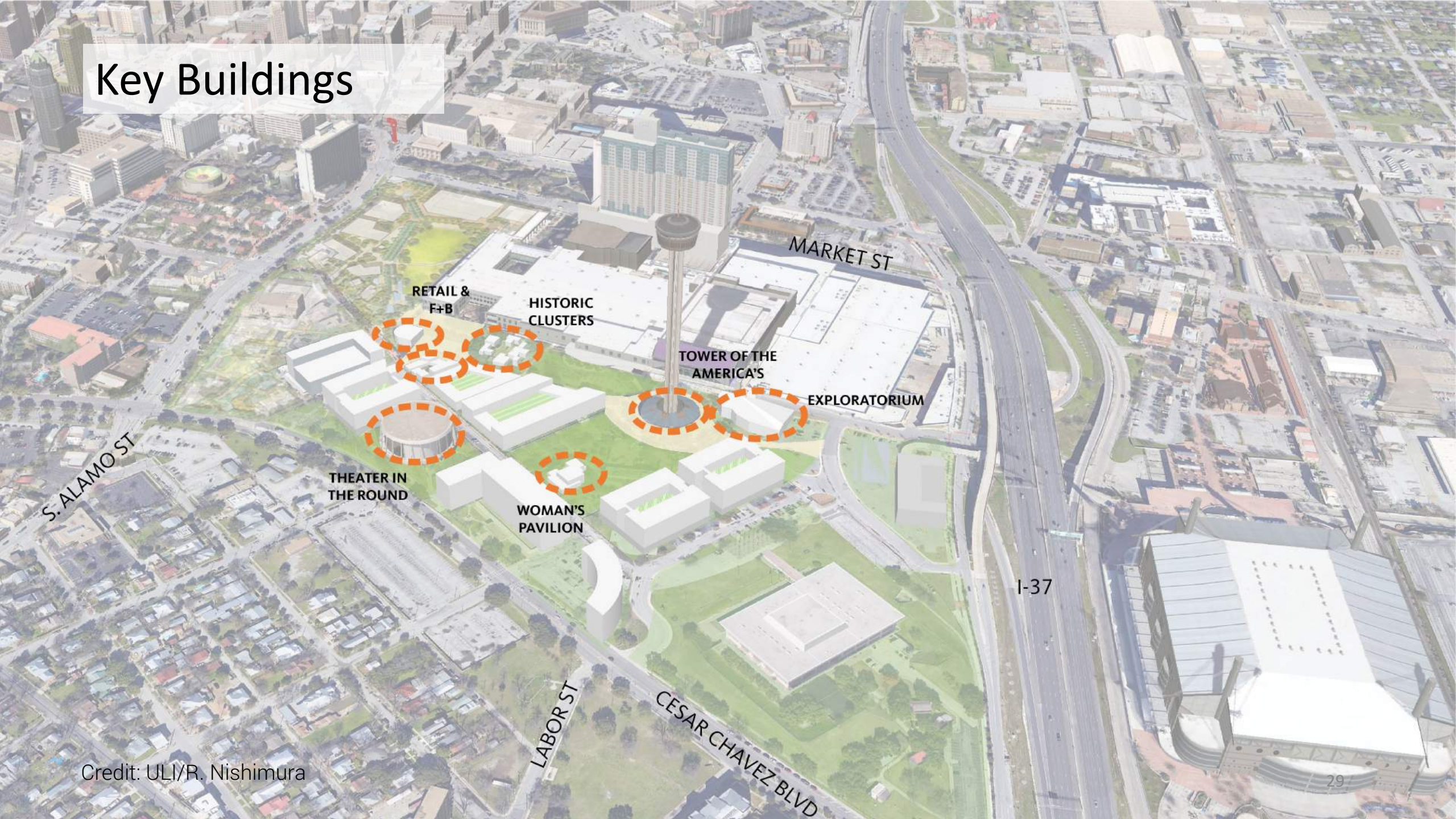


Credit: ULI/R. Nishimura

Residential

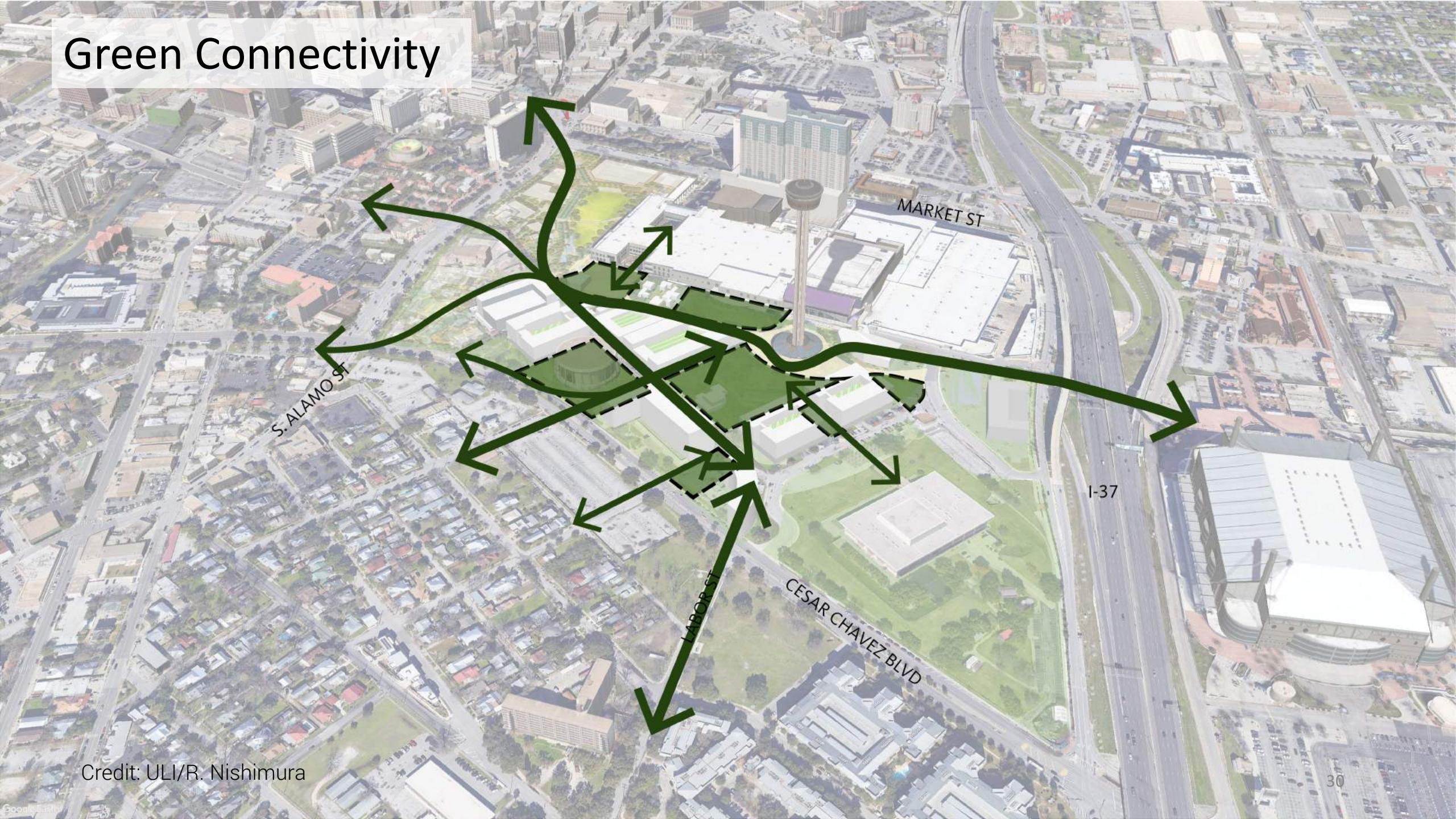


Key Buildings



Credit: ULI/R. Nishimura

Green Connectivity



Credit: ULI/R. Nishimura

Open Spaces



S. ALAMO ST

MARKET ST

I-37

LABOR ST

CESAR CHAVEZ BLVD



Credit: ULI/A. Folks

An Updated Vision for the Eastern Zone

Create a pedestrian spine on the east west axis that is purposeful and links destinations and amenities

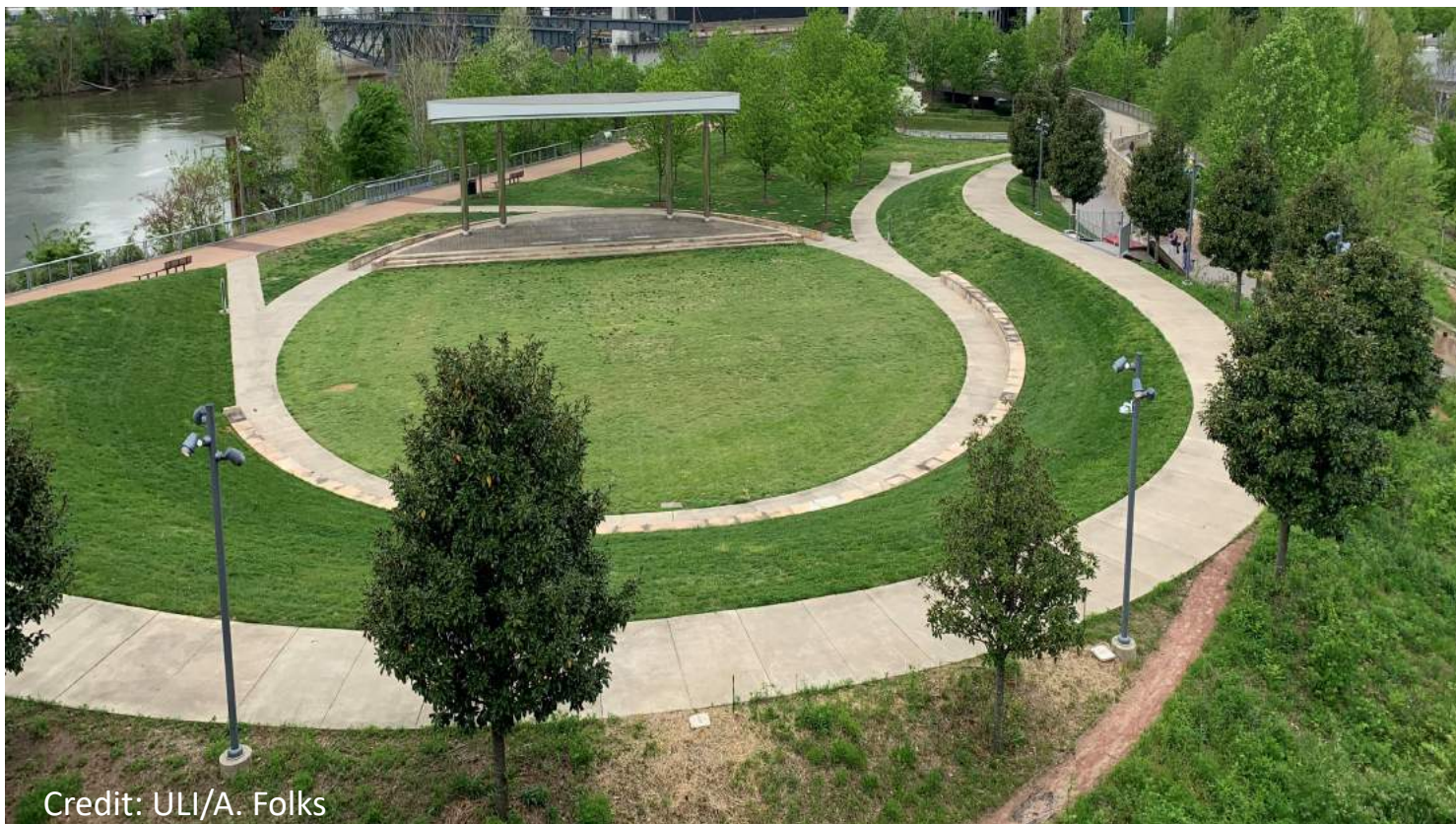


Credit: ULI/A. Folks

An Updated Vision for the Eastern Zone

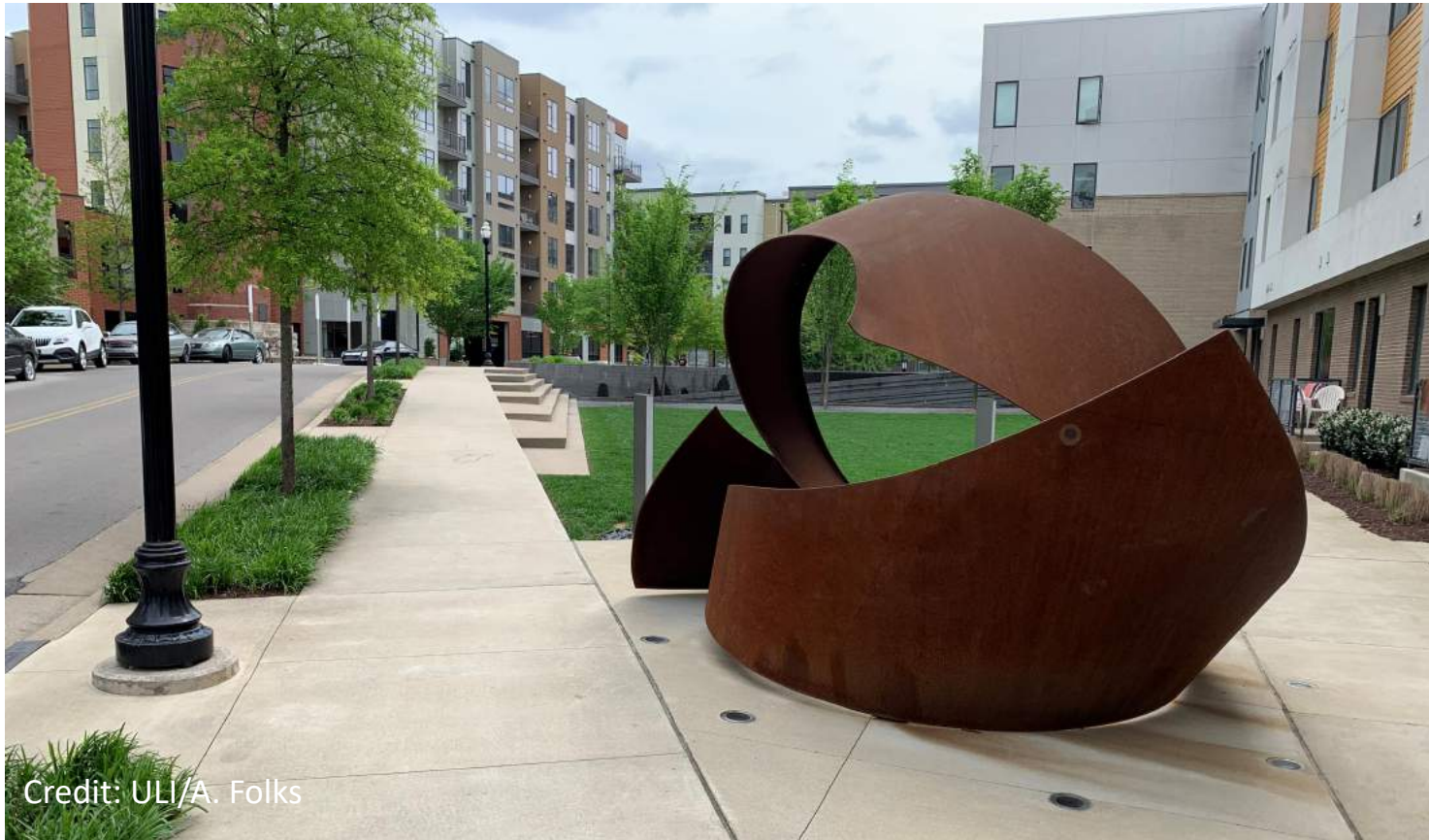
Think boldly about the terminus of the River Walk and its relationship to the Park

Provide retail and entertainment uses at grade and lower levels to enliven the experience and draw visitors into the Park



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

An Updated Vision for the Eastern Zone

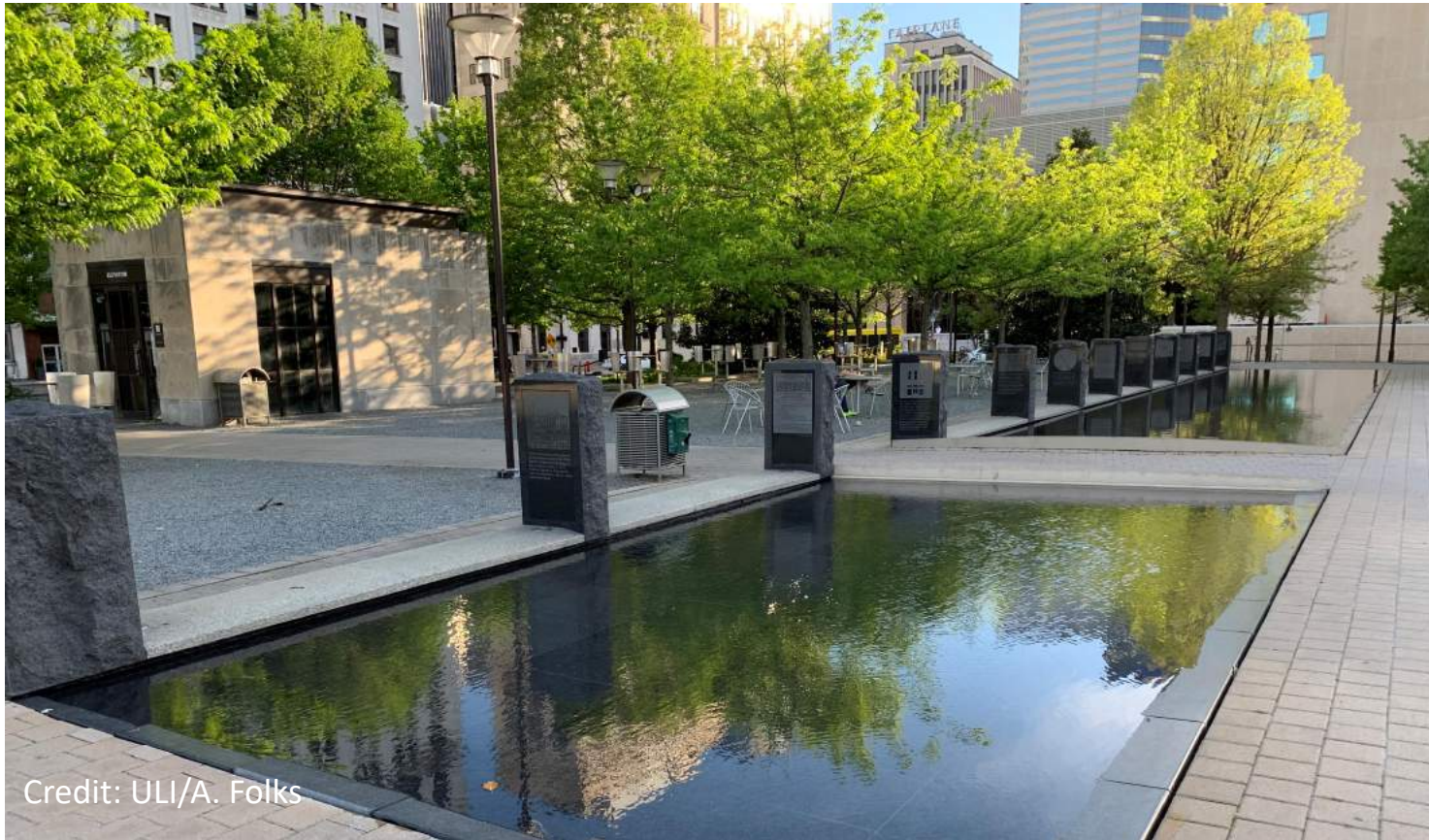


Credit: ULI/A. Folks

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



Credit: ULI/A. Folks

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



Credit: ULI/A. Folks

An Updated Vision for the Eastern Zone

Provide walkways into Hemisfair that are shaded and wide for multiple pedestrians



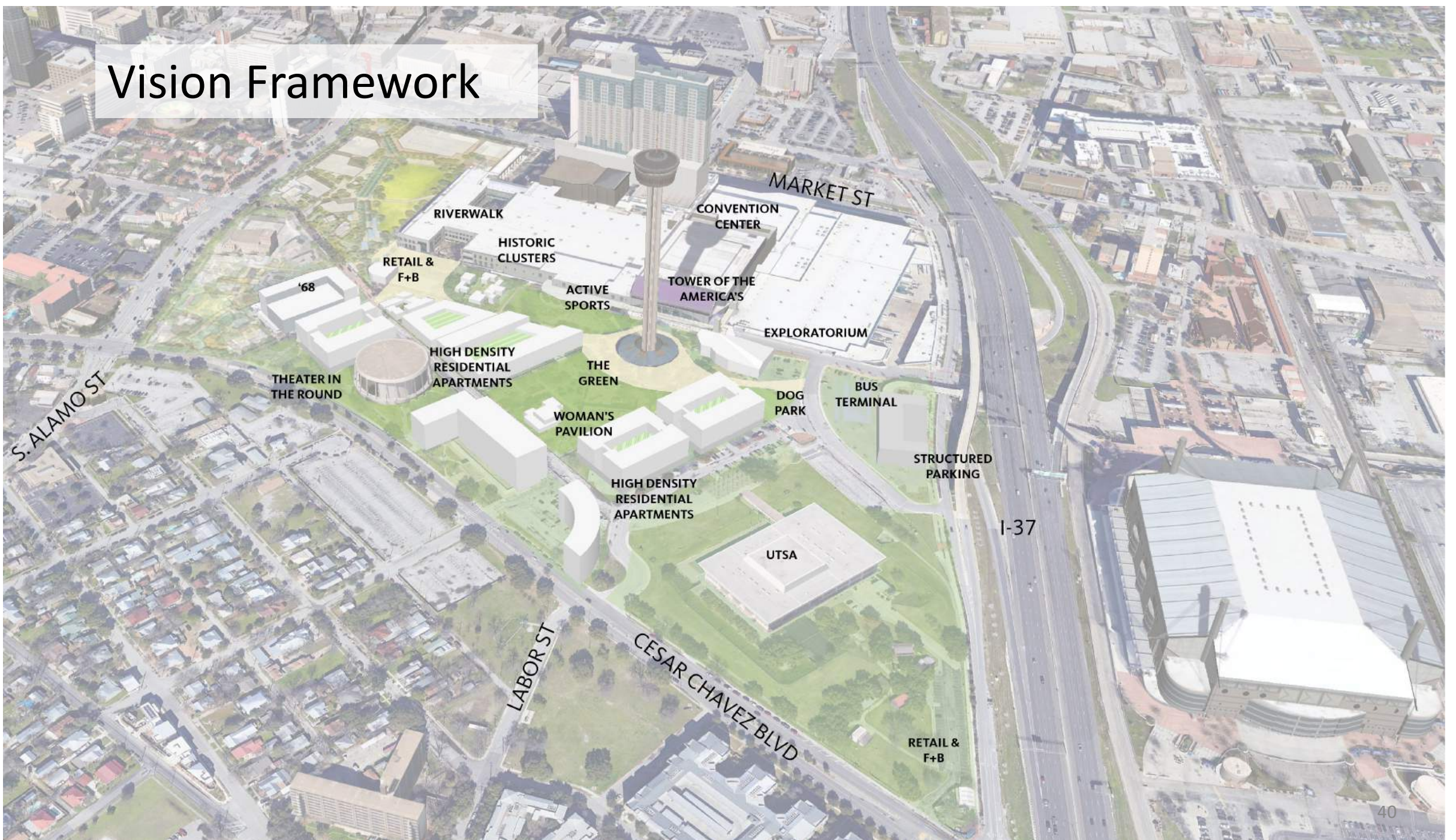
Credit: ULI/A. Folks

An Updated Vision for the Eastern Zone

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

Vision Framework





Credit: Hemisfair

Development Strategies

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



Development Strategies

- Market demand
- Housing variety
- Residential development



Credit: Richmond American Homes

Specific Development Strategies

Eastern Zone

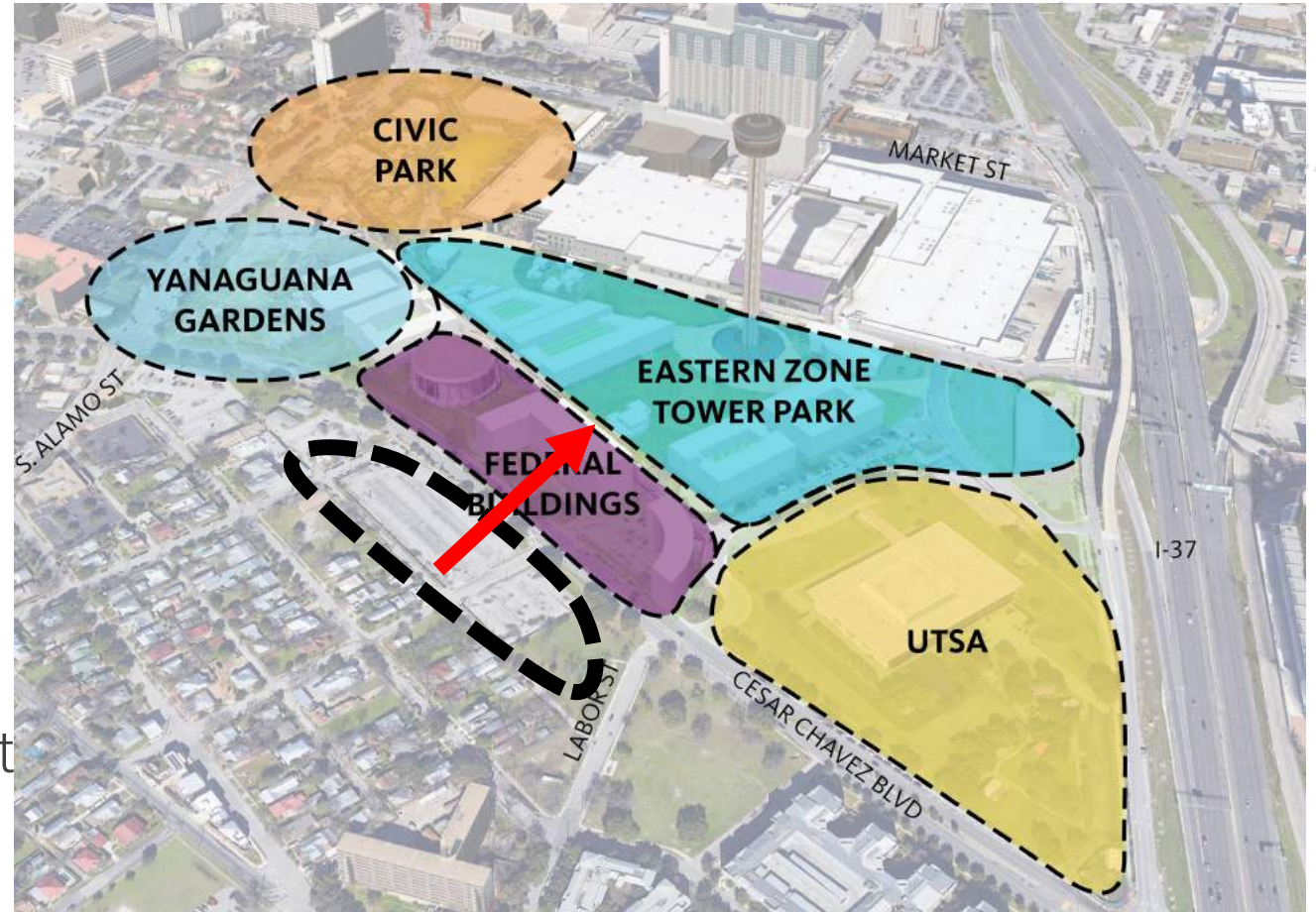
Redeveloping = Financially beneficial

- Sequencing
- Improving streets
- Improving access to east



Specific Development Strategies

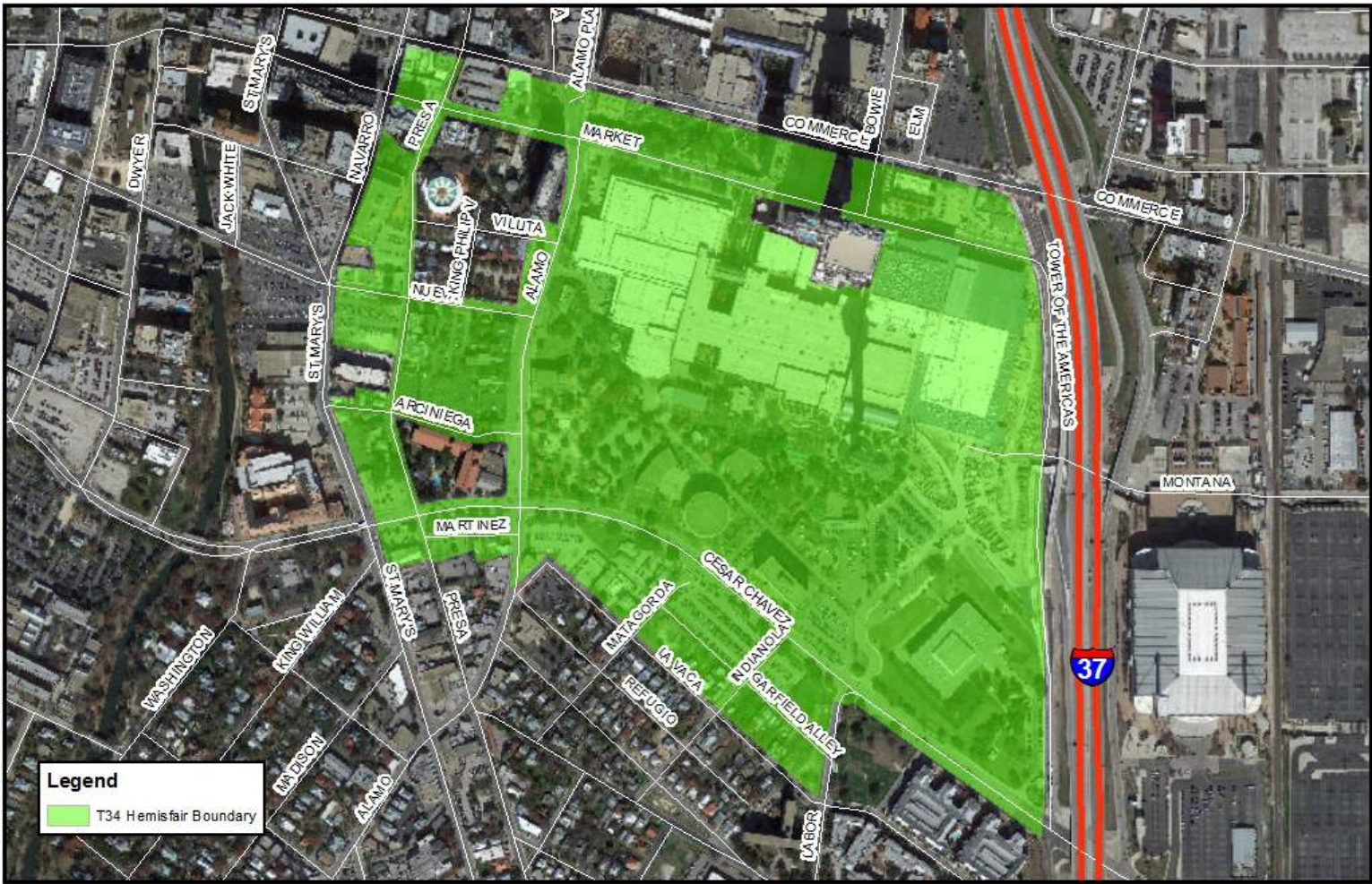
- Redeveloping Cesar Chavez N&S = funds for Hemisfair Eastern Zone Public Space
- Sequencing is critical!
- By starting on the south side of Cesar Chavez, then moving to the north, the boundaries of the TIRZ capture the private development that will fund the improvements



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



: Hemisfair, modified by ULI/ R. Nishimura

by GUSTAFSON GUTHRIE NICHOL

 HEMISFAIR DISTRICT



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

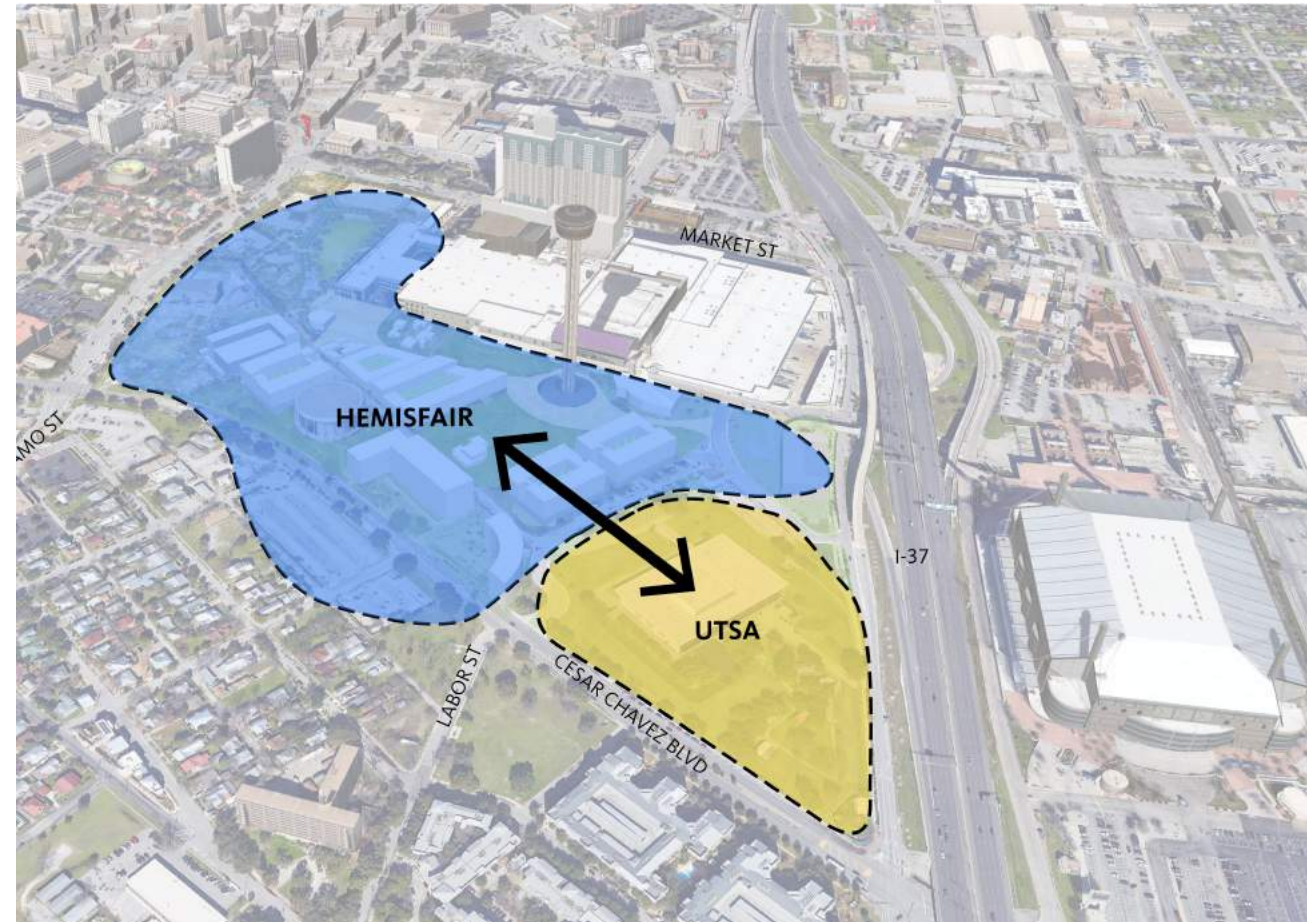


Credit: ULI/J. Canales

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



Credit: ULI/R. Nishimura

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

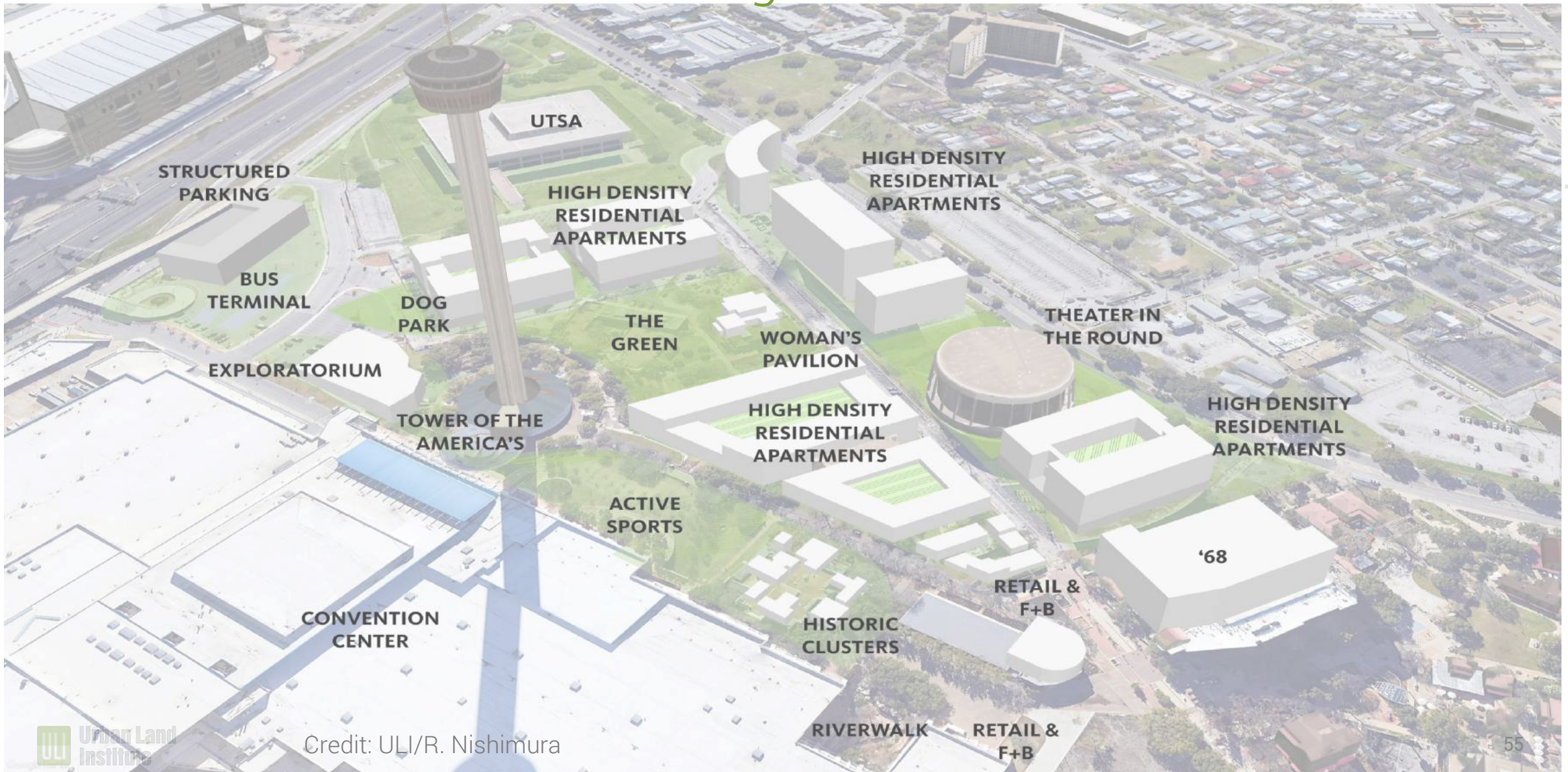
- Historic buildings lining Nueva to be relocated along the south side of the Convention Center
- Relocated buildings near Yanaguana Gardens: light food concession, maker space and/or educational programming
- Remove fountain: feedback about the water's color and of the water
- Redesign softer green 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



Exploratorium

- 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



San Francisco Exploratorium

Credit: Flickr

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

Product Type	Number of Units
Multifamily Rental	1360 units (775 in Eastern Zone)
Senior Affordable	200 units
Townhome	36 units
Small Neighborhood-serving Retail	11,000 sf
Civic Buildings	9, including 7 existing historical structures, the Women's Pavilion, and a new free-standing structure: 11,500 sf
Exploratorium	45,000 sf

Development Strategy Summary

- 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





Credit: Hemisfair



Hemisfair



Credit: Nibbi Brothers General Contractors

Design Manual Update

Renewable Energy

Solar potential – up to 4 MW in Central Business District

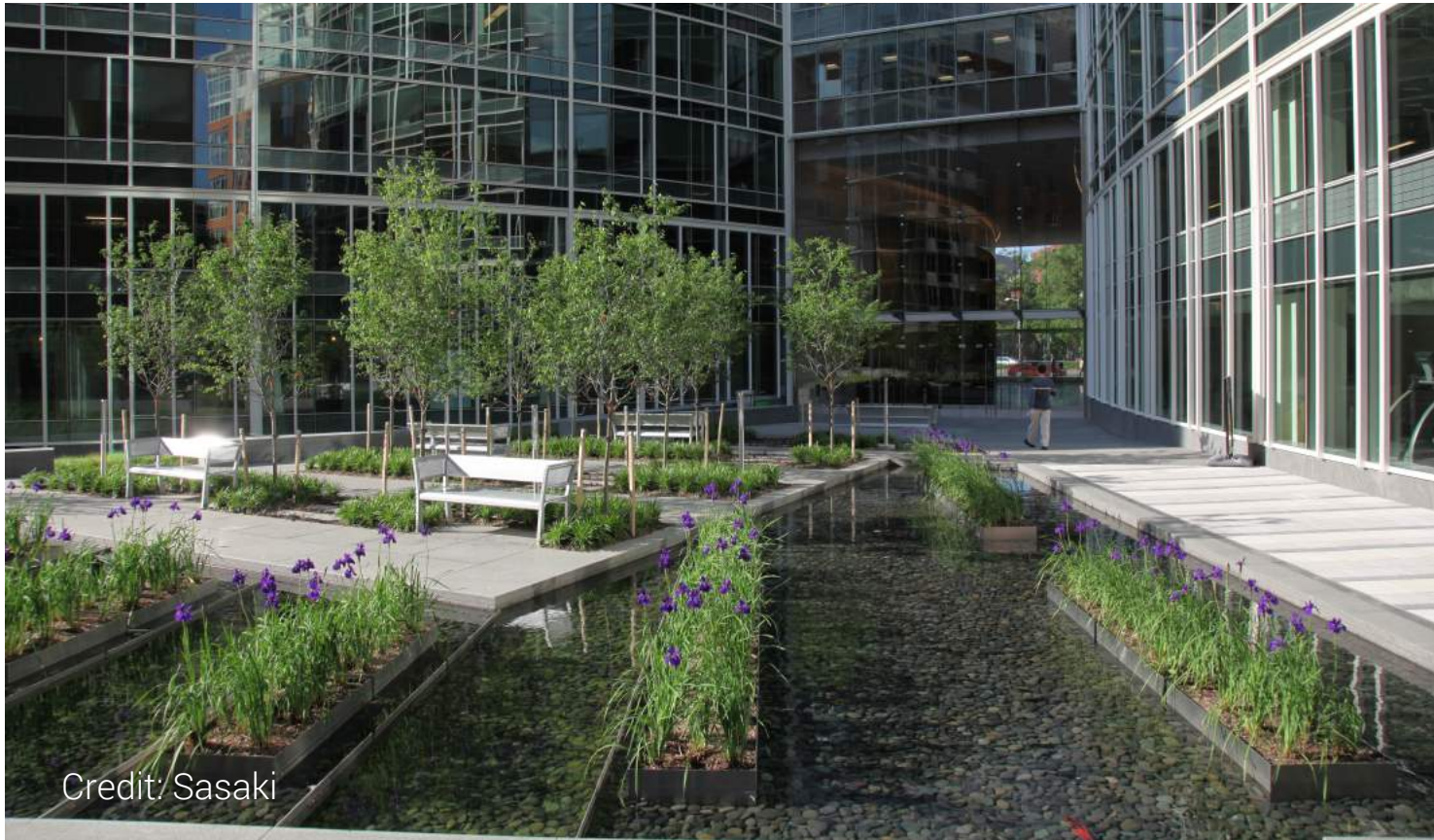
View enhancement from above

Long term resiliency for Hemisfair

Exploratorium in San Francisco
1.4 MW

Leadership





Credit: Sasaki

Design Manual Update - Leadership

Sustainability & Resilience

Increased tree canopy

Green stormwater infrastructure

Minimum LEED certification

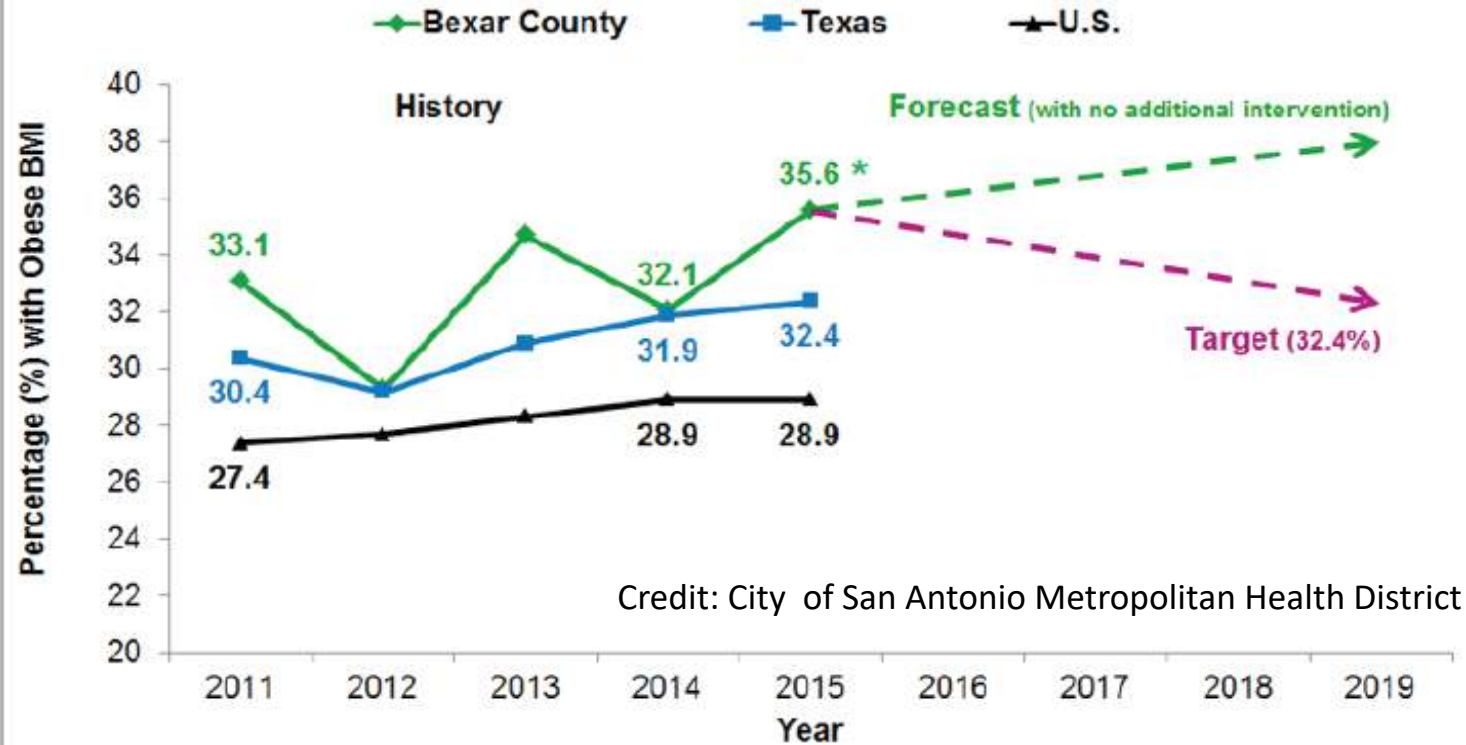
Low carbon construction materials
i.e. heavy timber

Bicycle & scooter share locations

Bicycle network connected to
neighborhoods



Adults in the Obese Body Mass Index (BMI) Category



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

Credit: ULI/J. Lee



Credit: ULI/J. Lee

Tweets

Tweets & replies

Media



Museums For Paris @museumsforparis · now
fiesta san antonio #ULI #hemisfair @hemisfair @FiestaSA



Credit: ULI/J. Canales



Credit: ULI/J. Canales



Marketing, Branding, and Engagement

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



Penn Park, Philadelphia

Credit: University of Pennsylvania



Credit: Flickr

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



Credit: Hemisfair

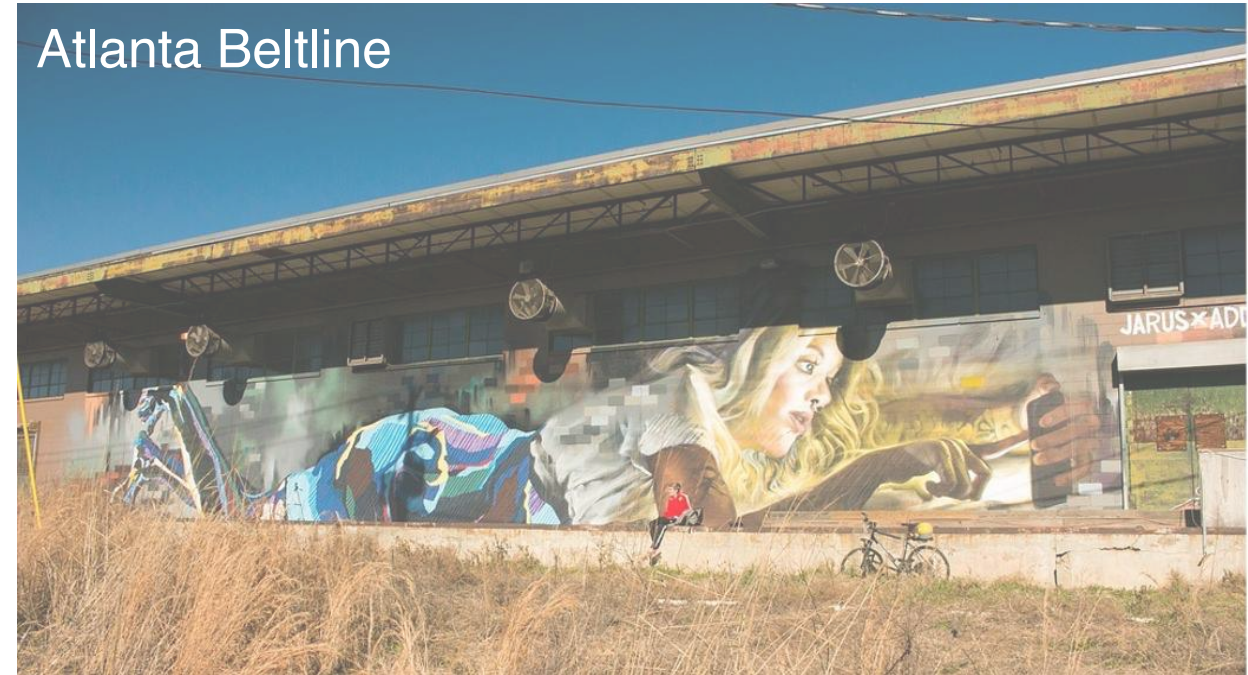
Implementation Considerations

- **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



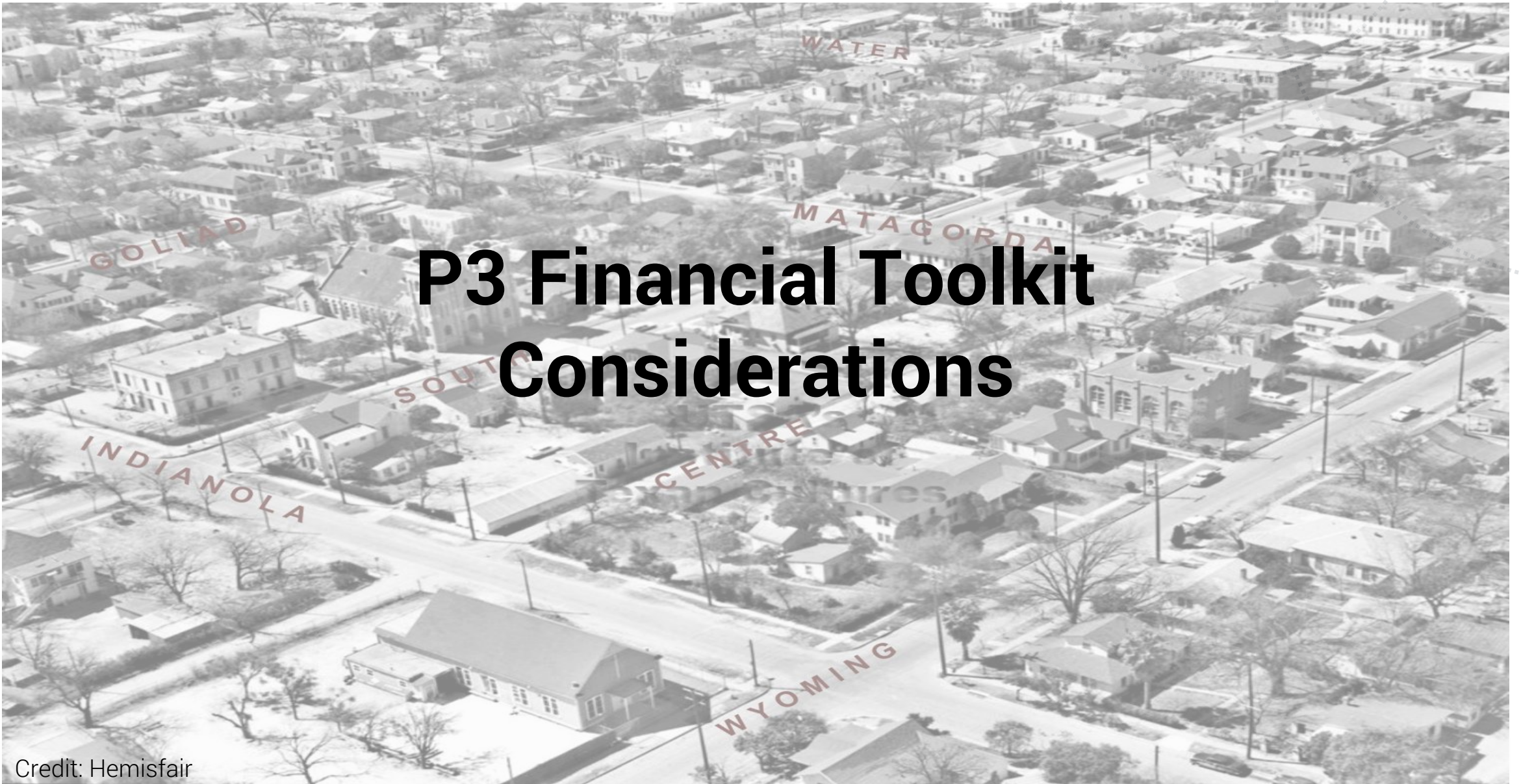
Credit: MaxPixel

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



Credit: Hemisfair

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



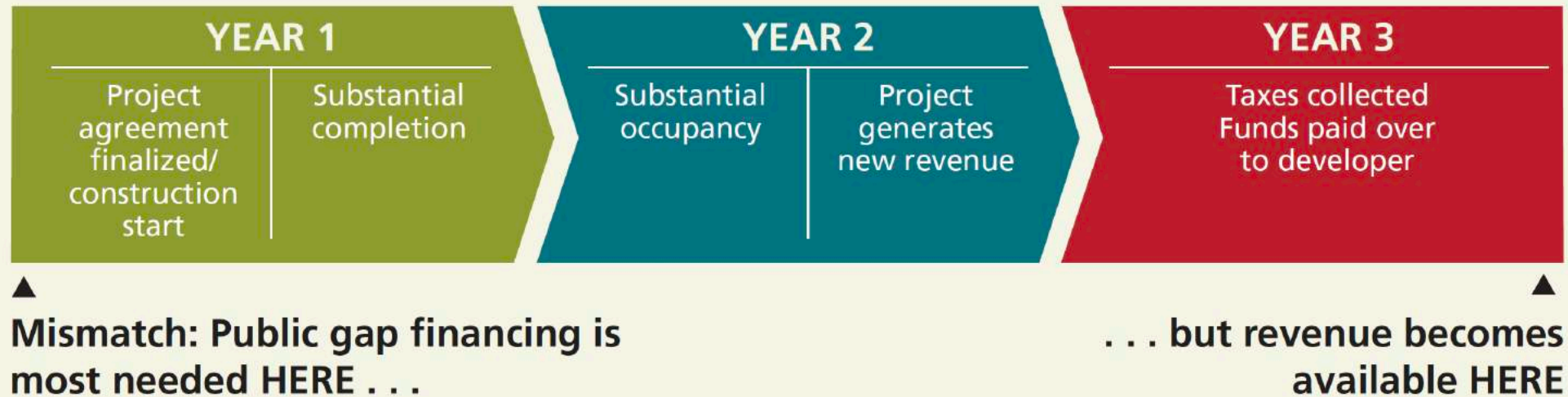
Credit: ULI/J. Canales

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



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



Credit: ULI/E. Foster

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**

Credit: Hemisfair