



MidTown TIRZ Board
San Antonio River Authority
City of San Antonio

MidTown *Brackenridge*
SAN ANTONIO, TEXAS

CONTRIBUTORS



Gateway Planning Group, Inc.



Alamo Architects



Pate Engineers



TXP, Inc.



Brown & Ortiz, P.C.



Ximenes & Associates, Inc.



Bender Wells Clark Design

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Prepared for:



Executive Summary

The Gateway Planning + Alamo Architects Team developed this Master Plan for MidTown Brackenridge as a vision for the sustained vitality of the Cultural Corridor of San Antonio. The master plan represents a more dynamic approach to planning than is typical. It is not just a vision document reflecting community input and professional planning expertise; it also fundamentally provides a critical path for the reinvention of MidTown Brackenridge as a model for redevelopment in the Central City of San Antonio.

The MidTown Brackenridge Master Plan:

- Reflects a strong design approach for the streets and public spaces in order to link the neighborhoods of MidTown Brackenridge to key destinations such as the Witte Museum, University of Incarnate Word and Pearl, Brackenridge Park, and the San Antonio River. This design approach is based on distinct character areas that connect River North South of IH-35, through the active redevelopment around the Pearl complex on the one end of Broadway, transitioning up the corridor to the more stable development context leading into Alamo Heights. The Plan establishes a vision for St. Mary's as a corridor for smaller, neighborhood serving retail, restaurant and entertainment uses, thus ensuring redevelopment is of an appropriate scale with transitions to existing neighborhoods. It also provides a realistic set of public improvements for the St. Mary's and Josephine Corridors in order to enhance both the business context of those streets and the quality of life of the immediately adjacent neighborhoods.
- Provides a fresh economic and market-based framework for the remaining life of the Tax Increment Reinvestment Zone (TIRZ) Number 31. Specifically, several alternative strategies are presented for the fiscal integrity of the TIRZ, all of which assume the adoption of a strong prioritization policy so that the limited resources of the TIRZ increment can be leveraged and invested in order to advance the vision of the master plan.

- Promotes several "big ideas" that emphasize the central role of reinventing Broadway as a transit-friendly boulevard in order to link Brackenridge Park and the San Antonio River to the daily life of MidTown Brackenridge; and
- Establishes an aggressive governance approach to doing business so that infill development becomes the norm rather than the exception. A one-stop approach among city departments, SARA and the other respective reviewing agencies is complemented by a comprehensive recommendation on regulatory reform so that sustained development results in walkable urbanism rather than disconnected "suburban-like" projects. Additionally, it also sets out a platform for the engagement of stakeholders not normally involved in order to create long term support for sustained infill.

Fundamentally, this master plan provides the basis for a new partnership among the myriad of public, nonprofit and private institutions interested in the vital future of MidTown Brackenridge. In this regard, it sets out a set of recommendations that should be understood and implemented comprehensively as a package, not to be individually selected for political considerations. If taken as a whole, the Master Plan offers a bright future for the heart of San Antonio.



Aerial view from the southwest looking at Brackenridge Park, Avenue B, Broadway, and the Mahncke Park neighborhood

Chapter 1: The Vision for MidTown Brackenridge

MidTown Brackenridge is a unique commercial area, linking downtown San Antonio to Brackenridge Park, Fort Sam Houston, and Alamo Heights. It is an area of regional significance, and its success is critical to the revitalization of San Antonio's core.

In 2008, with the construction of the San Antonio River Improvements Project Museum Reach well underway, the City of San Antonio established the Midtown Tax Increment Reinvestment Zone (TIRZ) Number 31. With the goal of leveraging the public investment from the River project to transform the commercial corridors into mixed-use, mixed-income transit oriented urban streets, the TIRZ boundary encompasses 458 acres generally surrounding Brackenridge Park on the east, south, and west sides. This Master Plan for MidTown Brackenridge establishes a clear vision for the development and redevelopment of the TIRZ and an implementation strategy to realize the vision.

The key to creating and implementing a visionary plan for MidTown Brackenridge is to leverage its history and authenticity with future investment by growing the market. In effect, the initiative must become a business plan for sustained economic development. By creating a master plan that builds the capacity to fund the infrastructure, we can link community interest with sustainable urbanism.



Image of vibrant street and sidewalk environments envisioned for MidTown Brackenridge.

In this context, the TIRZ vision is to create within MidTown Brackenridge a:

- Mixed use, mixed income neighborhood of appropriate urban character, scale and density

- Walkable, bikeable and transit-oriented community
- Lively district of economic, cultural, educational, residential and entertainment destinations
- Mix of new construction, rehabilitation and adaptive reuse that exemplifies quality architecture and sustainable and green building practices, and
- Model low impact district that protects the watershed and celebrates green spaces.

MidTown Brackenridge is to link a series of vibrant and distinct walkable neighborhoods that not only leverages the adjacent in-town neighborhoods of Mahncke Park, Government Hill, Westfort, Tobin Hill, and River Road but also builds on Broadway's historic significance as a commercial corridor and regional gateway into downtown. Figure 1 reflects the Midtown TIRZ boundary with the adjoining neighborhoods.

A. Critical Infrastructure Projects Needed to Implement the Vision

In order to achieve the vision for MidTown Brackenridge, several critical and necessary public infrastructure projects have been identified and must be implemented. One such critical project is the County regional detention project needed to remove a significant portion of the area along Broadway from Mulberry Street to Witte Museum, from the 100-year floodplain. In addition, the corridors of Broadway, Josephine Street, and St. Mary's that link the River, Brackenridge Park, Fort Sam Houston, and the adjoining neighborhoods all need to be redesigned and improved to support the vision for walkable mixed use and redevelopment opportunities.

B. Big Ideas

MidTown Brackenridge is the cultural heart of San Antonio—not just because of its great destinations such as Brackenridge Park or the Witte, but because of its connections to some of the best urban neighborhoods in Texas, or its reinventing history such as Pearl or Fort Sam Houston. MidTown Brackenridge is special because it is a real place. But its great bones, destinations and cultural places cannot maintain their vitality in isolation; accordingly, they require cohesion in terms of design,

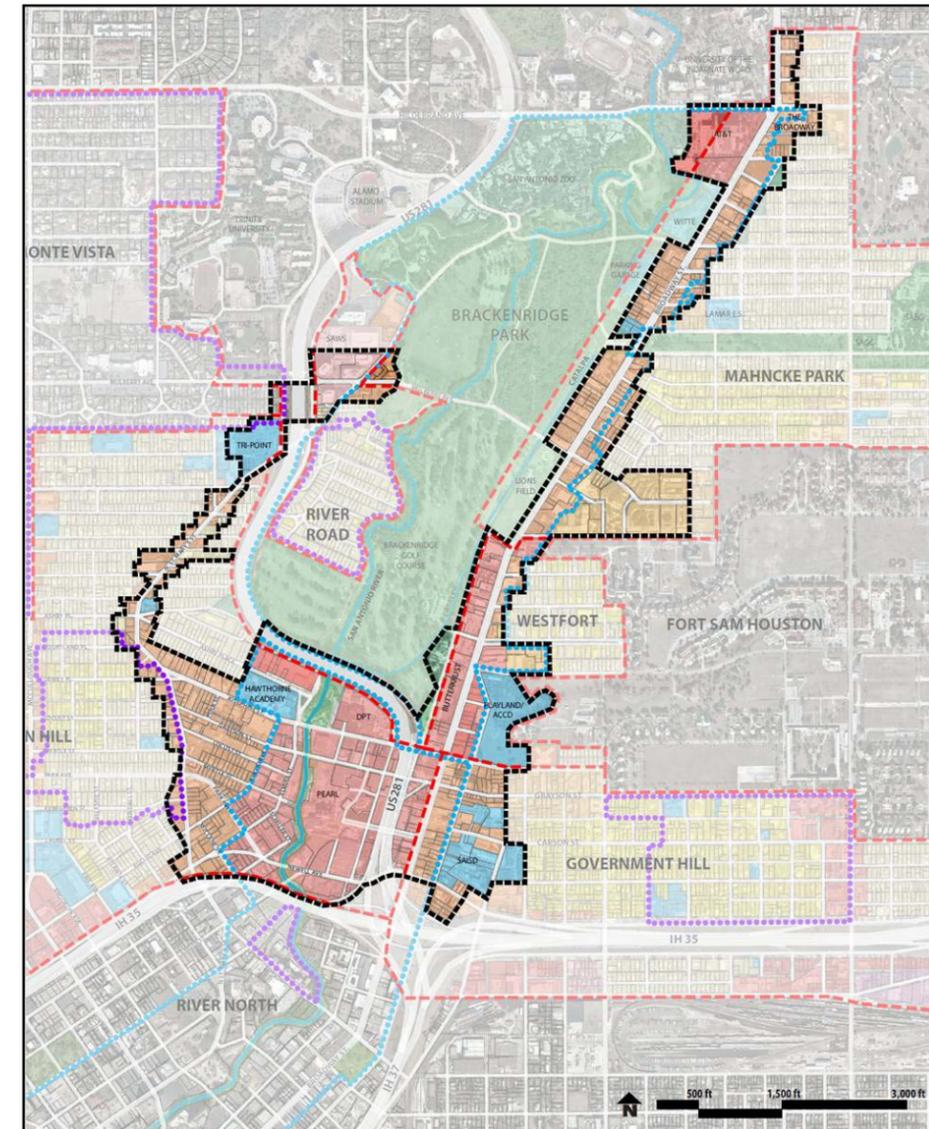


Figure 1. Map Showing Existing Land Uses and MidTown Neighborhoods within the Midtown TIRZ Boundary

economy and partnership. Hence, this master plan reflects the strong preference of stakeholders to implement several big ideas:

- In the 2012 Bond Election, fund the reinvention of Broadway as a great transit boulevard so that its livability is the best in Texas, as it is a regional asset that anchors cultural gems important not just to San Antonio but to the entire state.

- Harness the eternal power of Brackenridge Park and the San Antonio River, not as an afterthought, but rather as the organizing principle of community life; the redesign of Broadway is critical to bringing the park and river literally and figuratively into the daily life of businesses and the neighborhoods of MidTown Brackenridge.

- Make infill development as easy in MidTown Brackenridge (and eventually in all of the Central City) as it is to develop a conventional subdivision on the edge of the City, thereby leveraging the myriad of resources that are now and will be expended in the area; doing so will require a one-stop approach to business where the interaction of the City, Bexar County, VIA Metropolitan Transit (VIA), San Antonio River Authority (SARA), San Antonio Water System (SAWS), CPS Energy (CPS), Texas Department of Transportation (TxDOT) and the private sector is seamless and completely coordinated.

C. Supporting Incremental Change to Achieve the Vision

San Antonio’s best known and often copied urban space is the San Antonio River Walk. First imagined in the late 1800s as a river park, built in early twentieth century, remodeled and reinvented as a Works Progress Administration (WPA) project in the late 1930s, it was not successful as an urban model until the 1970s. Neighborhoods often change slowly and then change “suddenly,” seemingly exponentially. Slow change with only a few areas experiencing the sudden jumps seen in many other cities has helped San Antonio maintain much of its older single-family residential neighborhoods without too much decline or gentrification, but it has impeded the city’s overall re-urbanization.



Desired types of active public plazas in MidTown Brackenridge

The River Walk became successful when there was a sector of the local economy—tourism, which could begin using it, strong leadership promoting it, and a dedicated tax promoting tourism and building the infrastructure needed for its expansion. MidTown Brackenridge is poised to have the same type of advantages as the River Walk in the 1970s but suffers from the San Antonio issue of not changing fast enough to give investors confidence in the area.



View of the museum reach section of the Riverwalk with the successful Pearl Brewery redevelopment in the background

The redevelopment of The Pearl on the south and the continued success of Alamo Heights as a desirable community to the north anchor MidTown-Brackenridge, and the Park and the River provide a unique recreational and cultural amenity. With Fort Sam Houston expecting a major increase in well-paid medical personnel, San Antonio adding other health care, computer security, and internet businesses, and a TIRZ Board in place to direct public investment, MidTown Brackenridge should rapidly redevelop as an urban mixed-use area. But the next few years will still be difficult with only marginal change noticeable. Cities sprawled by the growing at their perimeter while dying around the urban core often re-urbanize by reversing this pattern and growing back toward the center from the areas that are still active. New residential frequently leads re-urbanization and retail and office following as demand grows based on the number of people living in the area.

Like the River Walk, MidTown has a growing sector of the local economy that needs an interesting, urban neighborhood to flourish. With a dedicated income stream focused on the area promoting redevelopment, the TIRZ becomes a vehicle of such a transformation. Although the reinvention of Broadway provides the “big idea” to transform MidTown, equally important are the

smaller, easier to manage, incremental projects that a TIRZ can fund and support.

On-street parking should be provided on all streets with reverse-angle parking used when the street cross-section allows. Shared parking needs to become a normal condition in the area which will require a neighborhood-wide effort. Using on-street parking as part of a development’s required parking increases the amount of developable property and encourages pedestrian activity, thus increasing overall safety and promoting successful retail.

To create a truly unique neighborhood that builds on San Antonio’s traditions, Broadway improvements need to be paired with a new Avenue B forming an urban edge to Brackenridge Park. ButterKrust bakery is being transformed into a Class A office building and, with some additional design effort, an alignment for Avenue B that accomplishes the Master Plans goals of creating a bike- and pedestrian-friendly street with ample on-street parking can leverage SAWS planned sewer reconstruction project.

While Broadway’s transformation can change the use and development pattern of the area, improving Josephine and N. St. Mary’s St. expands the value of Broadway and ties the improvements to the Tobin Hill, River Road, and Monte Vista neighborhoods. While these streets can be rebuilt at one time as a large public works project, the recommended design can also be built in smaller sections tied to key business and institutional redevelopment projects. As an example, the San Antonio Independent School District will soon invest in Hawthorne Elementary School, transforming it into an academy serving more grades. Improving Josephine St. at the same time will save money and create an immediate impact on public realm in the area.

Finally, existing small businesses should be encouraged to make small changes that create big impacts on the pedestrian environment. Landscaping the public edge of parking lots, building awnings and canopies that shade sidewalks, planting trees, painting, and improving storefronts are relatively low-cost improvements that dramatically change the appearance and perception of an area. Many successful programs tie these types of public expenditures to private investment, leveraging the impact of the public money.

D. Organizing for Success

Another critical element that will contribute to MidTown Brackenridge success is a streamlined organizational structure that coordinates private and public sector investments consistent with the vision. More specifically, community organizations need to be the “keepers of the flame,” thus ensuring the realization of this vision. This plan document establishes the blueprint for a successful revitalization of MidTown Brackenridge.

E. Using This Master Plan

This document should be used by the City and the TIRZ Board when evaluating applications for development and TIRZ funding within the MidTown Brackenridge area.

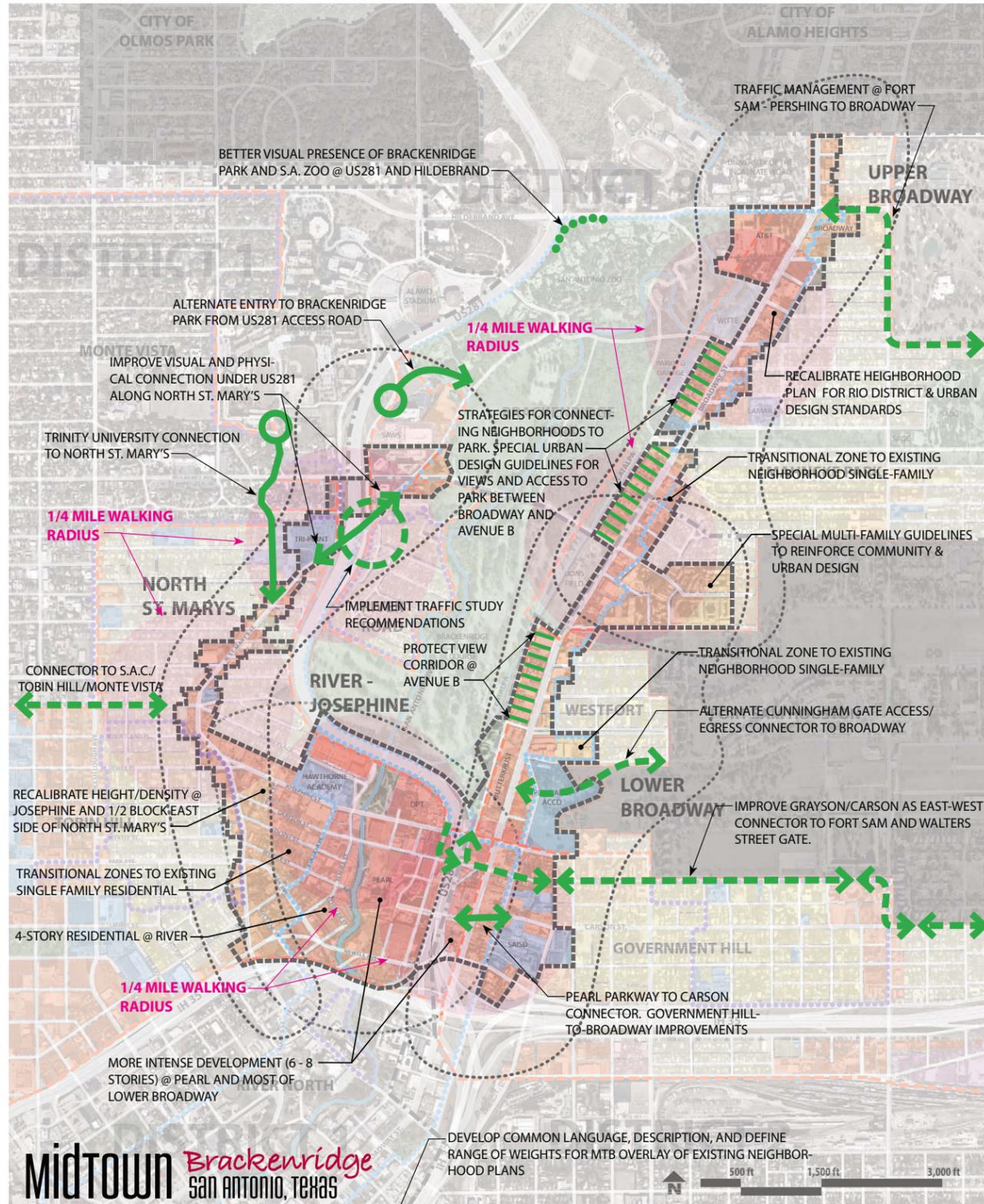
Chapter 1 lays out the bold vision for MidTown Brackenridge including specific big ideas and infrastructure improvements needed to support the vision.

Chapter 2 lays out the details of how that bold vision can be achieved at a block and street level. Special attention is given to the character of new districts envisioned and the street design needed to activate the plan. The Character area definitions and details will help shape the new regulatory standards needed to implement the vision.

Chapter 3 provides details on the several public infrastructure projects that will be needed to bring everything in the plan together. Such improvements include major projects that will be funded through the TIRZ and other means. In addition, “order of magnitude” costs of the various proposed infrastructure projects are included in this section.

Chapter 4 describes the various implementation tools that will need to be used to ensure the success of this plan. It is not a “multiple choice” menu; rather it lays out all the recommendations that will have to be implemented as a package. At a minimum, a new TIRZ policy on project prioritization, a new TIRZ financing plan to ensure its sustainability, a new regulatory structure corresponding with the vision, and a governance structure are all essential to turning this plan into a reality.

Chapter 2 – Physical Master Plan



A. Building on MidTown Brackenridge Strengths

MidTown Brackenridge is uniquely positioned to be San Antonio's first re-urbanized district. The surrounding neighborhoods have been improving for decades with the only remaining large issue being high quality local schools for all grades. N. St. Mary's has survived for two decades as an entertainment district anchored on the north end with market rate offices, Trinity University nearby, and families with a range of household incomes in the Monte Vista, River Road, and Tobin Hill neighborhoods. Broadway remains San Antonio's main street catering to Government Hill, Westfort, and Mahncke Park residents with services and restaurants. AT&T and Incarnate Word University are employment centers anchoring the district's north end. Between Broadway and N. St. Mary's St., the Pearl Brewery redevelopment, as a food and continuing education focused mixed-use center, is transforming its light industrial neighborhood and joins the newly finished Mission Reach of the San Antonio River Improvements Project to the Park Reach.

Both property owners and business operators in the district, and residents in the surrounding neighborhoods generally agree on the following core set of issues:

- Business retention along N. St. Mary's St.
- The pace of redevelopment of the light-industrial areas in the River-Josephine area.
- An impression that both Broadway and N. St. Mary's St. seem isolated from the surrounding neighborhoods.
- An impression that Brackenridge Park is also isolated from the surrounding neighborhoods and the commercial corridors.
- Concern that commercial redevelopment will spill over into the single-family part of the neighborhoods and lead to demolition of existing houses, increased traffic, and increased on-street parking.

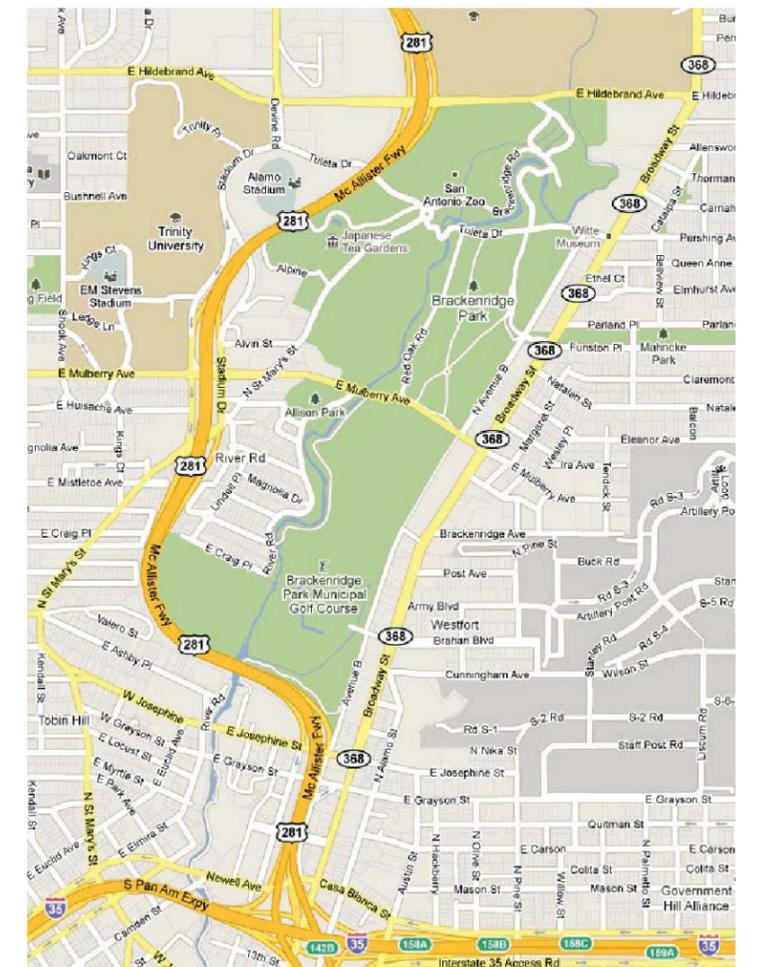
Each surrounding neighborhood has a City Council adopted Neighborhood Plan that includes some part of MidTown Brackenridge. The neighborhood plans are primarily focused on issues related to the single-family portion of the neighborhoods but all seem to broadly support the TIRZ Board's vision of a more urban, walkable district. However, given the emphasis on the protection of the residential segments of the neighborhood, the land uses of the commercial areas in these plans are generally designated low-density neighborhood commercial.

B. Vision for Broadway

Connecting Downtown and the extended reaches of the San Antonio River with the historic neighborhoods stretching on either side of Broadway and around Brackenridge Park, Broadway is the

"extended living room" of the City, promising once again to provide a strong economic development asset for the City. Broadway also links other key cultural destinations in the city such as the San Antonio Museum of Art, Pearl, Fort Sam Houston, the Witte, and the McNay, which offers a foundation for the makings of a quintessential Cultural Corridor, however, in its current state it does not function like one.

Broadway's Current Design is a mismatch for the Vision of Broadway as a Cultural Corridor and a regional Economic Driver. Over time, Broadway was morphed from San Antonio's "Main Street" to function as a commuter highway. That function, however, is no longer necessary with US 281 operating in parallel to move commuters in and out of downtown during morning and evening rush hour.



HWY 281 has replaced Broadway as the major connection north

Because Broadway's resulting design is primarily for moving large volumes of cars at higher speeds, it has difficulty anchoring meaningful stretches of walkable urbanism. Walkable urbanism provides the context for small businesses and urban living to be nestled in and around cafés and other places where people like

to spend time. This factor that attracts people to spend time is the ultimate driver of economic development for infill, creating a competitive advantage when investors, developers and ultimately home buyers and businesses make investment decisions about where in a city one wants to live, play and shop. Broadway simply is not functioning today as an attractive street linking businesses, places, cultural destinations and neighborhoods in a walkable context. The next section outlines recommendations necessary for the realization of Broadway as a thriving Cultural Corridor and economic driver for the city, its residents and its visitors.

Engage TxDOT as be a Partner for the Reinvention of Broadway

TxDOT commissioned its Urban Thoroughfares Committee to assess the agency’s role in supporting placemaking and economic development along state owned or funded roadway corridors in urban environments. The Urban Thoroughfares committee focused on corridors such as Broadway, where the design of the roadway should accommodate contextually both efficient safe traffic movements and adjacent walkable urbanism. Co-chaired by Gateway Planning’s Scott Polikov, the Committee developed recommendations that were ultimately accepted by the State Transportation Commission and the Federal Highway Administration (FHWA).

Two key reforms resulted: (i) a new process for TxDOT and pertinent local partners participating in a redesign process for any given transportation facility is laid out in the TxDOT Project Development Process Manual; and (ii) the design standards for the reinvention of the traffic facility are established in the Manual for Walkable Urban Thoroughfares by the Institute for Transportation Engineers (ITE.org) and the Congress for the New Urbanism (CNU.org), which provides the detailed criteria for walkable street cross-sections



Broadway envisioned as an Urban Boulevard

including the travel way, transit facilities, pedestrian/development zones along the street, and intersections. This new process and manual provides an opportunity to engage TxDOT meaningfully as the City and the stakeholders of Broadway seek to reinvent its role in the future of MidTown Brackenridge.

In 2009, Texas Department of Transportation (TxDOT) formally revised their Project Development Process Manual. The revision included the implementation of the Institute of Transportation Engineer’s Recommended Practice named Designing Walkable Urban Thoroughfares: A Context Sensitive Approach (aka Context Sensitive Solutions (CSS)). The CSS process for planning roadways is different from the conventional approach. The conventional approach places emphasis on functional classifications, number of lanes, volumes, and levels of service only for vehicles. The CSS approach considers the same items but may determine that the Level of Service has to be balanced with the environmental and economic development objectives of the community and other modes of transportation.

Guided by the ITE/CNU Manual, community input, and market considerations resulting proposed conceptual redesign of Broadway is detailed in section 2-E of this Master Plan

Broadway as a Complete Street

Locally, the City of San Antonio is initiating a Complete Streets program and Broadway should be a Complete Street. The term Complete Street means that streets should be designed to accommodate all forms of transportation: vehicles, pedestrians, bicycles, and mass transit and is similar to the ITC/CNU Manual. The City of San Antonio is encouraging a more integrated approach to multimodal transportation and land use. The conceptual cross sections and urban development proposed in the Master Plan benefits pedestrian and mass transportation by encouraging people to either park once or take mass transit and walk from place to place. Pedestrians would have shorter crossing distances at intersections. Bicycles are accommodated in the Master Plan by providing either a parallel route on lesser travelled roadways or providing on-street parking geometry that helps drivers see bicyclists.

San Antonio’s development code calibrates the number of lanes required on a street to the volume of daily traffic the street is expected to encounter. The code justifies a 4-lane roadway for 30,000 cars a day and a 6-lane roadway is needed at 46,000 cars a day. Broadway is currently a 6-lane roadway but current traffic counts are only around 32,000 vehicles a day, close to the minimum number justifying a 4-lane roadway. Historical traffic counts show only modest changes in the daily traffic counts. With the development anticipated to happen because of the MidTown Brackenridge Master Plan, traffic may increase approximately 20% to 38,000 cars a day on Broadway, still 20% short of the threshold of 46,000 cars a day.

While Broadway has plenty of lane capacity, the real determination

of capacity of a roadway is at the intersections. The conventional way to analyze the efficiency of signalized intersections is to determine a Level of Service (LOS). The LOS is graded A through F and is dependent upon the average delay a vehicle encounters during the peak hour, but the conventional way of analyzing the efficiency of intersections is too limited. Intersection analysis and design must be expanded to analyze the Level of Service (LOS) for the other forms of transportation. The current City policy is to have all intersections at a LOS of C or between 25 and 35 seconds of delay. TxDOT has a policy for urban boulevards to operate at a LOS of D which equates to between 36 and 55 seconds. The current project planned for Broadway/Hildebrand is taking the intersection from a LOS of F (greater than 80 seconds) to a LOS of D.

The intersections along Broadway will need further study as part of a more detailed traffic impact analysis that should be conducted as an initial step in re-designing Broadway. The Master Plan assumes that the geometry of the roadway will be altered at intersections to accommodate turn lanes and that right-of-way widths may not allow both turn lanes and on-street parking at major intersections. Key to this analysis is accommodating traffic flow from Fort Sam Houston and whether Fort Sam reconfigures some existing gates as exit-only after the completion of the current expansion and construction.

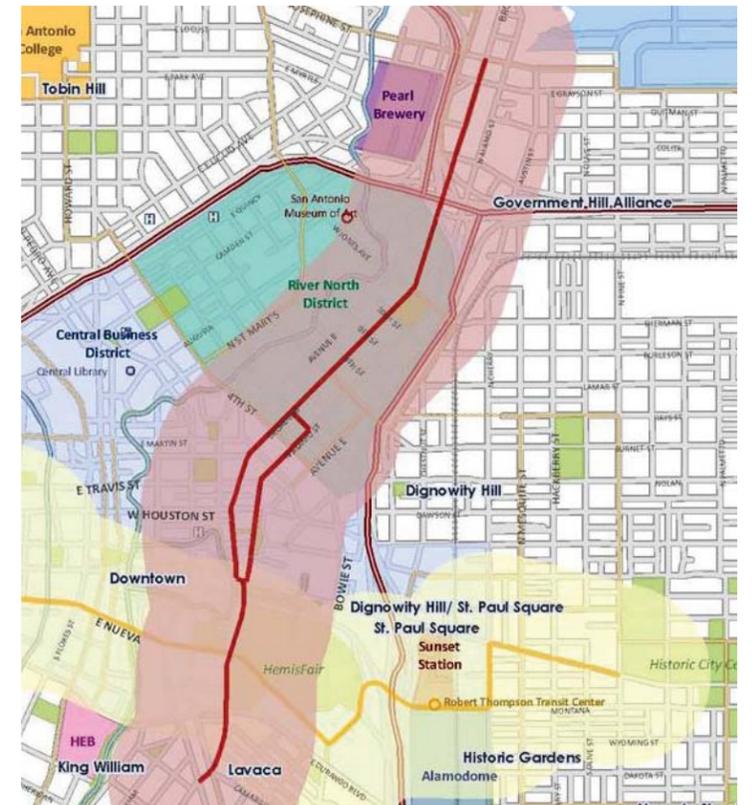
The conceptual design of Broadway into a Complete Street may decrease the level of service for vehicles, delaying them an additional 11 to 20 seconds at intersections during the peak hour but will likely increase the level of service for pedestrians, bicyclists, and mass transit. This accommodation of all modes of transportation will provide a greater economic impact to MidTown Brackenridge than the current design, and the slower speed of traffic at the peak hour seems an advisable trade-off.

Streetcar as an Economic Driver

On behalf of the community leadership, VIA will soon initiate an Alternatives Analysis to study the potential of streetcar and other transit modes for the Central City as part of an overall regional transit system. The Broadway Corridor is conceived as a primary transit



Streetcar



Potential concept for a streetcar route on Broadway spine linking downtown with the rest of the Central City.

Fundamentally, streetcar is a means to anchor redevelopment in urban corridors by providing certainty of convenient and permanent local transit, allowing for movements up and down a corridor without reliance on cars for every trip. Mass transit, as an important redevelopment goal should be taken into consideration to complement the redesign of Broadway. In this context, the Master Plan’s redesign concept for Broadway has taken streetcar into consideration as a future asset of the corridor.

Recommendation

As the TIRZ advances support for projects, TIRZ policies should prioritize those projects that advance the vision of Broadway as a multi-modal transit corridor. The ultimate ability for VIA to implement streetcar, or any other transit option, as a redevelopment tool will be dependent on the TIRZ and other stakeholders partnering to make streetcar a reality both in terms of design and infrastructure investment

Recommendation

This Master Plan is recommending significant revisions to Broadway, a TxDOT facility. The proposed reconstruction should be evaluated within the context of Broadway and the Master Plan. The proposed design should be presented as the best way to create a positive economic impact, while maintaining levels of service that are still within acceptable ranges. A traffic study is recommended along the entire corridor within MidTown Brackenridge and those areas immediately north and south to show the effects.



While streetcar is a regional improvement, the TIRZ should work with VIA to make unique transit stops that can be implemented for either bus or streetcar service.

Recommendation

The City of San Antonio should consider the option of Broadway as a locally managed street that is not part of the state highway system. This will eliminate future state maintenance funds and may require the approval of other local governments including the City of Alamo Heights, but local control of Broadway may expedite redevelopment in the corridor. If retaining Broadway on the State System, however, is desirable in terms of maintaining potential maintenance funding, the application of the ITE/CNU Manual and the TxDOT Project Development Process Manual provides for the kind of CSS design transformation as recommended in this master plan in partnership with TxDOT.

C. Recommendations for Sustainable Low-Impact Development

MidTown Brackenridge is located entirely within a sub watershed of the San Antonio River located immediately upstream of the San Antonio River Walk, and the watershed is known to have significant flooding issues with approximately 150 structures in the 100-year flood plain along the Broadway corridor. The San Antonio River is an unusual urban river. Many cities are built on large navigable rivers where urban runoff impacts water quality but the quantity of water in river dilutes the runoff. The San Antonio River begins just north of Hildebrand as a spring field with small springs supply water along the length of the river bed. As an aquifer fed river, it frequently flows as low as 5 to 20 cfs. In a typical thunderstorm, this increases to levels of 500 to 1,200 cfs of urban runoff and then often returns to a few cfs of spring water a few days later. Water quality along with water quantity is an important issue to address with new public and private projects.

The Midtown Brackenridge TIRZ area should be seen as an opportunity to implement storm water management and water quality management strategies over a broad area that can have a significant impact on this sub watershed of the San Antonio River basin. This area should develop a “systems” approach to water quality and storm water management.

As redevelopment occurs and improvements occur to public infrastructure, the existing drainage conditions will change. Although those improvements will improve localized flooding conditions they may have unintended consequences by speeding up the timing of runoff reaching the River and allowing more pollutants and floatables into the storm water runoff that discharges in the River. In existing conditions, only a small amount of runoff can enter undersized storm drainage systems. The remaining runoff stays channelized in the streets and ultimately overflows across adjacent land. The overland flow is shallow and relatively slow, allowing for pollutants to be filtered out through vegetation or ponding. The introduction of the new and improved storm drainage systems will ensure that the first flush of runoff (most polluted) will be efficiently captured and transferred directly to the River. Implementing Best Management Practices (BMPs) coupled with Low Impact Development (LID) can offset those unintended consequences.

Storm water Best Management Practices (BMPs) can be either structural or nonstructural, and are used to mitigate the effects of storm water runoff on receiving water bodies. Nonstructural BMPs are typically “source control” measures, designed to reduce the presence of pollutants and floatables before they can be washed into the storm water. One of the basic mechanisms for reducing the presence of pollutants is to physically remove pollutants through the sweeping of streets and parking lots. Structural BMP techniques operate by trapping and detaining runoff so that storm water pollutants can either settle out or are filtered. The basic

mechanisms for removal of constituents are gravity settling, infiltration of soluble nutrients through the soil profile or filter media, or biological and chemical processes.

LID is a storm water BMP technique intending to maintain the pre-development hydrologic cycle in post-development conditions. This is accomplished by using landscape features and engineered devices such as bioretention, grass swales, vegetated rooftops, rain barrels, and permeable pavements to reduce runoff, minimize pollutant discharges, decrease erosion, and maintain base flows of receiving streams. LID focuses on capturing and infiltrating the storm water into the soil as close as possible to the point at which it hits the ground, thus reducing runoff. It differs from conventional storm water management approaches, which typically aim to move water away from a site as quickly as possible to a central retention and treatment device.

The integration of Low Impact Development elements and processes into the project area represents an opportunity to demonstrate the cost effectiveness and benefits of these techniques.

Key Principles

- Protect natural systems - protect and enhance natural water systems within urban developments. Promoting and protecting natural waterways as assets allows them to function more effectively and supports the ecosystems that rely on them.
- Integrate storm water treatment into the landscape - use storm water in the landscape by incorporating multiple use corridors that maximize the visual and recreational amenity of developments. The natural storm water drainage system can be utilized for its aesthetic qualities within parklands and walking paths, making use of natural topography such as creek lines and ponding areas.
- Protect water quality - improve the quality of water draining from urban developments into receiving environments. Through filtration and retention, water draining from urban developments can be treated to remove pollutants close to their source. This approach reduces the effect that polluted water can have upon the environment and protects the natural waterways.
- Reduce runoff and peak flows - reduce peak flows from urban development by local detention measures and minimizing impervious areas. Local detention and retention enables effective land use for flood mitigation by utilizing numerous storage points in contrast to the current practice of utilization of large basins or simply passing storm water through the area to the low point of the basin. This approach subsequently reduces the infrastructure required downstream to

effectively drain urban developments during rainfall events.

- Add value while minimizing development costs - minimize the drainage infrastructure cost of the development. The reduction of downstream drainage infrastructure due to reduced peak flows and runoff minimizes the development costs for drainage, while enhancing natural features such as the river, tributaries and open space that adds value to the properties of the area.

Low-Impact Development Strategies At a Range of Scales

Low Impact Development (LID) practices can be implemented at a range of scales to help offset the negative impacts of urban development on the hydrology and water quality of this portion of the watershed of the San Antonio River, reducing pollutant loads and helping to decrease the flooding of local streets and properties. LID is modeled after nature: manage rainfall at the source using decentralized small-scale controls distributed over a broad area.

Instead of passing on, managing or treating storm water in large, expensive facilities located at the bottom of drainage areas, LID typically addresses storm water through small, cost-effective landscape features located at a smaller scale. These landscape features, known as Integrated Management Practices (IMPs) or Best Management Practices (BMPs), are the building blocks of LID. Almost all components of the urban environment have the potential to serve as an IMP. This includes not only open space, but also rooftops, streetscapes, parking lots, sidewalks, and medians. LID is a versatile approach that can be applied equally well to new development, as it can to urban retrofits, redevelopment and revitalization projects.

Strategies to reduce the impact of urban development can be applied at each lot, within and along street Rights-of-Way, as larger neighborhood-scale green infrastructure features, and as a part of the design of the open space within the district. The techniques are simple, need no special equipment, are not high in cost to maintain, and encourage property owners to be responsible for the impacts associated with their land.

Small scale strategies: Individual lots within the area can incorporate LIDs such as a rain barrel or rain-catchment cistern, additional trees, grass swales, rain gardens, vegetated rooftops or permeable paving to help reduce runoff and peak flows and improve water quality. These small features can be part of a comprehensive multi-systems approach that has built-in redundancy, which greatly reduces the possibility of failure. These elements would be located on private property and maintained by the property owner. Maintenance agreements can be used if an owner is unfamiliar about on-site landscaping features that also serve as storm water controls.

Streetscape-scale strategies: Street trees, permeable pavements for streets and sidewalks, rainwater retention areas and swales can be designed into the areas within the public Right-of-Way. Nar-

rower street widths and alternative street parking configurations can cut reduce the amount of impermeable surfaces contributing to storm water runoff.

Neighborhood-scale strategies: Many LID techniques can be implemented at a neighborhood scale, including infrastructure design features such as reducing the use of pipes, ponds, curbs and gutters; using infiltration swales, grading strategies, and open drainage systems; and reducing impervious surfaces and disconnecting those that must be used. The conservation of the existing open spaces should be a priority for the area, and LID design techniques that are compatible with the existing parks and open space should be considered as a part of a neighborhood-scale strategy. Storm water may be diverted into open space areas to support water features that will filter runoff (through a wetland or large bioswale) and delay the movement of water into flood zones.

Vegetated LID controls generally do not require the use of fertilizers, pesticides, or herbicides that limit chemical and nutrient pollution. The use of native plants adjusted to local climatic conditions allows LID BMPs to naturally provide storm water management with limited plant management and maintenance.

District-scale strategies: Within the Brackenridge Midtown TIRZ, the community has the ability to choose among BMPs that provide the necessary storm water management and the aesthetic values they seek. An integrated system of LID BMPs can be integrated into the community to offer aesthetic and social benefits. LID can take on many forms and employ many elements, but BMPs must be selected with knowledge, skills, and creativity by site designers. The more techniques that are applied, the closer to natural hydrologic function one gets.

Large scale site detention should also be considered as a part of the district-wide storm water management strategy. This may include the naturalization and restoration of a riparian habitat along the Catalpa-Pershing Channel, a parallel bio-swale along Avenue B to further slow runoff, constructed wetlands and detention in Brackenridge Park, and a re-envisioned Mahncke Park that also detains and filters runoff.

In addition, the introduction of continuous “Green Streets” across the district may be considered. Green streets can incorporate a wide variety of design elements including street trees, permeable pavements, bioretention, and swales. Although the design and appearance of green streets will vary, the functional goals are the same. Green streets techniques will encourage the interaction of stormwater with soil and vegetation to promote infiltration and retention. Bioretention offers an effective multi-purpose green street storm water management strategy. Bioretention features can be tree boxes that collect storm water runoff from the street (similar to conventional tree boxes), planter boxes, curb extensions, or bioswales. To adapt to street configurations, grades, soil conditions, and space availability, a range of shapes, sizes, and layouts

can be used.

Proprietary Storm Water Treatment Devices: Where right-of-way and space is limited, there are several sub-surface proprietary systems that can be used in conjunction with storm sewer systems, like Stormceptors, Vortechs, and Downstream Defender to remove pollutants. These precast proprietary systems can be placed on line with the lateral pipes between curb inlets and the main trunk line. Sizes and costs vary depending on the treated flow rate and desired frequency of maintenance.

Examples of Low Impact Design Within the Midtown Brackenridge TIRZ area include:

- Alternative Street Designs (Narrower Street Widths, Shorter Setbacks and “Green Streets”)
- Street Trees
- Bioswales and Vegetated Swales
- Rain Gardens
- Bioretention Curb Extensions and Sidewalk Planters
- Permeable Pavement
- Bioretention cells
- Water Quality Swales
- Grassed infiltration areas
- Interrupted Runoff Flow Paths
- Sidewalk Trees and Tree Boxes
- Direct runoff to pervious areas
- Preservation of open space
- Minimization of land disturbance

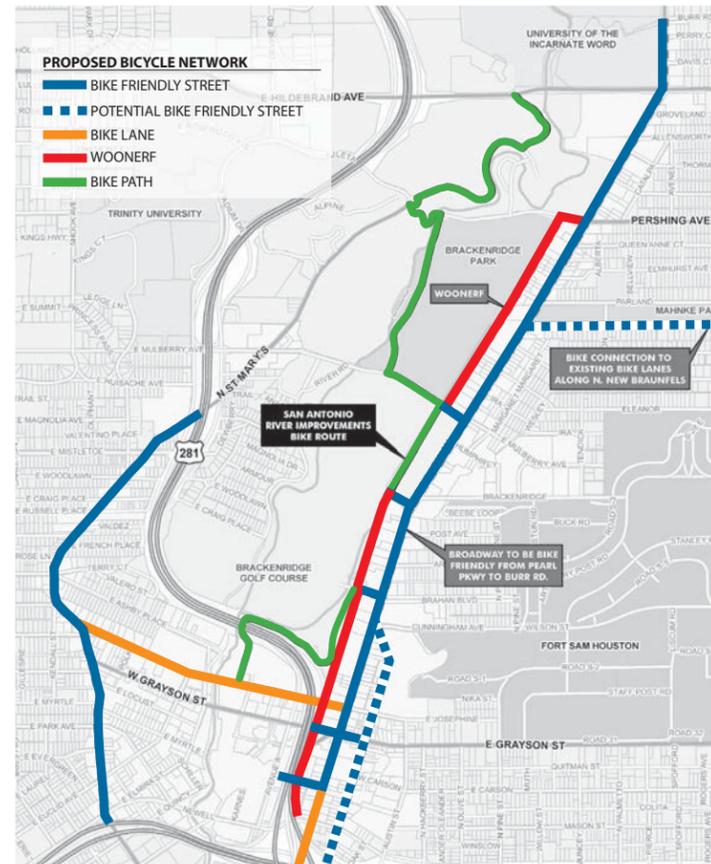
Resources:

Additional information and illustrations are available from these sources:

- Grassed Swales: US Environmental Protection Agency
- Low Impact Development: Puget Sound Action Team
- Environmental Limitations to Vegetation Establishment: Center for Urban Water Management, University of Washington
- SEA Street Virtual Tour: City of Seattle
- Stormwater Management Fact Sheet: Grass Channel: Stormwater Resource Centre
- Stormwater Management Manual: City of Portland (PDF)
- Stormwater Planning: A Guidebook for BC: Ministry of Water, Land and Air Protection

D. Bicycle Mobility

Designing streets that promote bike mobility remains a high priority for the stakeholders in MidTown Brackenridge. The Master Plan envisions a series of bike trails, bike lanes, and bike friendly streets as part of an integrated multi-modal transportation network. The City of San Antonio will soon publish the San Antonio Bicycle Master Plan Update and Implementation Plan and should guide the planning of any street improvements in MidTown Brackenridge.



Proposed bike transportation network in MidTown Brackenridge

The MidTown Brackenridge Master Plan envisions a walkable, transit-friendly urban area with the density, street life, and public realm that will promote bike use. For the area to evolve towards this vision, on-street parking, wider sidewalks, and street trees are critical to changing the development environment and promoting incremental improvements for the commercial areas. The Master Plan promotes connecting the bike lanes in River North that are either on Broadway or Alamo St. to Pearl Boulevard and then to Avenue B. Avenue B should be redesigned as a Woonerf to allow for safer multi-modal use. While the Woonerf alignment eliminates the existing bike lane on Avenue B, the current street plan with driveways crossing the bike lane, a vehicular alignment that cuts across the bike lane at Josephine, and the need to use Avenue B for emergency vehicles suggests that a more multi-modal approach provided by the Woonerf with slower traffic speeds and a clearly different type of street offer the best chance of long success

at different levels and use. Avenue B should then connect to the bike paths that are part of the San Antonio River Improvements Project (SARIP) which are appropriate for cyclist of varying abilities. The SARIP paths and Avenue B should then connect to North New Braunfels along Mahncke Park as envisioned in the neighborhood plan. With the competing needs for space within the Broadway right-of-way, Broadway should be a street used by experienced bike commuters during peak hours. However, signage, speed limits, and signalized intersections with multi-modal needs taken into consideration are strongly recommended for the Broadway corridor to promote bike and pedestrian friendliness.

Josephine Street’s right-of-way and traffic volume allow for both bike lanes and on-street parking and this pattern should be continued while adding street trees and bulb-outs to narrow the perceived width. North St. Mary’s St. currently has bike lanes south of Josephine St. but is designated as a bike route north of Josephine St. One option is to continue the bike route designation south of Josephine to allow more room for trees, on-street parking, pedestrian friendly sidewalks and in-fill development. While the narrow right-of-way width of N. St. Mary’s St. requires difficult choices, the overall improvements should offset losing the bike lanes and create a more bike friendly corridor with appropriate development. The City’s Office of Environmental Policy shares the goals of more in-fill development and a better pedestrian environment but is committed to maintaining all existing bike lane designations. The bike lanes should **only** be removed as part of an overall re-allocation of right-of way that treats vehicle, transit, pedestrians, and cyclist as equal users and incorporates at signal improvements, bike boxes, and other bike mobility enhancements.

E. Creating a series of distinct neighborhoods in MidTown Brackenridge

The Master Plan proposes seven "Character" areas and divides the TIRZ district into four overlapping neighborhoods or subareas. Recognizing the neighborhood character should transition from one area to the next, the boundaries overlap, suggesting areas where both characters are present or a node of slightly more intense character than the area on either side.

Recommendation

The TIRZ Board should undertake a detailed urban design effort to fully calibrate the different character defining elements within the four neighborhoods and provide a regulatory environment that encourages infill and good urban design.

Recommendation

These criteria should then be used to review new construction or additions to existing buildings that are larger than 50% of the existing building. Parking lot location criteria only apply to new construction projects.

The following Character Areas describe building placement and street frontage needed to support the vision of MidTown Brackenridge. Some Character Areas propose dramatic change; most build on existing conditions that will change incrementally. Additional meetings with the neighborhoods and stakeholders are needed to transform these descriptions into an easy-to-use entitlements document.

Recommendation

A three to four page format that has all entitlements shown and described in one document should be the goal of this continuing effort.

Character Area Definitions

Urban Core – Highest intensity mixed-use development with a strong street edge, active ground floor, and streetscape amenities. Its location just north of downtown and along the river builds on the existing development momentum in the area with the Pearl Brewery and adjoining properties. It is intended to be appropriate for neighborhood and community retail, services, offices, urban residential, restaurants, and entertainment uses.

Neighborhood Core – Similar to the Urban Core but less intense and smaller in scale. These areas are intended to be secondary nodes of higher intensity development along Broadway. These areas are intended for neighborhood retail and services, offices, urban residential, and restaurants. New development and redevelopment should appropriately transition to adjoining exist-

ing neighborhoods. The main streets that connect to the neighborhoods should provide a pedestrian-friendly and neighborhood scale development context.

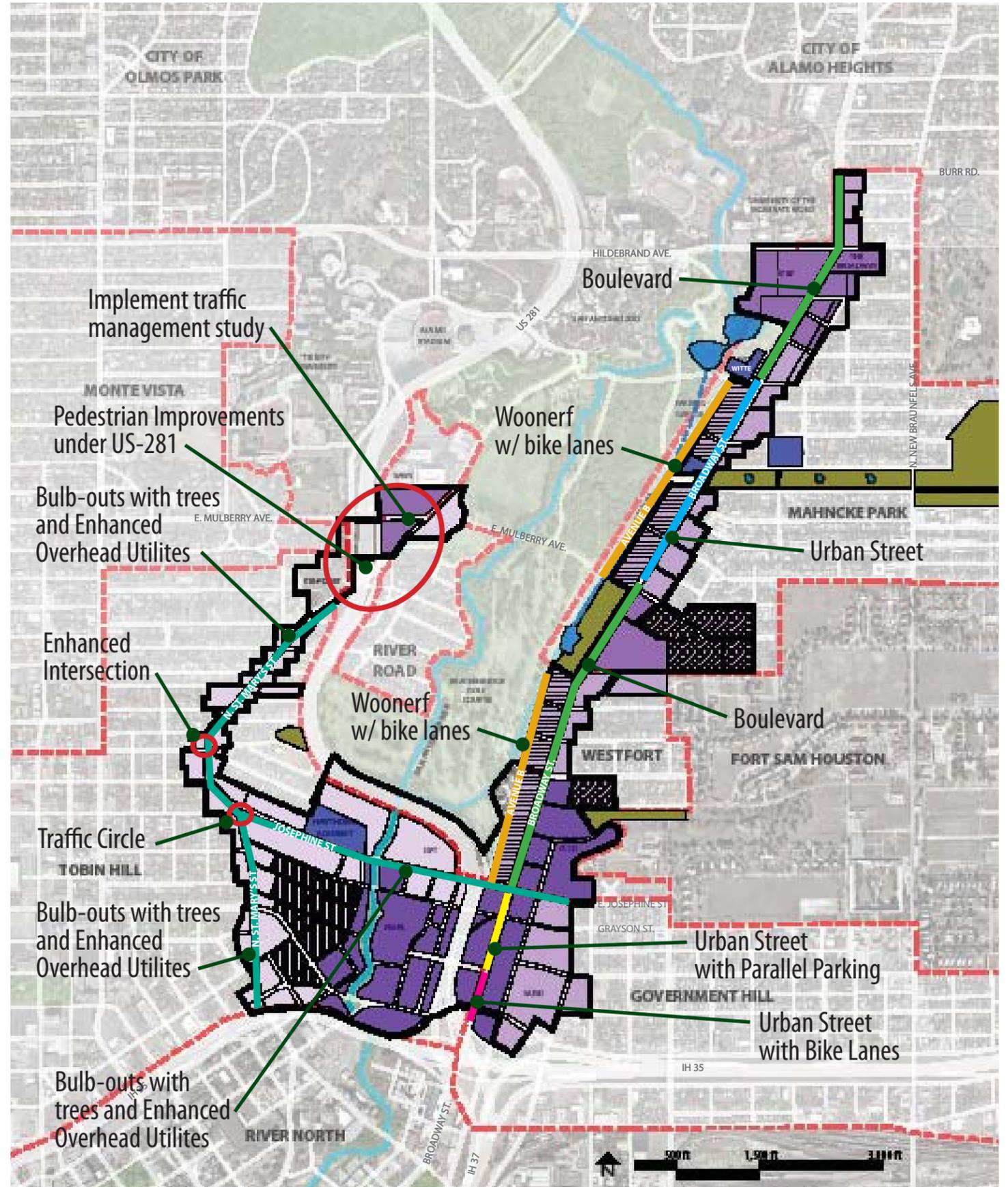
Mixed-Use Transition – Redevelopment that transitions from the Urban Core or Neighborhood Core to adjoining neighborhoods with a range of retail, service, limited light-industrial, and urban residential while reinforcing the existing character and transitioning to adjoining neighborhoods. It is generally located along Broadway adjacent to the Urban and Neighborhood Cores. While encouraging more urban development patterns, this Mixed-Use Transition recognized that many new developments will continue to be surfaced parked and lower intensity.

Brackenridge Park Transition – Redevelopment on properties adjoining the Broadway Corridor and Brackenridge Park/river with retail, service, limited light-industrial, and higher intensity residential while reinforcing the connection between Broadway, Avenue B, and Brackenridge Park.

Mixed Use Corridor – Lower intensity redevelopment with a range of retail, office, service, limited light-industrial, and urban residential uses along the N. St. Mary's and Josephine Street corridors while reinforcing existing character. Redevelopment should also encourage the reuse of existing smaller office, retail, and former residential buildings on an incremental basis.

Urban Neighborhood – Allows a higher intensity residential transitioning from the Broadway corridor and encourage the redevelopment of key underutilized properties that do not have direct frontage along Broadway. The vision for this character area is to allow a mix of urban residential building types that establish a neighborhood development pattern with buildings built to the street, and parking located behind buildings or on-street.

Industrial Arts Neighborhood – Redevelopment of the area between the Josephine Street and St. Mary's Street Corridors, west of the River. This area has an established urban development pattern with a mix of residential and service industrial uses. The vision for this neighborhood is to encourage the redevelopment of this area to smaller scale office, retail, and cottage industrial and fabrication uses along with urban residential infill. The area could be targeted for art studio warehouses and art-oriented fabrication/light industrial uses such as glass blowing, wrought iron, pottery, lithography, and similar workshops and studios. Key to this area is the screening of any views of outdoor service and storage areas from adjoining properties and public streets.



CHARACTER AREAS

Upper Broadway

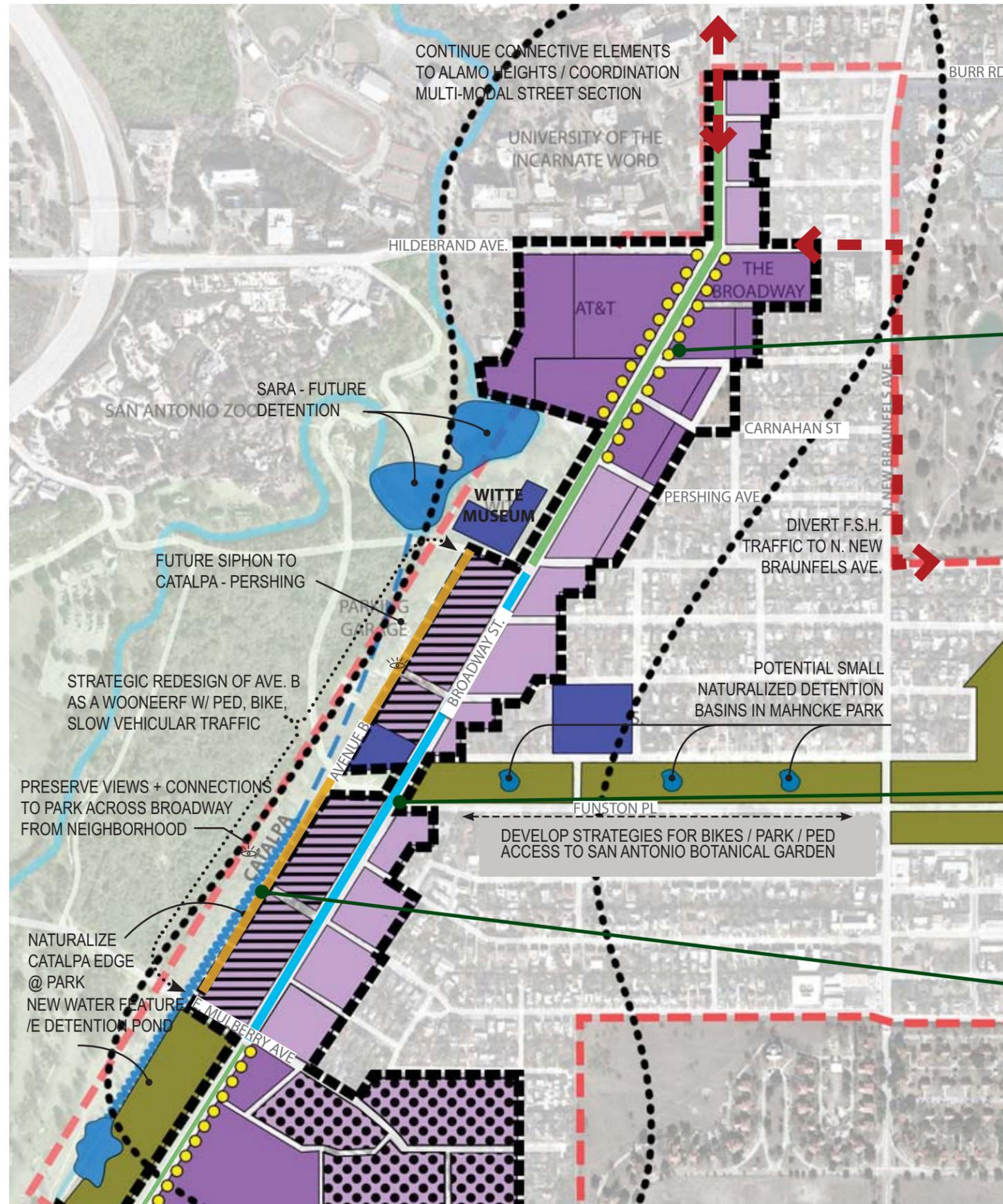
Upper Broadway is the area along the Broadway Corridor from approximately Mulberry Street north to Burr Road. Continuing the Cultural Corridor from downtown, this part of MidTown Brackenridge has two major cultural institutions, the Witte Museum and Incarnate Word University, along with a major employer, AT&T. While some parcels of land are available in this area for large scale redevelopment, most of the land ownership is small lots with one and two story commercial buildings or houses that have been converted into businesses. The predominant zoning designations are C-2, MF 33, with some limited C-3 and MF 50 at the Hildebrand - Broadway intersection. Most of the area is also designated with the urban design overlay of RIO - 1. Unfortunately, a large portion of this area is currently in the 100-year flood plain and little redevelopment or new development is anticipated until the area can be removed from this designation as discussed in Section 3 of this report.

Bordering the Mahncke Park neighborhood, Upper Broadway is already an active commercial strip with successful small businesses and in a variety of building types: car dealerships, motels, converted houses, an occasional traditional commercial building, converted motels, office buildings, convenience retail, a landscape nursery, and a children's amusement park. Using an urban street cross section with a mixed-use transition development context will encourage incremental redevelopment without negatively impacting the existing businesses or neighborhood. Wherever possible, driveways and parking should be shared and the street edge consolidated to provide a better pedestrian environment and increase the quantity of on-street parking.

The blocks between Broadway and Avenue B provide a unique development opportunity with businesses built on the existing development pattern of small businesses and re-purposed motel rooms opening onto parking drives connecting the two streets. Avenue B has the potential to be the "River Walk" of MidTown Brackenridge. A landscape focused reuse of existing buildings and the insertion of new, interesting projects will create a unique street only to be found in San Antonio.

As part of ongoing redevelopment, existing business and property owners should be encouraged to work together to find interesting incremental development opportunities. Small, hard-to-use parking areas could be transformed into shared patios or courtyards with parking located behind several buildings consolidated into one joint-use lot. Existing rear yard lots have been mentioned as areas with security concerns and opening these lots to courtyard and patios with more pedestrian activity will improve security.

Tuletta to Burr Road. With recent new development and the expansion of the Witte, this area should be a Neighborhood Core providing for neighborhood oriented retail sales and services.. Adding on-street parking along Broadway will help the adjoining neighborhood and will create potential for small infill projects. Facades



UPPER BROADWAY SUB AREA

facing Catalpa St. should be developed as an Urban Neighborhood with townhomes and live-work units to transition the commercial development along Broadway to the single-family areas.

All of Broadway should have underground utilities.

Building Orientation

In Upper Broadway projects should have their primary orientation towards Broadway, Ave. B, Catalpa, Parlan Pl., Funston, and Mulberry. All other streets are considered secondary streets and should use transitional standards that encourage connections between Broadway and the Mahncke Park neighborhood.

Street Cross Sections

Boulevard

- Tuletta to Burr Rd. - Boulevard with long left turn at Hildebrand. New curb alignment with 76' curb to curb. 100' R.O.W.
- 8' sidewalk with a 4' planting strip
- 8' parallel parking both sides
- 2 travel lanes either side 46' total
- 14' median with left turn lane at major streets and median breaks at minor streets and where required to access businesses
- Where parallel parking is replacing head-in parking and continuous curb cut, property owner may opt for reverse angle parking and a 10' sidewalk easement
- New Traffic circle at Broadway, Funston, Parlan

Urban Street

- Mulberry to Tuletta - Use existing curb alignment - 70' +/-.
- 8' sidewalk with 7' planting strip with street
- 8' parallel parking both sides with bulb outs
- 4 travel lanes - 2 inside lanes @ 11', outside lanes @ 16' wide

Woonerf

- Avenue B - 22' wide street with 6' sidewalk along east side. Street should be meandering, weaving between trees and on-street parking. Flat curbs with gravel and planted LIDS swales where feasible. Bolders used to define courtyard entrances and walking areas.

MAP KEY

Urban Core	Boulevard
Neighborhood Core	Urban Street w/ Parking
Mixed-Use Transition	Urban Street w/ Bike Lanes
Brackenridge Park Transition	Neighborhood Mixed-Use Street w/ Parking
Mixed Use Corridor	Woonerf
Urban Neighborhood	River Frontage
Industrial Arts Neighborhood	Street Frontage

Upper Broadway

Character Areas



Neighborhood Core



Mixed-Use Transition



Brackenridge Park Transition

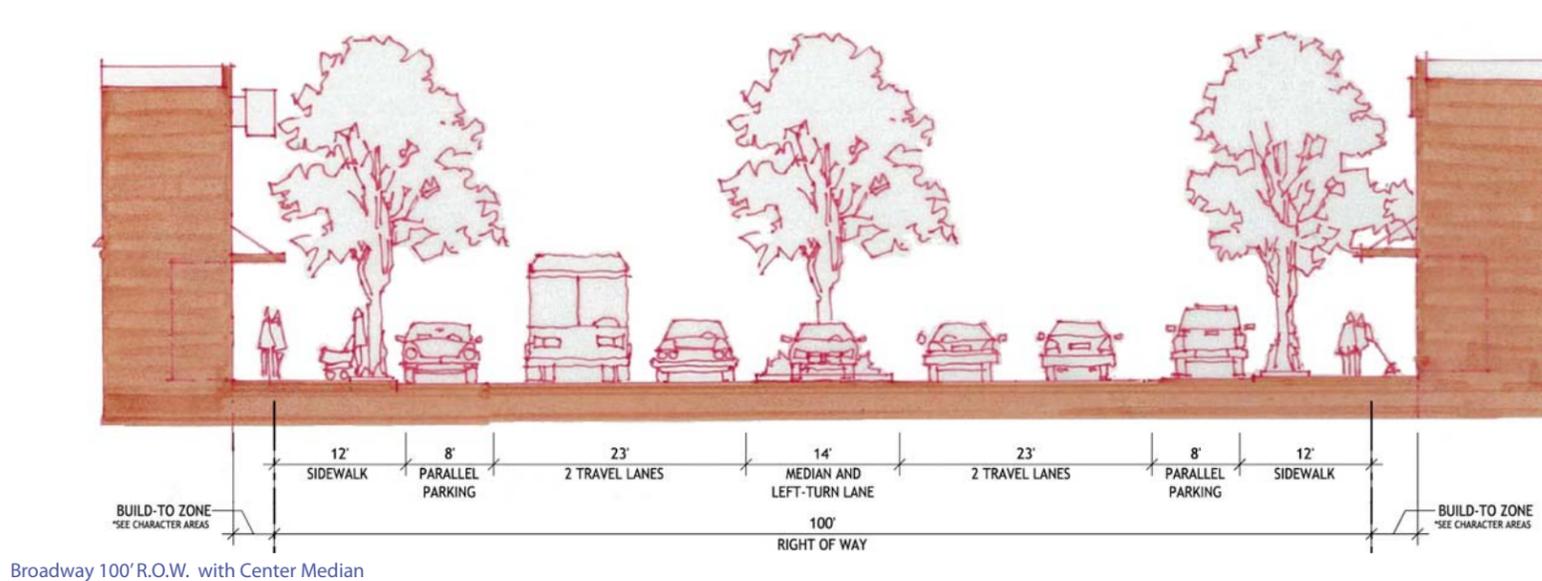
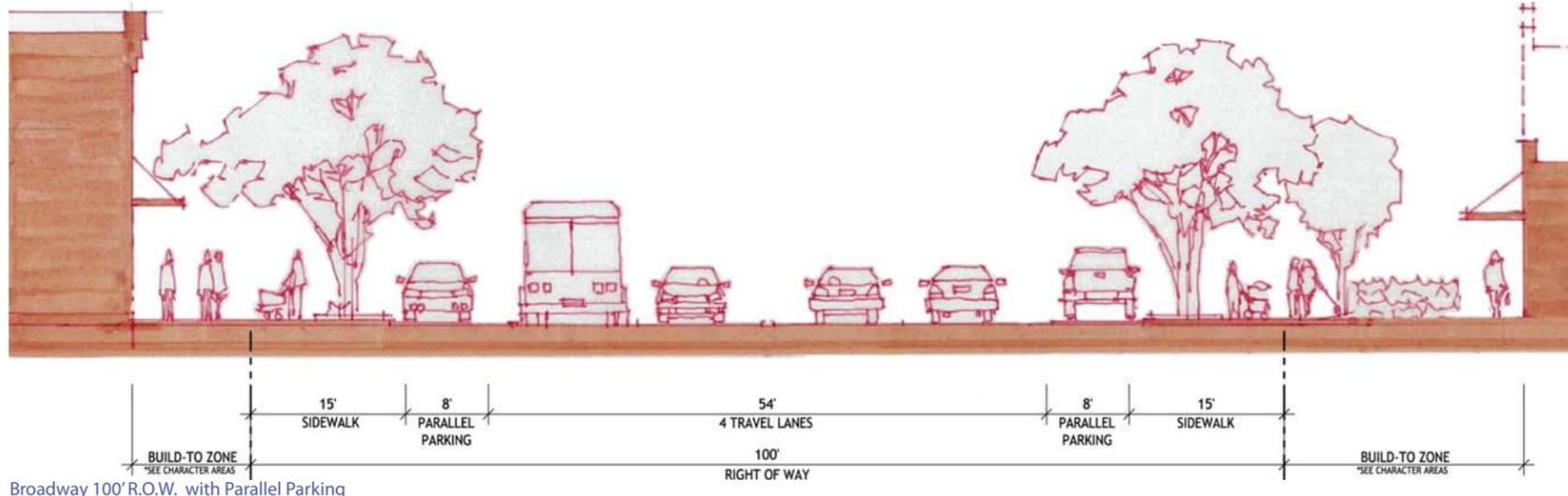


Urban Neighborhood

Street Cross Sections



Urban Street - 100' R.O.W.



Appropriate Low Impact Design Standards



Gravel Filter Strip



Rain Garden on Secondary Street



Rain Garden on Primary Street

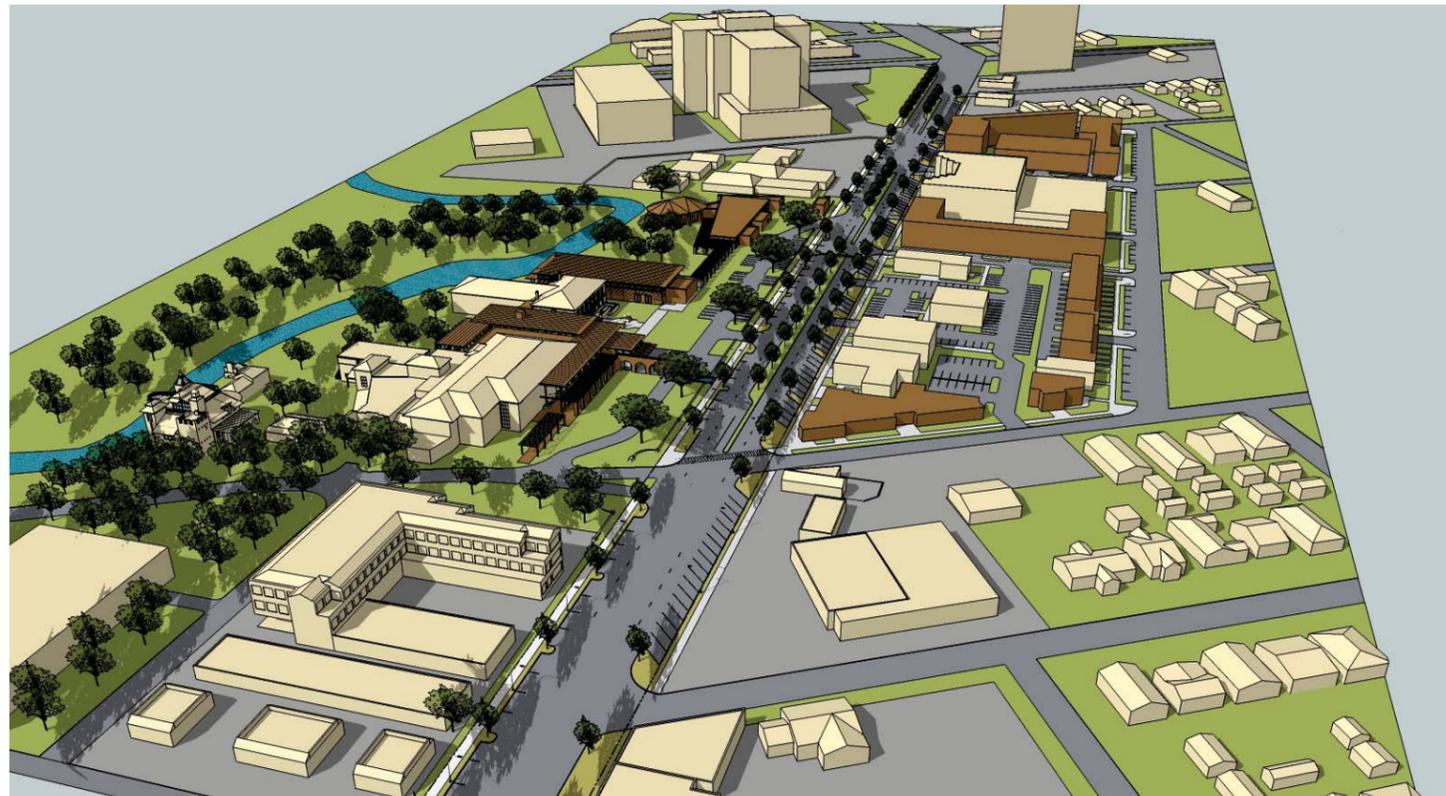


Boulevard

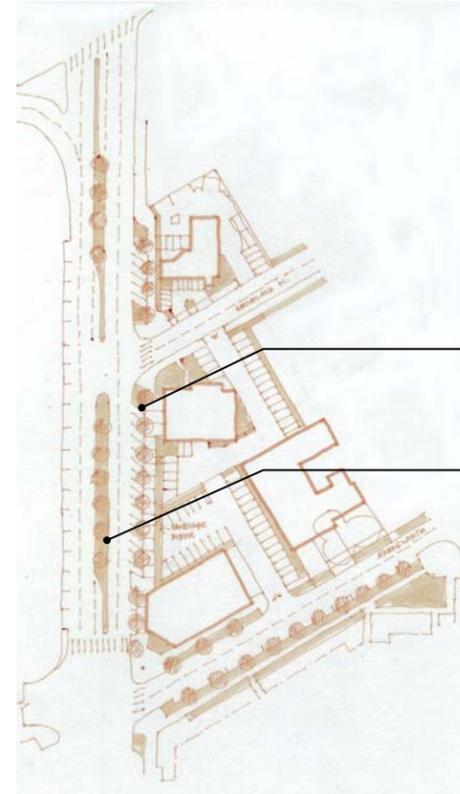
Upper Broadway Sub Area



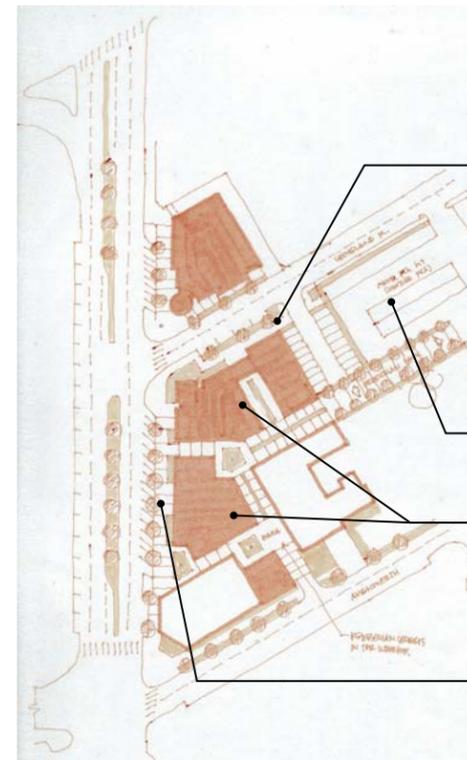
Existing Broadway / Tuleta - Pershing



Conceptual rendering Broadway / Tuleta - Pershing



Allensworth to Groveland Pl.
Early Development Scenario



Allensworth to Groveland Pl.
Later Development Scenario

New mixed use building wrapped around structured parking. Urban neighborhood character facing park

Consolidating the curb line and adding parking creates a good pedestrian environment & adds parking

Boulevard w/ median

Parallel parking at west side of Catalpa St.

New mixed use infill w/ internal surface parking

Neighborhood core character

New urban neighborhood character facing existing park

Neighborhood transition

Mixed use transition character south of Carnahan

Linked / shared Parking

Structured parking

Mixed use buildings w/ cont. courtyards infill is possible w/ more public parking shared private parking

Neighborhood core



Tuleta / Pershing to Allensworth

Upper Broadway Sub Area



Existing looking south from Allensworth



Existing looking north toward the Witte Museum at Queen Anne Ct.

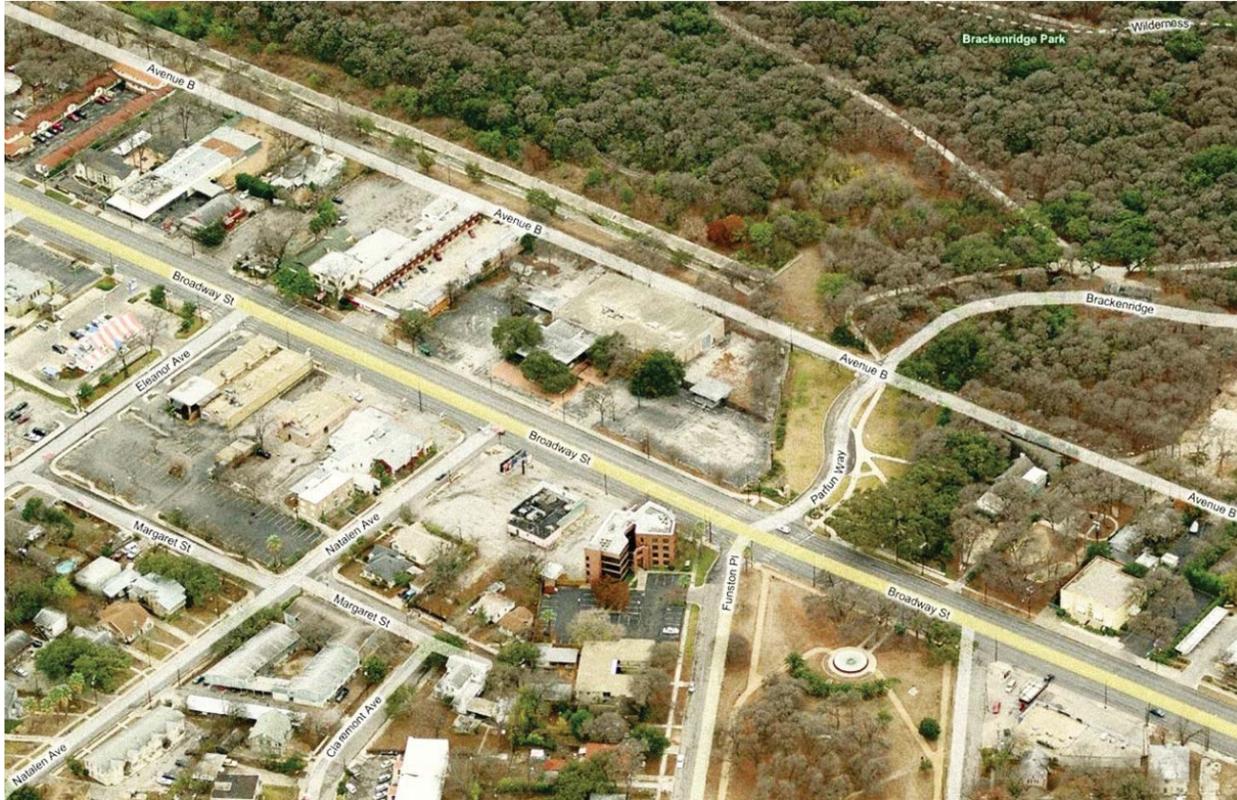


Conceptual rendering looking south from Allensworth showing Retail-Ready ground floor in the Neighborhood Core.



Conceptual rendering looking north toward the Witte Museum at Queen Anne Ct.

Upper Broadway Sub Area



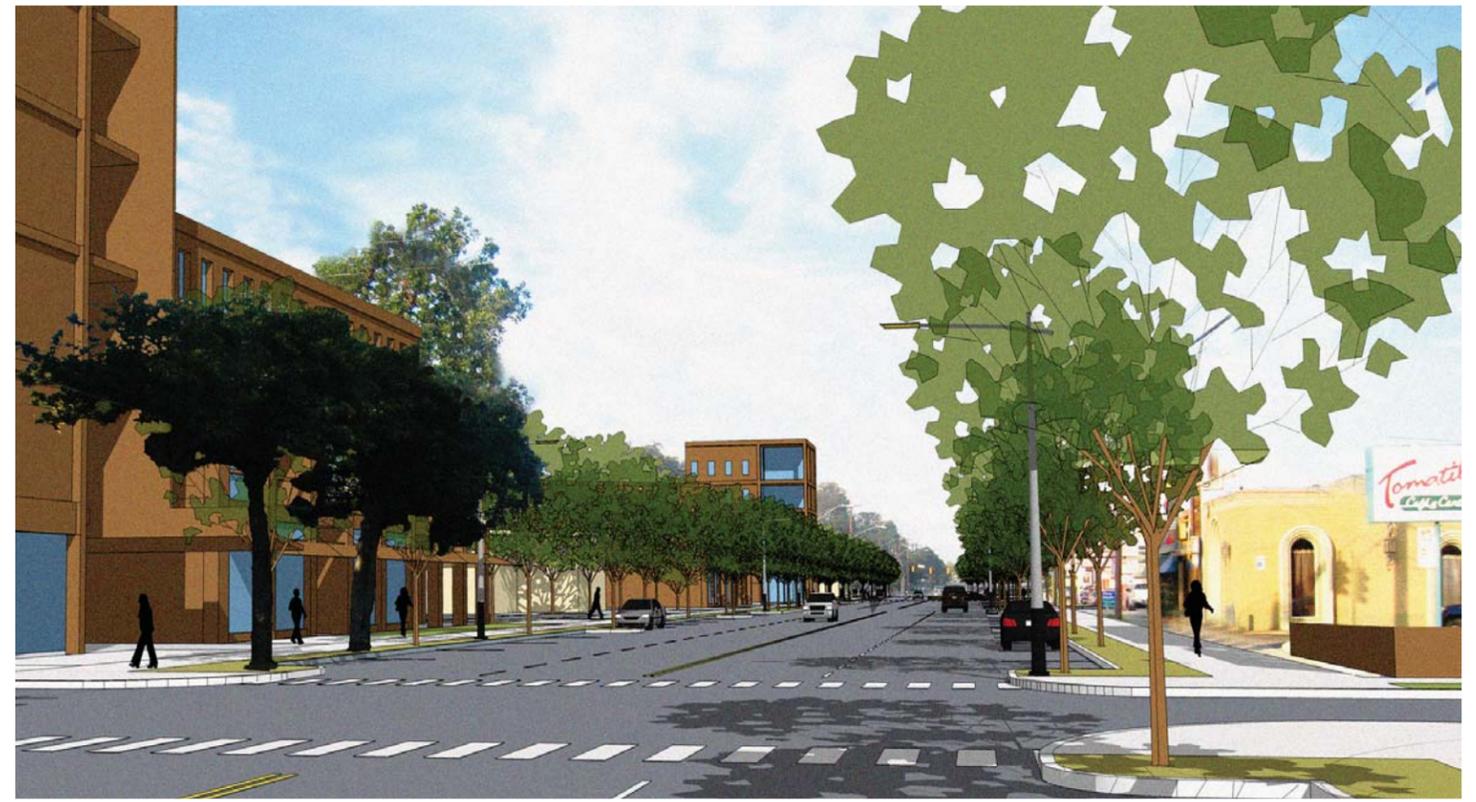
Existing Eleanor to Funston



Existing looking north from Eleanor



Conceptual rendering with infill, new Paseo to Avenue B and traffic circle at Mahncke Park



Conceptual rendering looking north from Eleanor

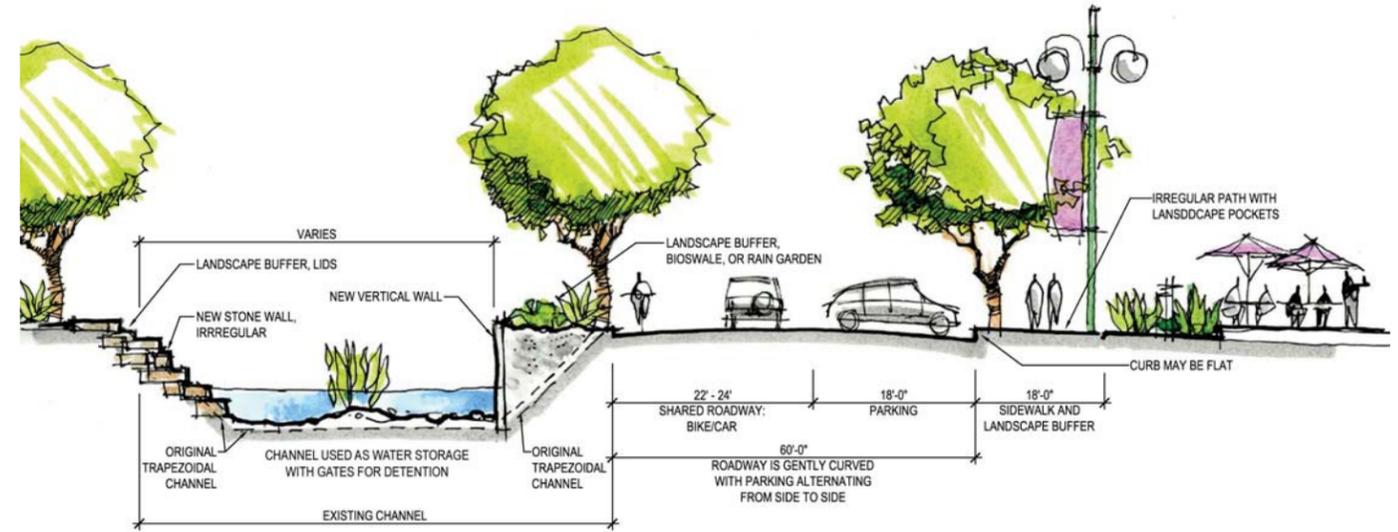


Conceptual aerial looking northeast

Ave. B Woonerf



Ave. B is already functioning as a Woonerf but vehicular traffic has a straight path which encourages high speeds.

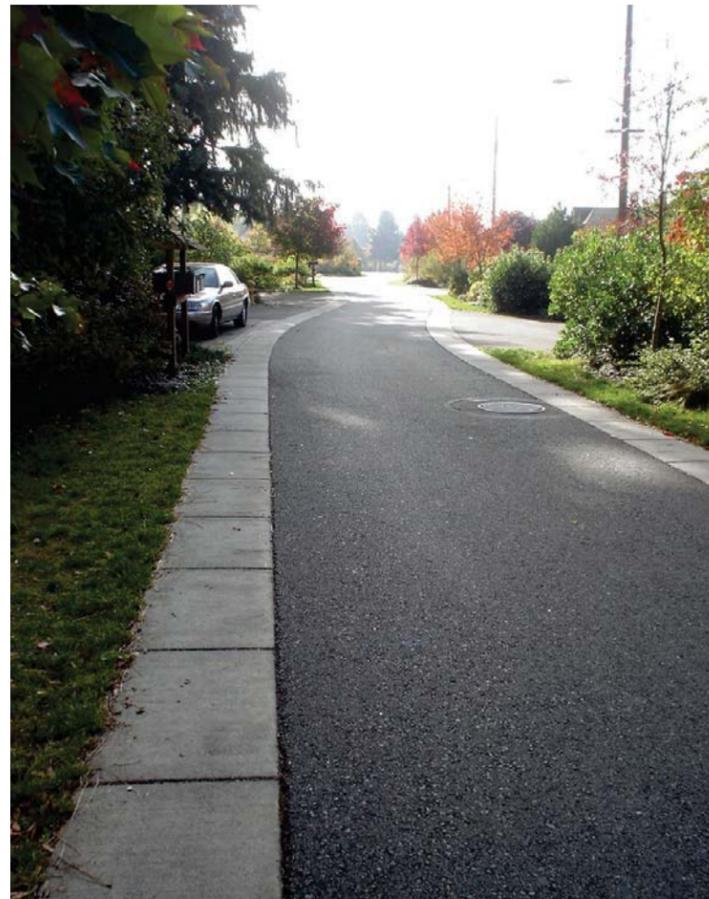


Street cross section of Ave. B - Best LIDS is to rebuild Catalpa -Pershing as a Naturalize Channel

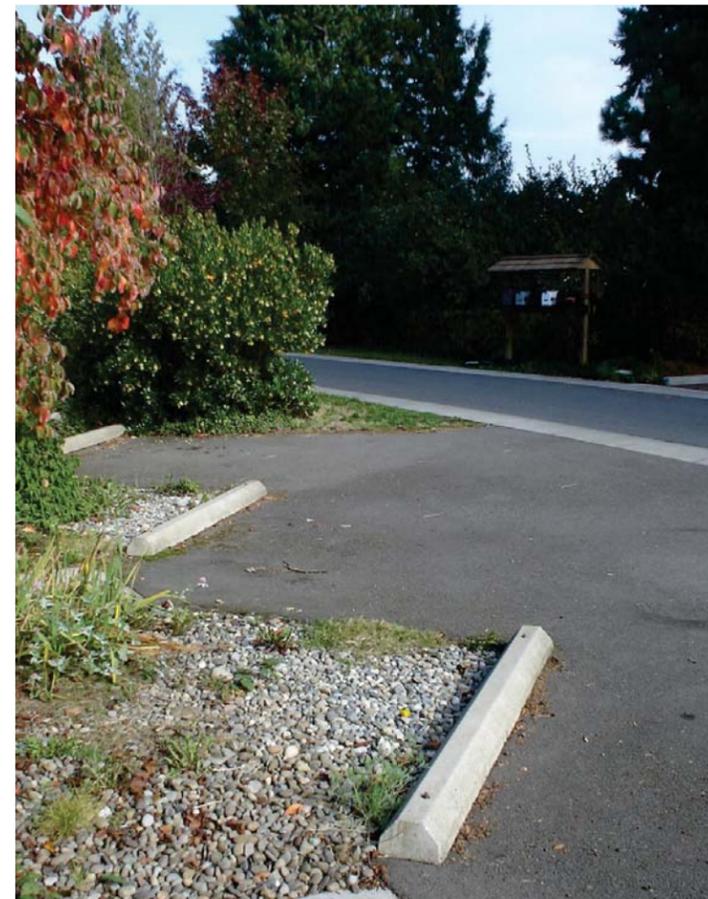
Appropriate Low Impact Design Concepts



Pedestrian oriented street with cars



Vegetated Edge and Pervious Pavers



Filter Areas with Parking



Bio-swale



Pearl used a Street cross section and alignment that has all of the characteristics of a Woonerf

Ave. B

Lower Broadway

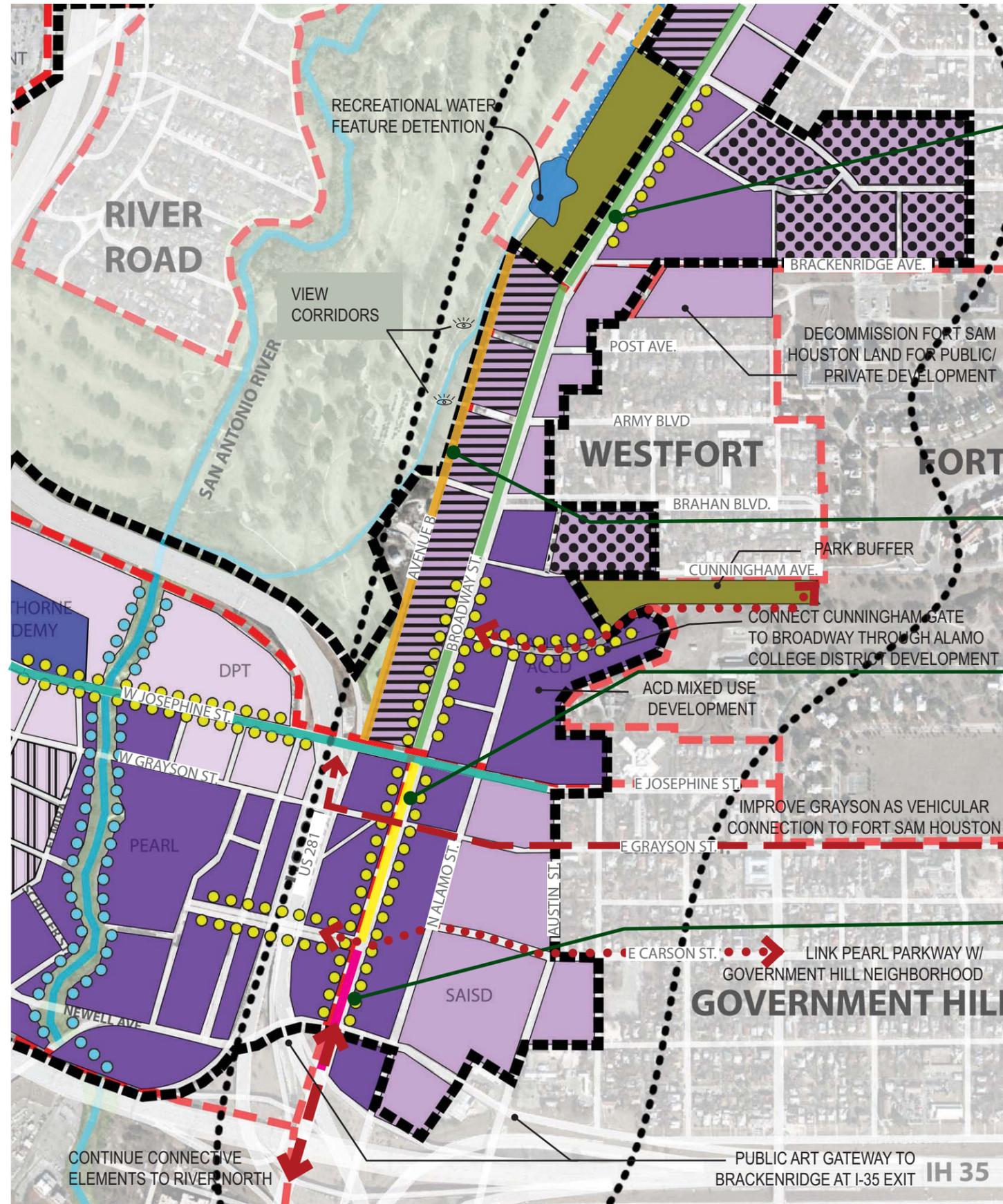
Lower Broadway and River Josephine neighborhoods are the heart of MidTown Brackenridge and could be considered as the neighborhood's urban core. Broadway should be an active urban street with a well defined public realm that supports multiple modes of travel.

From I-35 to Josephine, the curb-to-curb dimension should be narrow, encouraging activity on one side of the street to positively influence activity on the opposite side. Four travel lanes accommodate the anticipated traffic count and should be transit ready. Vehicle speeds should be passively slowed to provide a safe environment for bikes and pedestrians. The character and intensity of the redevelopment of Pearl should extend to the east side of Broadway. But at Alamo, the neighborhood should begin to transition down to the scale and character of the Government Hill. While ground floor commercial uses are anticipated throughout the Lower Broadway neighborhood, retail, urban restaurants, and bars should be focused along this portion of Broadway. This area seems likely to change dramatically due to its adjacent activity and influences.

Josephine to Brahan. The Park boundary begins at Josephine Street where the character of the neighborhood begins to change. With the redevelopment of ButterKrust into office space, the entry to Fort Sam Houston at Cunningham, and the possibility of Playland being redeveloped, this area could continue as an urban core but with less intense ground floor uses along Broadway. The wider right-of-way allows for a boulevard that connects the street character to the Park, consolidates curb-cuts and eliminates head-in parking, and accommodates slightly higher traffic volumes. Adding a landscaped median also creates a safer condition for reverse-angle parking which will allow for further incremental infill development. Sandwiched between the Park and the Fort, the area is more self-contained and does not need to transition to existing neighborhoods but also does not benefit from them. Fort traffic is a strong impetus for high density development and this area seems likely to dramatically change over the next 18 years. The redevelopment of Playland should include a new street connecting Broadway to Fort Sam Houston's Cunningham Gate, bypassing the existing single family houses, and creating a new urban street with ground floor storefronts with commercial or residential uses above.

Brahan to Brackenridge St. The boulevard cross section would continue but the development character changes to less urban. The relatively shallow area along the east side Broadway necessitates lower building heights to provide appropriate transitions to the Westfort neighborhood from Broadway. Higher intensity development along the west side of Broadway is possible but is unlikely to be intensely urban.

Brackenridge St. to Mulberry. Lion's Field brings the Park to Broadway and creates a unique opportunity for redevelopment.



LOWER BROADWAY SUB AREA

With the blocks east of Broadway containing mostly multi-family developments, this area should become a Neighborhood Core with Urban Residential transitions adjacent to it.

Street Cross Sections

Boulevard

- Josephine to Mulberry - Boulevard with long left turn at Hildebrand. New curb alignment with 76' curb to curb. 100' R.O.W.
- 8' sidewalk with a 4' planting strip.
- 8' parallel parking both sides
- 2 travel lanes either side 46' total
- 14' median with left turn lane at major streets and median breaks at minor streets and where required to access businesses.
- Where parallel parking is replacing head-in parking and continuous curb cut, property owner may opt for reverse angle parking and a 10' sidewalk easement.

Woonerf

- Avenue B - 22' wide street with 6' sidewalk along east side. Street should be meandering, weaving between trees and on-street parking. Flat curbs where feasible with gravel LIDS swales where feasible. Bollards used to define courtyard entrances and walking areas.

Urban Street/Parking

- Pearl to Josephine - New curb alignment with 62' curb to curb. 80' R.O.W.
- 9' sidewalks on either side with street trees where clearances allow.
- 8' parallel parking either side.
- 46' travel lanes
- Bulb-outs at corners only and they can only be 6' deep to allow 50' clear for parades.

Urban Street/Bike Lane

- I-35 to Pearl - New curb alignment with 56' curb to curb. 80' R.O.W
- 12' sidewalks with street trees either side no set-back necessary.
- 5' bike lanes
- 46' travel lanes - no turn lane

MAP KEY

	Urban Core		Boulevard
	Neighborhood Core		Urban Street w/ Parking
	Mixed-Use Transition		Urban Street w/ Bike Lanes
	Brackenridge Park Transition		Neighborhood Mixed-Use Street w/ Parking
	Mixed Use Corridor		Woonerf
	Urban Neighborhood		River Frontage
	Industrial Arts Neighborhood		Street Frontage

Character Areas



Urban Core



Neighborhood Core



Mixed-Use Transition



Brackenridge Park Transition

Lower Broadway



Urban Neighborhood

Appropriate Low Impact Design Concepts



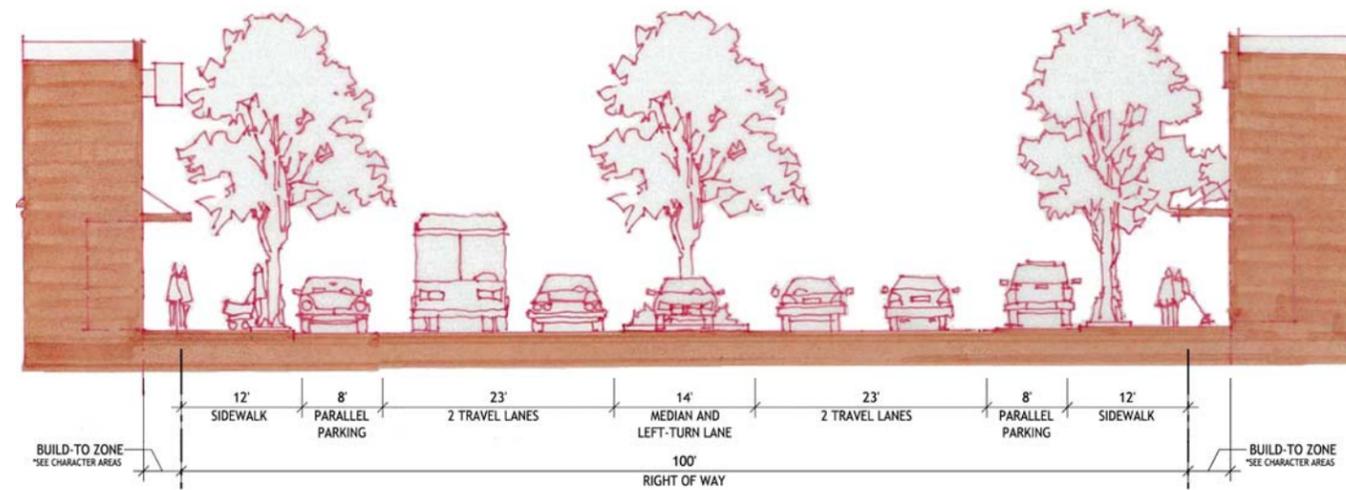
Green roofs



Rain gardens as part of an urban plaza and as a street bulb-out. Bulb-outs are particularly appropriate on secondary streets to filter runoff before it reached Broadway.



Street Cross Sections

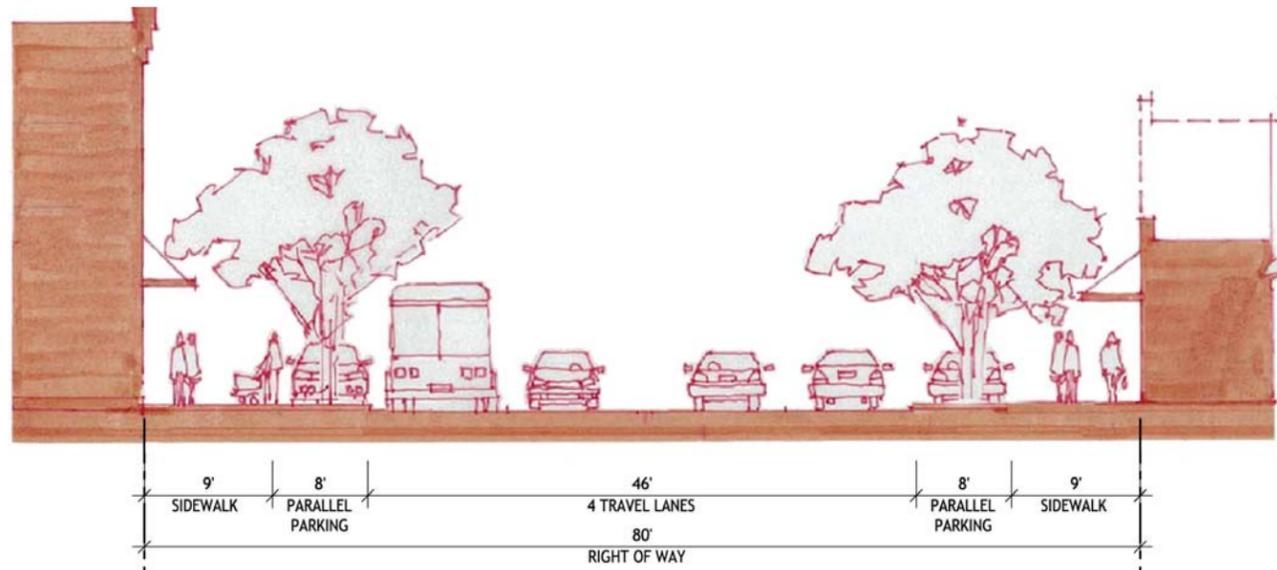


Broadway 100' R.O.W. - Urban Boulevard

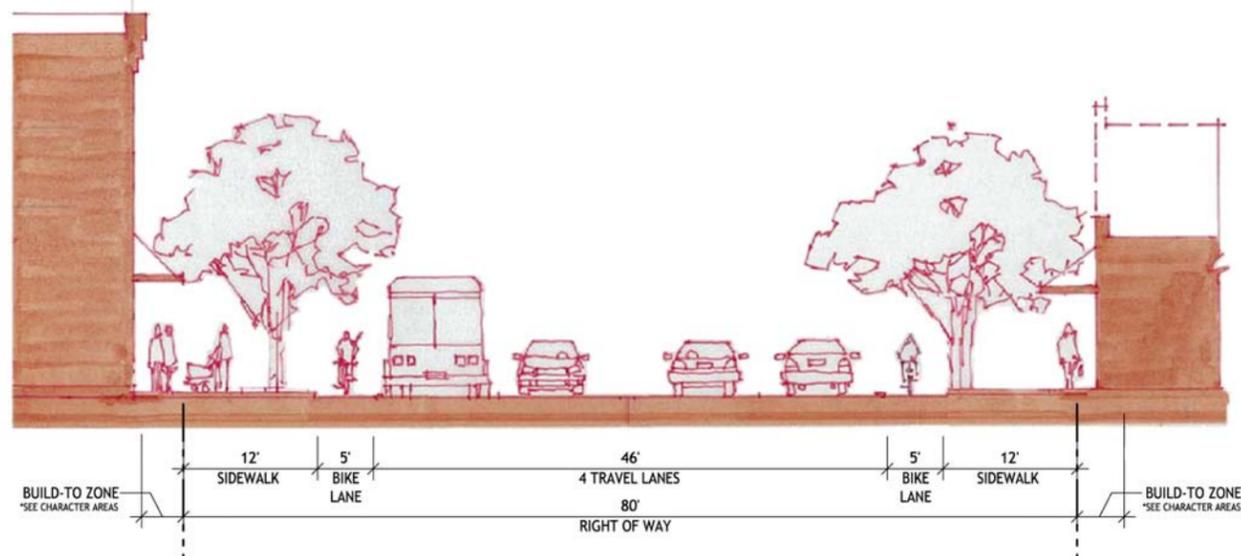
Street Cross Sections in Lower Broadway



Urban Street - 80' R.O.W.



Broadway 80' R.O.W. - Urban Street with Parallel Parking



Broadway 80' R.O.W. - Urban Street with Bike Lanes



Head-in parking and continuous curb cuts do not promote a pedestrian friendly environment



Existing Conditions



New Alignment - Reverse angles create more parking and allows landscape terraces or additions to existing buildings

Incremental development issue – Several projects may be built in this area before Broadway is reconstructed and this creates design challenges. The combination of zoning, building codes, parking requirements, and fire department access requires that any building over two stories underground the overhead utilities around the perimeter of the building. Street parking is the most cost effective, useful parking for an infill project, RIO 1 and RIO 2 do not require parking garages to be wrapped with other uses, and a local amendment to the Fire Code inadvertently prohibits a small in-fill projects built without sidewalks and requires the long dimension of parking garages be placed at the street edge. Existing buildings along Broadway also highlight the uncomfortably close curb to building sidewalk dimension. Several steps need to be taken immediately:

An interim build to zone should be established.

The TIRZ Board needs a policy for paying for improvements that may be demolished and replaced in the near future.

The RIO should be amended to require parking garages be screened and/or wrapped on all sides.

A Rule Interpretation Decision needs to be issued addressing fire department access in urban areas including suspending the current requirement that 30% of the buildings perimeter and 70% of its long side must have a aerial apparatus lane or be located along a public right-of-way.

Incremental Issue – Many businesses along Broadway have continuous curb-cuts with head-in parking. Left turns across 3 lanes of traffic, sidewalks that are behind cars backing out, the increase amount of asphalt from pulling cars up to the building edge create a degraded environment for pedestrians and cyclist. Parallel parking is the only arrangement that fits inside of the right-of-way while providing an adequate sidewalk. But encouraging reverse-

angle is an interim step in creating more parking in MidTown Brackenridge. To accommodate the present but not infringe on future higher density development, the reverse angle configuration could be utilized if the property owners grant a revocable 10' wide pedestrian easement. In the future, if the property is redeveloped to the build-to zone, the easement is revoked and parallel parking replaces the reverse-angle.

Lower Broadway Sub Area



Existing Josephine St. To Mill Race - Boulevard



Existing conditions



Conceptual rendering - Josephine St. To Mill Race - Boulevard



Conceptual rendering street section

Lower Broadway Sub Area



Existing aerial



Existing looking south toward Josephine St.



Conceptual rendering aerial



Conceptual rendering looking south toward Josephine St.

Lower Broadway Sub Area



Existing IH-35 to Josephine St. - Urban street with bike lanes



Existing conditions



Conceptual rendering with 6-8 story infill, new street section



Conceptual rendering street section

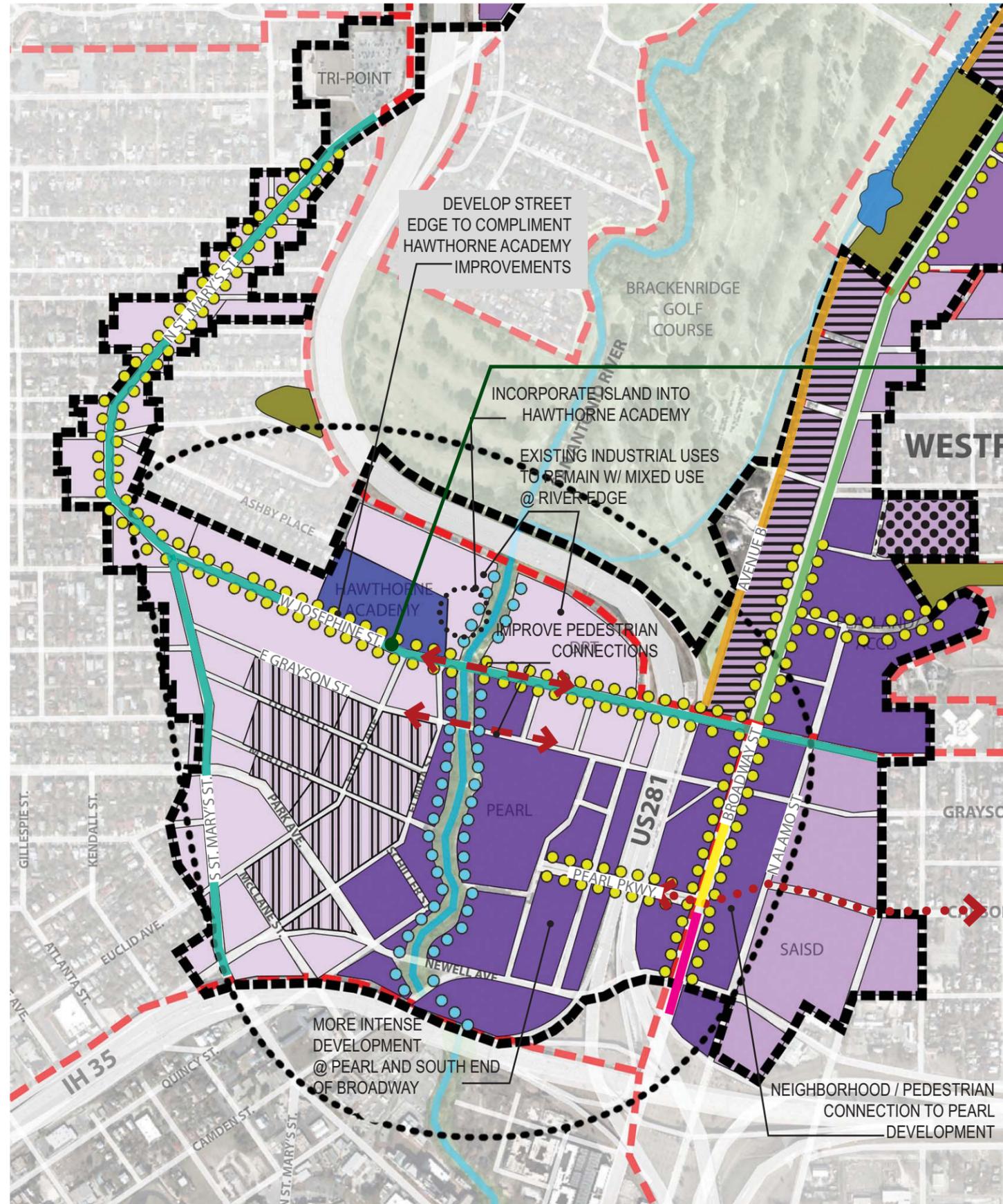
River-Josephine

This area is roughly bounded by Brackenridge Park on the north, Hwy 281 on the east, IH-35 on the south, and Elmira on the west. The River-Josephine links Broadway, N. St. Mary's, the Rivers Museum Reach, and Brackenridge Park. The Pearl is the new development anchor for this area and the River is the major public improvement. The River provides both a welcomed public space amenity and a much needed additional connection to River North and Downtown. This area is a mix of large under-developed parcels and smaller lots with small businesses and some single family homes. Along with Lower Broadway, this area has large tracts of land that should be redeveloped which will positively impact the TIRZ and the surrounding residential neighborhoods. There are many different zoning designations in this area: IDZ, C-2, C-3, I-1, MF 33 and R-6. Some of the property is also in RIO 2.

The Pearl has established the character for future development, a mixture of re-envisioned industrial buildings, rehabilitated historic buildings, and new buildings that are composed mostly of architectural metal panels, stucco, and glass. A very formal urban landscape composed of very informal native trees and grasses with a series of informal paths connecting to the River tie the buildings to their neighborhood in non-conventional ways. With a strong streetscape, this mix of materials and styles is developing into a recognizable visual vocabulary distinct to the area.

Building Orientation

The River always poses a challenge when siting urban projects. Generally, the river facades should be less formal than street facades and retail, restaurants, and urban residential buildings should connect to the River with landscaped paths, courtyards, and terraces. But the frequently thin lots along the River do not allow service alleys, so street facades must address both the street with entrances, lobbies, drop-offs, and neighborhood retail, while also providing loading docks, dumpsters, and service entrances. Josephine serves as the primary street, while with both Grayson and Elmira as hybrid primary/secondary streets. All other streets may be secondary.



RIVER-JOSEPHINE SUB AREA



Hawthorne Academy

Josephine St. Street Cross Section

Add curb bulb outs roughly 7'-6" wide on either side of the street roughly 96' on-center (4 parking parallel spaces @ 22'). Maintain existing travel lanes and bike lanes

Enhance overhead utility distribution system

- Metal power poles at a consistent spacing that are located in bulb-outs should be installed to maintain an unobstructed sidewalk. Power poles should have designated location and covers for transformers and conduit to provide vertical power and communication drops. Utility service to each building is to be provided underground.
- Light poles should be separate from power poles with power supplied underground to more street trees.
- Street trees should be located on the street side of power poles and sidewalk side of light poles. Pedestrian lights should be added to power poles for sidewalk lighting.

MAP KEY

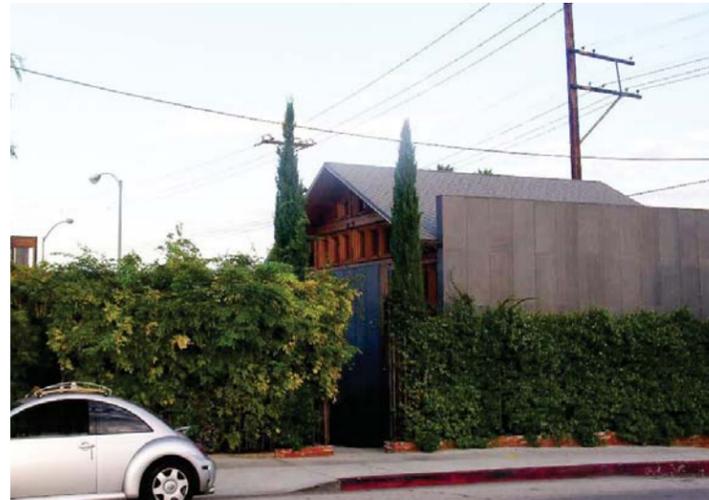
Urban Core	Boulevard
Neighborhood Core	Urban Street w/ Parking
Mixed-Use Transition	Urban Street w/ Bike Lanes
Brackenridge Park Transition	Neighborhood Mixed-Use Street w/ Parking
Mixed Use Corridor	Woonerf
Urban Neighborhood	River Frontage
Industrial Arts Neighborhood	Street Frontage

River-Josephine

Character Areas



Urban Core



Industrial Art



Urban Neighborhood

Appropriate Low Impact Design Concepts

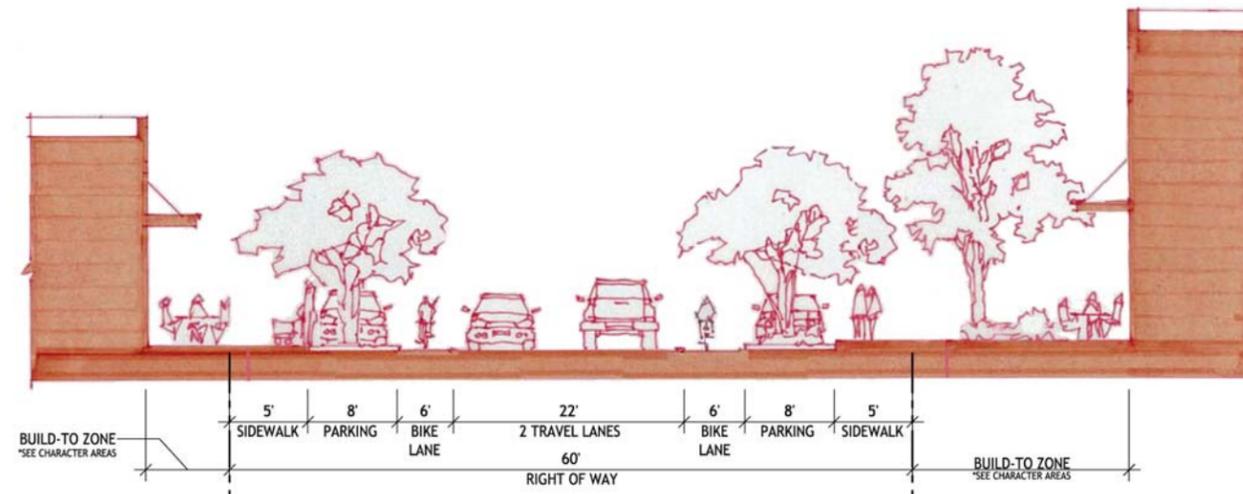


Green Roof

Street Cross Sections



Curb bulb-outs with trees along Grayson. N. St. Mary's should have similar enhancements.



Josephine 60' R.O.W. - Two travel lanes and no parallel parking



Water Garden at street bulb-outs along Secondary Streets



Where the opportunity exists, Pearl's distinct streetscape should continue into the neighborhood around Pearl.



Public input strongly favored an active street with landscape, dining and residential use above ground floor commercial



Courtyard housing was strongly favored as a Housing Type



Small lawn area also filters runoff.



River Turning Basin where the Urban Segment joins the Park Segment. The River is the other primary street in River-Josephine. River frontages should have a more landscape or garden entrance character than street entrances. Terraces, courtyards, and patios are encouraged along the River.



Pearl's character should form the basis for future development in the area.



Material and landscape character relate new construction to the existing character.



Character images of new building in other regions that use the same pallet of materials as Pearl.



Historic preservation mixed with re-envisioned industrial and new building

River-Josephine Sub Area - Charater Images

North St. Mary's Street Neighborhood

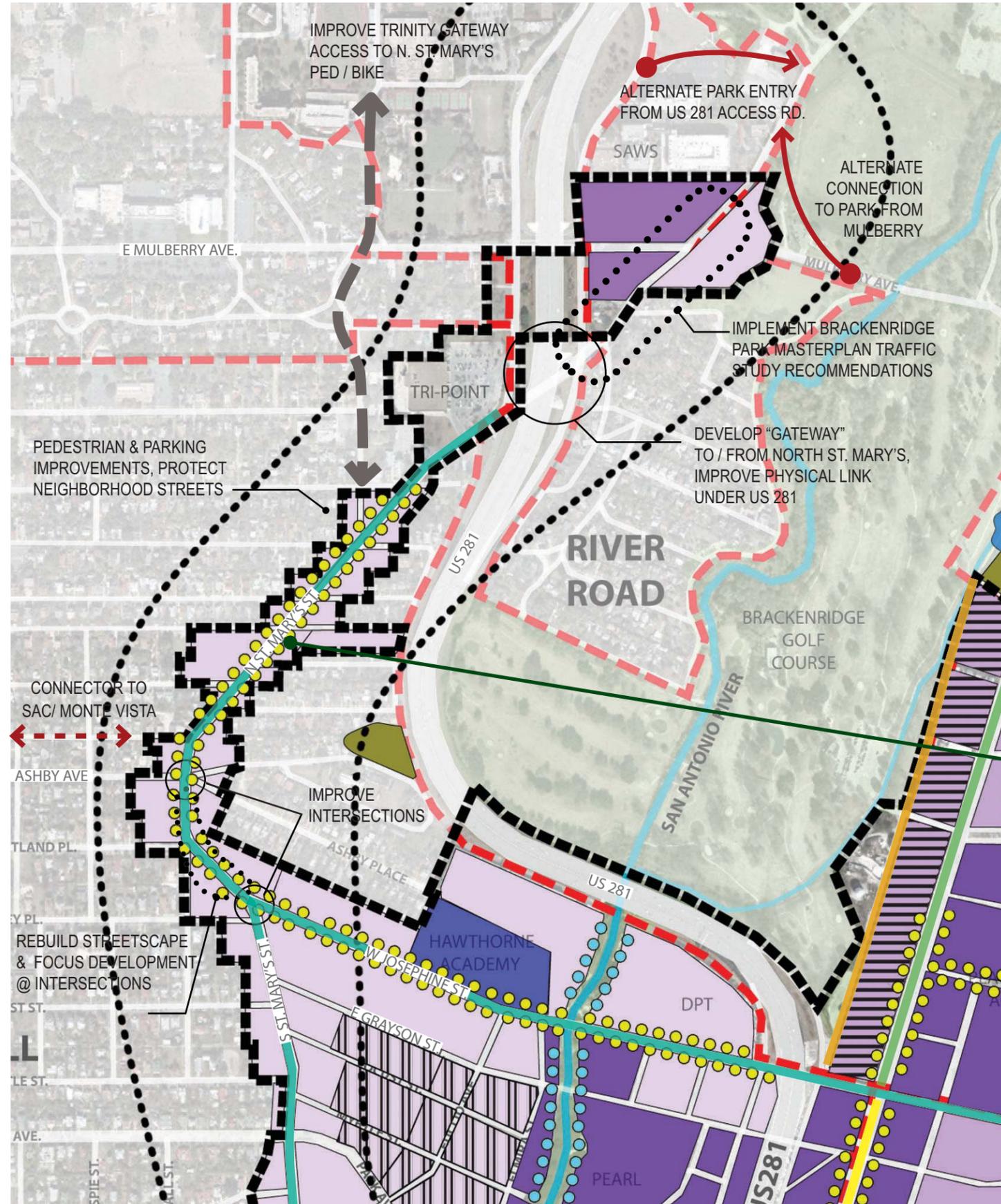
N. St. Mary's connects downtown to Brackenridge Park and the River Road Neighborhood. With Ashby and Josephine forming a cross street, N. St. Mary's is also an important connection between Monte Vista, Pearl, the River, Broadway, and Fort Sam Houston. The Master Plan envisions N. St. Mary's and Josephine as great pedestrian oriented retail and entertainment-dining streets. N. St. Mary's is similar to Josephine but a narrower right-of-way does not allow for bike lanes and on-street parking. But N. St. Mary's should be bike friendly and create the type of mixed-use street that promotes multimodal transportation.

N. St. Mary's St. and Josephine St. are both envisioned to be Mixed-Use Corridors for MidTown Brackenridge. Historically it has been a successful neighborhood commercial strip serving the Tobin Hill and Monte Vista Neighborhoods and was transformed into an entertainment area in the 1980's. However, security issues along with complaints about noise and on-street parking in the residential areas have curtailed its sustained success.

Lack of shared parking, narrow sidewalks frequently interrupted with utility poles, and head-in parking hinder the streets' potential for redevelopment. But a complete street reconstruction with underground utilities is not currently feasible. Businesses need parking during the day and entertainment venues need parking at night. A shared parking strategy would allow for the type of mixed-use parking allocation used by larger developments to achieve lower parking ratios. The street edge of lots with existing buildings set-further back from the street and businesses with head-in parking could be used for reverse-angle parking and additional spaces could be made available while still providing a well designed and safe sidewalk shaded by street trees.

Improving the N. St. Mary's-Josephine and N. St. Mary's-Ashby intersections to create a neighborhood center for the corridor will improve the perception of how the two streets connect the respective corridors to the River, Broadway, Downtown, and the Park. Improving the pedestrian environment under Hwy 281 and enacting the Brackenridge Park Events traffic study recommendations will improve the corridors' connection to the Park and improve River Road Neighborhoods access/egress during Park events. The Brackenridge Park Master Plan from the 1970's envisioned a new entrance to the Park from Hwy 281 and ways of accomplishing this connection should be pursued. But in the short term, the Park's edge along Hwy 281 should be cleaned; a Park appropriate sign installed at Hildebrand and 281, and the TIRZ Board should assist the Brackenridge Park Conservancy in improving Park access and visibility. Minor improvements to sidewalks and landscape trimming will improve Trinity University, Monte Vista, and Tobin Hill's pedestrian access to N. St. Mary's and provides additional customers with minimal increase in parking needs.

Rather than a complete street reconstruction, incremental im-



NORTH ST. MARY'S SUB AREA

provements to the streetscape such as bulb-outs with trees will create an improved pedestrian environment. The bulb-outs can also create a buffer between vehicular traffic and pedestrians, reduce street crossing distances, provide space for rain gardens, and provide a place for the relocation of utility poles. Replacing timber poles with metal poles, providing a uniform condition that also shields transformers, organizing the power and communication cables so that they only cross at street intersections, and undergrounding service from the utility poles to the buildings will provide many of the visual advantages of an underground system at far less cost. In some locations, utilities could be moved to the rear of commercial lots.

Street trees are an important element in any walkable environment. Where possible, trees should be added between buildings and the sidewalk and parking lots should be landscaped with shade trees. Bio-swales, and rain gardens will improve runoff water quality while providing landscape screening of parking lots. Tree locations in front of the utilities will help maintain the a canopy over the street with fewer conflicts. A long term solution that is supported by the utility companies is still needed throughout the urban areas of San Antonio.

The neighborhood between N. St. Mary's St., Josephine, I-35, and Elmira is a mix of single family houses and light industrial uses. Landscape focused development standards will allow this area to mature into an interesting neighborhood of urban infill housing, home businesses, cottage industry oriented fabrication and sales, while taking advantage of Pearl and the Museum Reach Urban Segment. Walls, courtyards, landscape screens, and a focus on industrial materials used in a residential/landscape context will create a unique San Antonio neighborhood.

Street Cross Section

Add curb bulb outs either side roughly 96' on center (4 parking parallel spaces @ 22').

Enhance overhead utility distribution system

- Metal power poles at a consistent spacing should be installed in bulb-outs to maintain an unobstructed sidewalk. Power poles should have designated locations and covers for transformers and conduit to provide vertical power and communication drops. Service to each building is to be underground to existing service entrance.
- Light poles separate from power poles with power supplied underground.
- Street trees should be located on street side of power poles and sidewalk side of light poles. Pedestrian lights should be added to power poles for sidewalk lighting.

MAP KEY

Urban Core	Boulevard
Neighborhood Core	Urban Street w/ Parking
Mixed-Use Transition	Urban Street w/ Bike Lanes
Brackenridge Park Transition	Neighborhood Mixed-Use Street w/ Parking
Mixed Use Corridor	Woonerf
Urban Neighborhood	River Frontage
Industrial Arts Neighborhood	Street Frontage

North St. Mary's St.

Character Areas



Neighborhood Core



Mixed-Use Corridor



Industrial Art

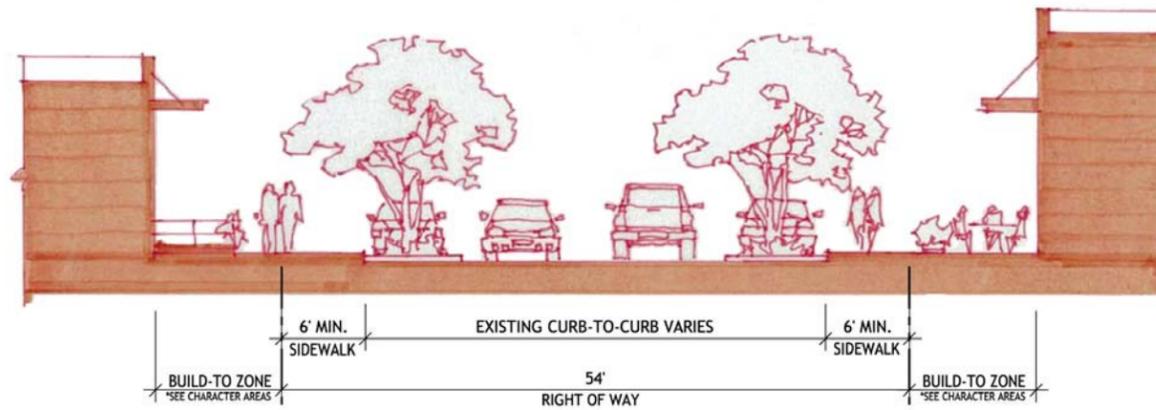


Urban Neighborhood

Street Cross Sections



Curb bulb-outs with trees along Grayson. N. St. Mary's should have similar enhancements.



St. Mary's Street 64' R.O.W.

Appropriate Low Impact Design Concepts



Bio-swale between parking lot and street filters runoff and screens parking



Bio-swale along street.



Character of N. St. Mary's after improvements.



Existing businesses are beginning to landscape parking and curb-to-building areas. These improvements should be accelerated with incentives.



Secondary street reconstructed with continuous bio-swale. Secondary street reconstruction is beyond the funding capacity of the TIRZ but this approach is very appropriate for residential streets surface draining to the commercial corridors.

North St. Mary's Street Sub Area



Existing Ashby to US 281 N



Existing conditions

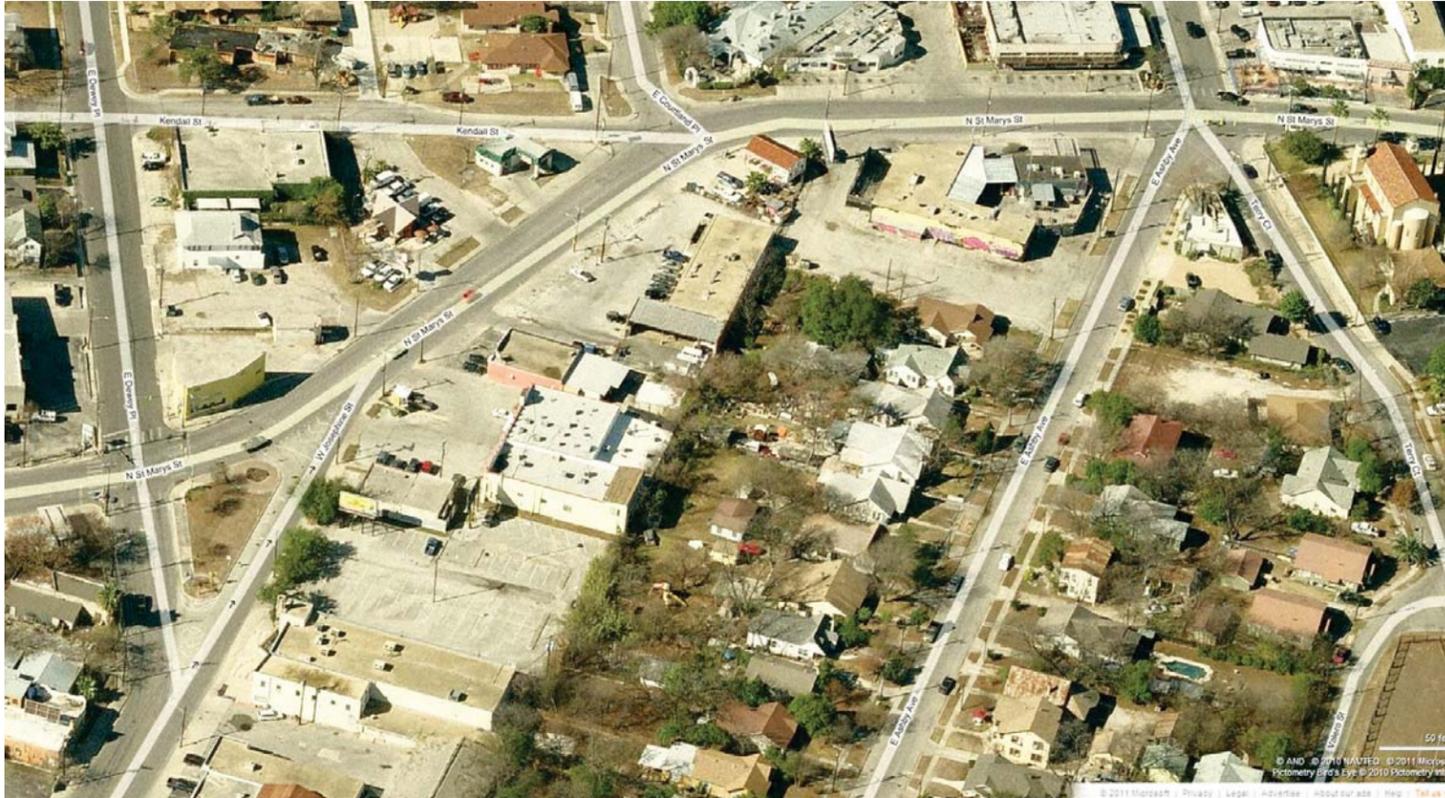


Conceptual rendering Ashby to US 281 N street section with Infill



Conceptual rendering street section

North St. Mary's Street Sub Area



Existing Josephine / North St. Mary's / Ashby intersections



Existing conditions

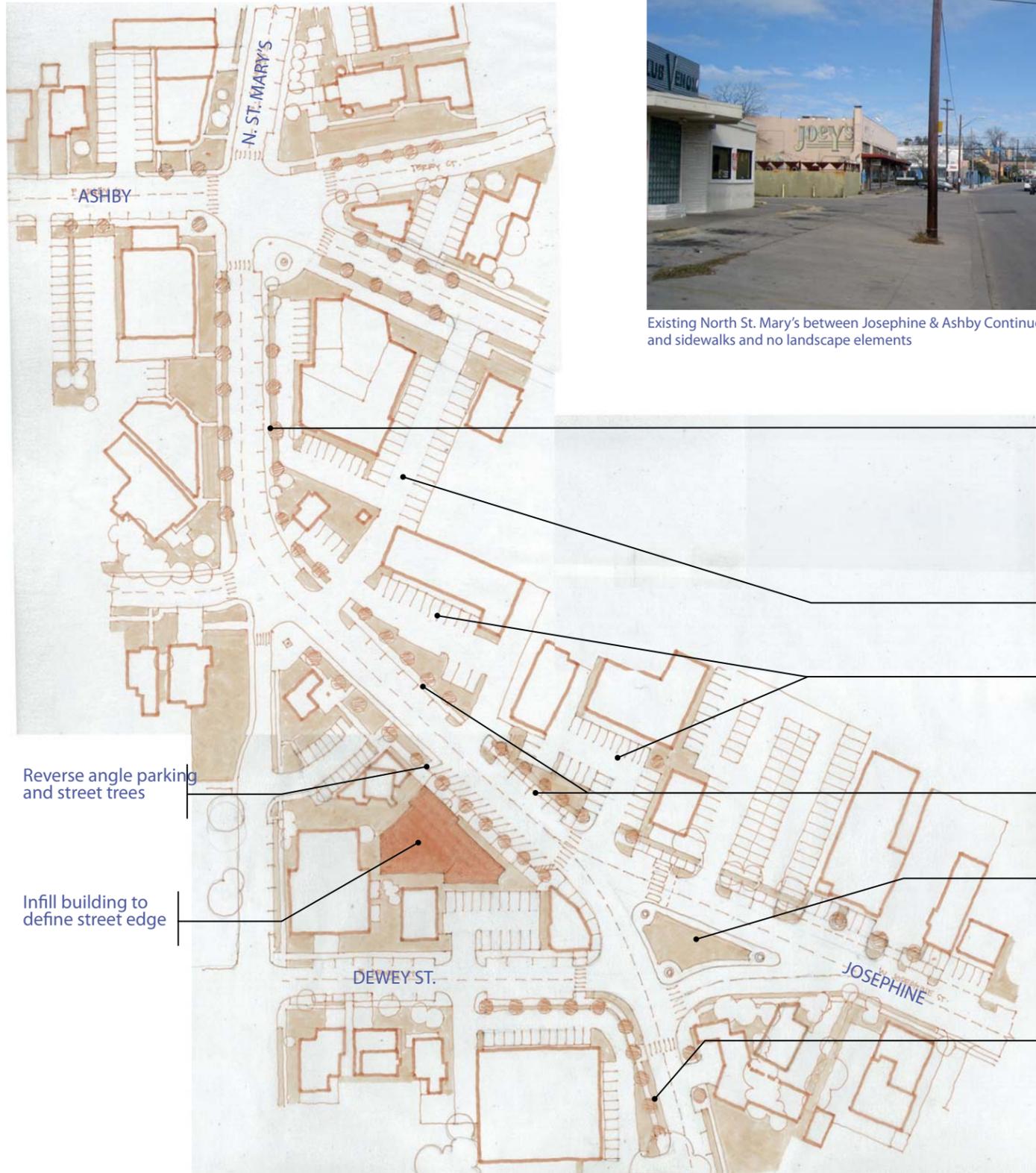


Conceptual rendering Josephine / North St. Mary's / Ashby intersections



Conceptual rendering street section

North St. Mary's Street Sub Area



Existing North St. Mary's between Josephine & Ashby Continuous curb cuts, ill-defined pedestrian pathways and sidewalks and no landscape elements



Existing buildings with new native landscape



Example of proposed street section



Existing aerial

There are 29 existing head-in parking spaces in this area. Consolidating the curbline creates space for outdoor patio & dining space, & a great pedestrian environment. The consolidated curb allows for parallel parking and improved off-street parking while only losing 4 parking spaces.

Rear / side yard space utilized for additional parking

Existing parking reorganized, with single curb cut & parking lot landscape, screening and possible rain garden

New parallel parking, street trees and sidewalks

New traffic island to discourage use of Dewey as connector west

Landscape buffers at street edges to screen parking

Reverse angle parking and street trees

Infill building to define street edge

Character Area Identifiers

Based on the vision of MidTown Brackenridge the following pages outline recommendations guiding the design of new developments. These recommendations describe the character defining elements of the different areas shown on the Master Plan drawings. After further input from the neighborhoods and property owners, these descriptions should be included into property entitlements as part of the process to make infill development predictable and easy to accomplish.

Area wide issues and definitions:

Build-To-Zone

A build-to-zone is the area along the street property-line where the building’s façade should be located. The zone is expressed as a range rather than as a fixed set-back line. In corridors and transition areas architectural elements like landscape walls that are at least 6’ tall defining courtyards or other landscape features may be used to meet this guideline.

Retail-Ready Ground Floor

Limited areas shown with a yellow dotted line along Broadway, Pearl Blvd., Josephine St., N. St. Mary’s north of Josephine St., and the new street connecting to the Cunningham Gate at Fort Sam Houston would have requirements for retail ready ground floors. This guideline applies to the design of the building not the use of the ground floor. Retail ready includes having canopies, arcades, and awnings providing shade along the sidewalks and should include shelter areas for mass transit riders.

Transit Friendly

Bus and streetcar shelters should be designed as an important element encouraging a transit friendly, walkable neighborhood. Shelters should not infringe on clear walking areas of sidewalks and be incorporated into the design of new projects whenever possible.

Parking

Parking should be a consistent standard for all uses in the area except Urban Neighborhood. Developing a mixed-use district is very difficult if a use change triggers a change in the parking requirements. Most large scale private developments use a parking ratio based on square feet rather than use. Without a consistent parking standard, 1,500 sq.ft. live work unit that requires 1.5 parking spaces will then require 6 spaces if it becomes a retail store and then require 15 spaces if it becomes a restaurant. Over a few blocks, changes in use should average out.

Residential Density

Residential densities should be limited by height limits, lot configuration, and parking standards. This approach will allow more flexibility as the area moves towards being a walkable, transit friendly district that is urban in character. It is recommended that height limit guidelines be seen as a very important component in insuring that overall development of the district is both urban in character and compatible with the adjoining single-family residential areas.

Neighborhood Transition

Design guidelines need to address how a more vibrant urban district transitions to the surrounding single-family neighborhoods. Noise and privacy are key concerns along with the height and scale of commercial buildings near houses. The following transition guidelines address these issues.

- Neighborhood connector streets (east-west streets) may be service, neighborhood retail, or residential uses, but frontages along these streets should contain primarily residential or live-work uses.
- Buildings should be no taller than 35’ within 30’ of an adjoining residentially zoned lot.
- Parking garages, service entrances, dumpsters, and other commercial-service activities should not be permitted facing a park or along TIRZ boundary streets with residential uses unless they are screened with an appropriate landscape buffer. Urban Neighborhood Character buildings are encouraged in these locations.
- Service yards and parking lots should be screened from adjoining residentially zoned lots with a 6’ tall solid fence.
- Window placement should be arranged so that a direct line-of-sight into adjoining single-family residents’ rear yards is avoided.
- Site and building lighting should not spill onto residential lots.

Entertainment/bar use

Entertainment and other active uses should be carefully located with entrances and frontages away from residential uses so as to minimize their impact on residential uses.

Recommended Character Defining Elements at a Glance

Character Areas	Urban Core	Neighborhood Core	Mixed-use Transition	Mixed-Use Corridor	Brackenridge Park Transition	Urban Neighborhood	Industrial Arts Neighborhood
Recommended Height	2 - 8 stories	2 - 6 stories	1 - 4 stories	1 - 4 stories - Josephine. 1 - 3 stories N. St. Mary’s	1 - 4 stories	1 - 4 stories	1 - 3 stories
Build - to Zone	5’ - 10’	5’-10’	0’ - 20’	5’ - 15’	0’ - 20’	5’ - 15’	Not Applicable
Percent of façade in Build-to-zone	85%	75%	50%	75%	75% - Broadway Ave. B 50%	50%	Not Applicable
Retail Ready Ground Floor	Yes	Yes	No	No	No	No	No
“Corner” commercial on secondary street	Not applicable	Yes	Yes	Yes	Not applicable	Yes	Yes
Building and tenant Entrances	Facing designated primary streets	Facing designated primary streets	Facing primary streets and designated secondary streets.	Facing primary streets or courtyards	Facing primary streets, sideyards or courtyards	Ground floor units facing the street should have a front door connected to a public sidewalk	Not Applicable
Curb cuts along primary streets	Not recommended unless mid-block parcel with no other access	Not recommended unless mid-block parcel with no other access	Yes but shared driveways encouraged	Yes but shared driveways encouraged	Yes but shared driveways encouraged	To access garages	Yes
Location of parking	Behind the building or in a structured garage wrapped along primary streets.	Behind the building or in a structured garage wrapped along primary streets.	Behind the building or in a sideyard.	Behind the building or in a sideyard.	Behind the building or in a sideyard.	Parking lots and structured garages wrapped with residential units on primary streets.	No more than 50% of frontage should be on-grade parking
Building Materials	Traditional masonry, glass, architectural grade metal panels	Traditional masonry, glass, architectural grade metal panels	Traditional masonry, glass, architectural grade metal panels	Traditional and non-traditional	Traditional masonry, glass, architectural grade metal panels	Traditional masonry, glass, metal and siding.	Traditional and non-traditional
Transition to single-family residences	Not applicable	Yes	Yes	Yes	Not applicable	Yes	Yes
Landscape character	Hard edged, controlled, urban	Urban or softer - no lawns	Softer including small lawns	Softer including small lawns	Softer including small lawns	Softer including small lawns	Mix of urban and single family residential
Privately developed open space character	Courtyards, paseos, and small plazas	Courtyards, paseos, and small plazas	Courtyards, paseos, greens, and small plazas	Courtyards, paseos, and small plazas	Courtyards, paseos, squares, greens parking courts, and pedestrian streets	Courtyards encouraged and urban lawns with low fences	Courtyards and urban lawns
Landscape requirements	Street Trees, Parking lot shading, and parking lot screening	Street Trees, Parking lot shading, and parking lot screening	Street Trees, Parking lot shading, and parking lot screening	Street Trees, Parking lot shading, and parking lot screening	Street Trees, Parking lot shading, and parking lot screening	Street Trees, Parking lot shading, and parking lot screening	Street Trees, Parking lot shading, and parking lot screening
LIDS	Regional	Urban Core + rain gardens	Neighborhood Core + Bio-swales	Similar to Mixed-use Transition	Similar to Mixed-use Transition	Similar to Mixed-use Transition	Similar to Mixed-use Transition
Other recommended Character Areas	Not applicable	Not applicable	Urban Neighborhood	Urban Neighborhood	Urban Neighborhood	Not applicable	Urban Neighborhood
Appropriate Uses	Community retail, restaurants, entertainment, office, urban residential	Neighborhood retail, restaurants, limited entertainment, office, urban residential	Local or unique retail and restaurants, office, and urban residential	Local or unique retail, restaurants, and entertainment with office, live-work, and urban residential	Same as Mixed Use Transition	Urban residential, live-work, and some corner commercial (retail, office, restaurant)	Light industrial, cottage industrial, art studios and workshops, live-work, urban residential, office, supporting retail

Urban Core

This character area is intended to support the highest intensity mixed-use development with a strong street edge, active ground floor, and streetscape amenities. Its location just north of downtown and along the river builds on the existing development momentum in the area with the Pearl Brewery and adjoining properties. The area along lower Broadway from I-35 to Brahan Boulevard and from Elmira to Alamo Street is intended to be the MidTown Brackenridge Urban Core. It is appropriate for neighborhood and regional retail, services, offices, urban residential, restaurants, and entertainment uses.

Recommended Height

2 - 8 stories and up to 10 stories at corners or to mark important entrances or other important architectural features.

Build - to Zone. This guideline may be waived to preserve existing trees. 5' - 10' of the property line with sidewalks and paving supporting café environments.

Minimum percent of Build-to Zone occupied by building façade, arcade, or courtyard walls. 85%

Retail Ready Ground Floor along designated primary streets
Encouraged

"Corner" commercial on secondary street
Not applicable

Commercial building and tenant entrances
Facing designated primary streets.

Percent of ground floor residential units facing a street required to have an entrance connecting to a courtyard or walkway connected to the public sidewalk. 75%

Townhouses encouraged Yes except along designated primary street frontages.

Curb cuts along primary streets Not recommended unless mid-block parcel with no other means of service.

Location of parking Behind the building's primary street facade or in a structured garage wrapped along primary streets. Parking connected to the public sidewalk with open space character.

New on-grade parking lots at street intersections
Not recommended

On-site parking permitted between the front façade and the street edge. Not recommended

Building Materials Traditional masonry with windows inset at least 4 inches; glass with horizontal or vertical projections of at least 6 inches; or architectural grade metal panels.

Transition guidelines to single-family residences
Not applicable

Landscape character Hard edged, controlled, urban

Privately developed open space character
Courtyards, paseos, and small plazas.

Entertainment/bar use location guidelines Yes

Site and Building lighting guidelines Yes

Consistent Parking guidelines for all uses Yes

On-street parking counted towards parking requirement Yes

Landscaping Street trees between building facades and curb line, parking lot shading, and parking lot screening. The sidewalk character should extend from the curb to the primary building facade.

LIDS Regional but green roofs and rainwater harvesting are encouraged.

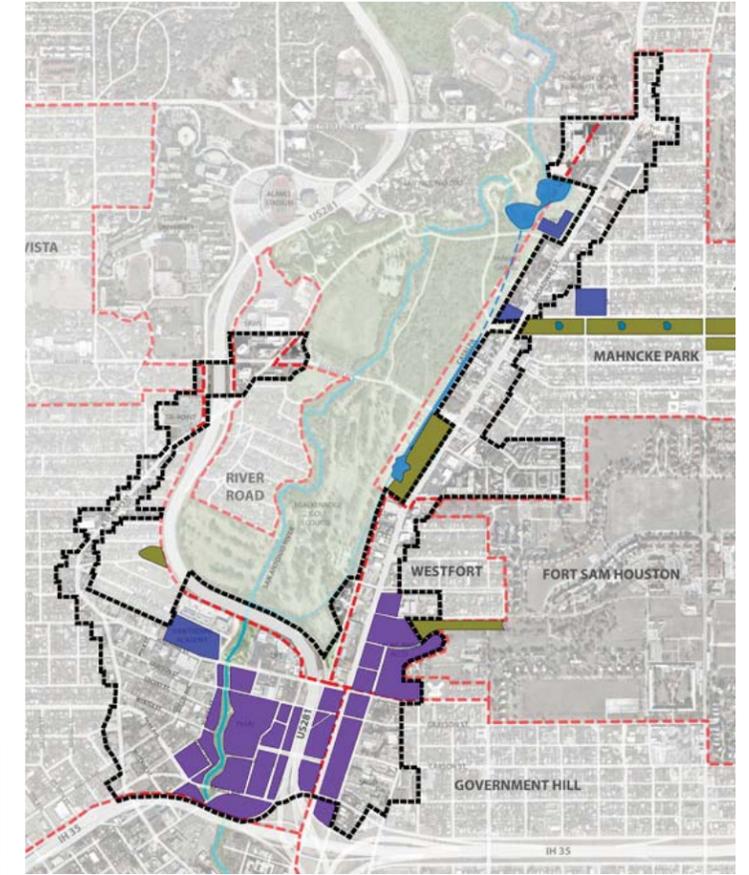
*The above guidelines are recommendations only.



Urban Sidewalk



Urban Paseo



Key Map



Urban Character Courtyard and Plaza with appropriate landscape material and treatments.



Urban Character buildings defining the Street Edge



Neighborhood Core

This character area is similar to the Urban Core but less intense and smaller in scale. These areas along Broadway and N. St. Mary's St. at Mulberry are intended to be secondary nodes of higher intensity development such as neighborhood retail and services, offices, urban residential, and restaurants. New development and redevelopment should appropriately transition to adjoining residential neighborhoods. The main streets that connect to the neighborhoods should provide a pedestrian-friendly and neighborhood scale environment with wide sidewalks, street trees and complementary landscape features. The following are the character defining elements within the Neighborhood Core area:

Recommended Height 2 - 6 stories and up to 8 stories at corners or to mark important entrances or other important architectural features.

Build - to Zone. This guideline may be waived to preserve existing trees. 5' - 10' of the property line with sidewalks and paving supporting café environments.

Minimum percent of Build-to Zone occupied by building façade, arcade, or courtyard walls. 75%

Retail Ready Ground Floor along designated primary streets Encouraged

"Corner" commercial on secondary street Encouraged

Commercial building and tenant entrances Facing designated primary streets.

Percent of ground floor residential units facing a street required to have an entrance connecting to a courtyard or walkway connected to the public sidewalk. 75%

Townhouses encouraged Yes except along designated primary street frontages.

Curb cuts along primary streets Not recommended unless mid-block parcel with no means of service.

Location of parking Behind the buildings primary street facade or in a structured garage wrapped along primary streets. Parking connected to the public sidewalk with open space character.

New on-grade parking lots at street intersections Not recommended

On-site parking permitted between the front façade and the street edge. Not recommended

Building Materials Traditional masonry with windows inset at least 4 inches; glass with horizontal or vertical projections of at least 6 inches; or architectural grade metal panels.

Transition guidelines to single-family residences Yes

Landscape character Urban or softer - no lawns

Privately developed open space character Courtyards, paseos, and small plazas.

Entertainment/bar use location guidelines Yes

Site and Building lighting guidelines Yes

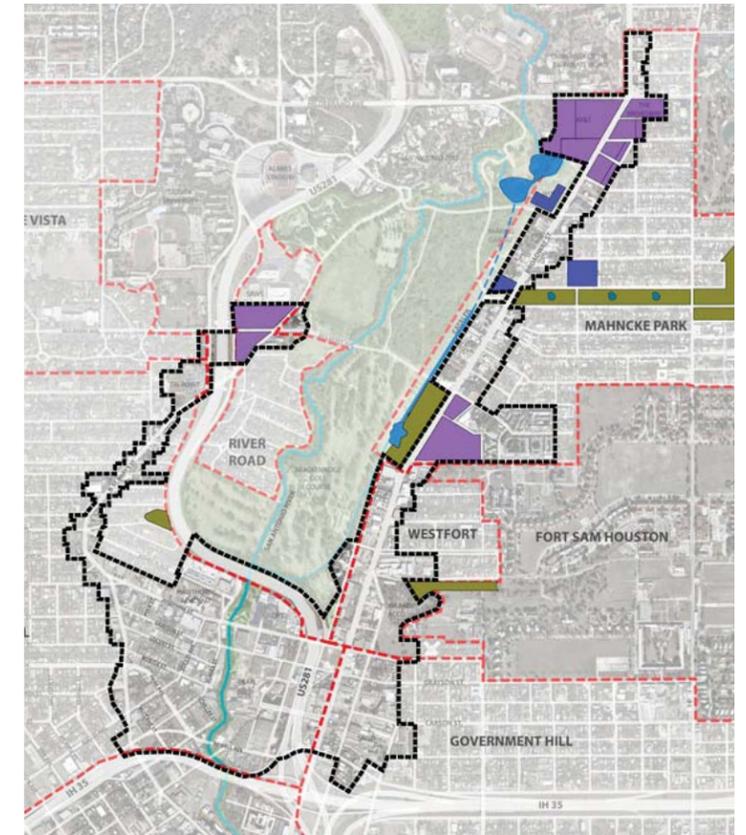
Consistent Parking guidelines for all uses Yes

On-street parking counted towards parking requirement Yes

Landscaping Street trees between building facades and curb line, parking lot shading, and parking lot screening. The sidewalk character should extend from the curb to the primary building facade.

LIDS Urban Core + rain gardens

*The above guidelines are recommendations only.



Key Map



Neighborhood Courtyard



Neighborhood Core Paseo

Neighborhood Sidewalk and Buildings

Mixed-Use Transition

This character area is intended to encourage redevelopment that transitions from the Urban Core or Neighborhood Core to adjoining residential neighborhoods with a range of retail, service, limited light-industrial, and urban residential while reinforcing the existing character of adjoining neighborhoods. It is generally located along Broadway adjacent to the Urban and Neighborhood Cores. Its character defining elements are:

Recommended Height 1 - 4 stories

Build - to Zone. This guideline may be waived to preserve existing trees. 0' - 20'

Minimum percent of Build-to Zone occupied by building facade, arcade, or courtyard walls. 50%

Retail Ready Ground Floor along designated primary streets Not applicable

"Corner" commercial on secondary street Encouraged

Commercial building and tenant entrances Facing primary streets and designated secondary streets leading to neighborhoods along with sideyards or courtyards

Percent of ground floor residential units facing a street required to have an entrance connecting to a courtyard or walkway connected to the public sidewalk. 25%

Townhouses encouraged Yes

Curb cuts along primary streets Yes but shared driveways encouraged

Location of parking Behind the building or in a sideyard.

New on-grade parking lots at street intersections Not recommended

On-site parking recommended between the front facade and the street edge. Not recommended

Building Materials Traditional masonry with windows inset at least 2 inches; glass with horizontal or vertical projections of at least 4 inches; or architectural grade metal panels.

Transition guidelines to single-family residences Yes

Landscape character Softer including small lawns

Privately developed open space character Courtyards, paseos, greens, small plazas, parking courts, landscaped sideyard parking lots.

Entertainment/bar use location guidelines. Use not encouraged

Site and Building lighting guidelines Yes

Consistent Parking Standard for all uses Yes

On-street parking counted towards parking requirement Yes

Landscaping Street trees, parking lot shading, and parking lot screening. The area between the curb and the building's primary facade may include sidewalks, small lawn areas, landscape, gravel strips, and other less urban plants and paving.

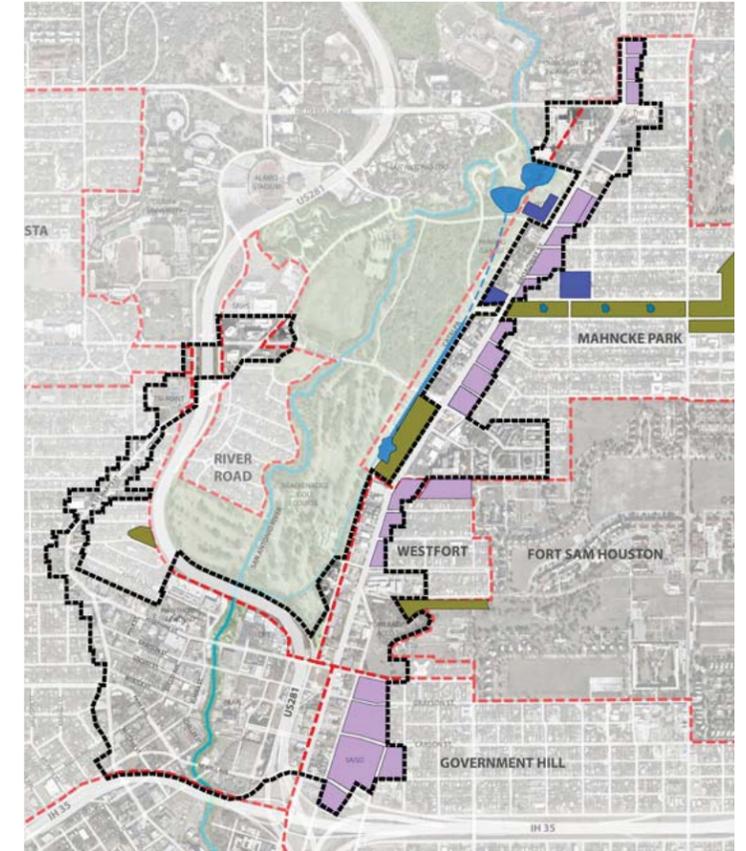
LIDS Neighborhood Core + Bio-swales and on-site detention where feasible.

Other recommended Character Areas but primary area height limit applies. Urban Neighborhood

*The above guidelines are recommendations only.



Outdoor dining patio connecting the street to parking behind the building. Landscape and wall define space while allowing easy observation of parking lot from many locations



Key Map



Urban Neighborhood Character building are encouraged



Bio-swales in parking lots, pervious pavers, and rain gardens between buildings and sidewalks are all examples of appropriate LIDS in Mixed-Use Transition areas



Mixed-Use Transition sidewalk & building entry with courtyard wall beyond



Mixed-Use Transition buildings defining the street edge with activity

Mixed-Use Corridor

This character area is intended to encourage lower intensity redevelopment with a range of retail, office, service, limited light-industrial, and urban residential uses along the N. St. Mary's and Josephine Street corridors while reinforcing the existing character. Redevelopment should also encourage the reuse of existing smaller office and residential buildings on an incremental basis. Its character defining elements are:

Recommended Height 1 - 4 stories - Josephine.
1 - 3 stories- N. St. Mary's St.

Build - to Zone. This guideline may be waived to preserve existing trees. 5' - 15'

Minimum percent of Build-to Zone occupied by building façade, arcade, or courtyard walls. 75%

Retail Ready Ground Floor along designated primary streets
Not Recommended

"Corner" commercial on secondary street Encouraged

Commercial building and tenant entrances Facing primary streets or courtyards.

Percent of ground floor residential units facing a street required to have an entrance connecting to a courtyard or walkway connected to the public sidewalk. 25%

Townhouses encouraged Yes

Curb cuts along primary streets Yes but shared driveways encouraged

Location of parking Behind the building or in a sideyard.

New on-grade parking lots at street intersections Not recommended

On-site parking permitted between the front façade and the street edge. Not recommended

Building Materials Traditional and non-traditional

Transition guidelines to single-family residences Required

Landscape character Softer including small lawns

Privately developed open space character Courtyards, paseos, greens, small plazas, and parking courts.

Entertainment/bar use location guidelines Yes

Site and Building lighting guidelines Yes

Consistent Parking Standard for all uses Yes

On-street parking counted towards parking requirement Yes

Landscaping Street trees, parking lot shading, and parking lot screening. The area between the curb and the building's primary facade may include sidewalks, small lawn areas, landscape, gravel strips, and other less urban plants and paving.

LIDS Similar to Mixed-use Transition

Other recommended Character Areas but primary area height limit applies Urban Neighborhood

*The above guidelines are recommendations only.



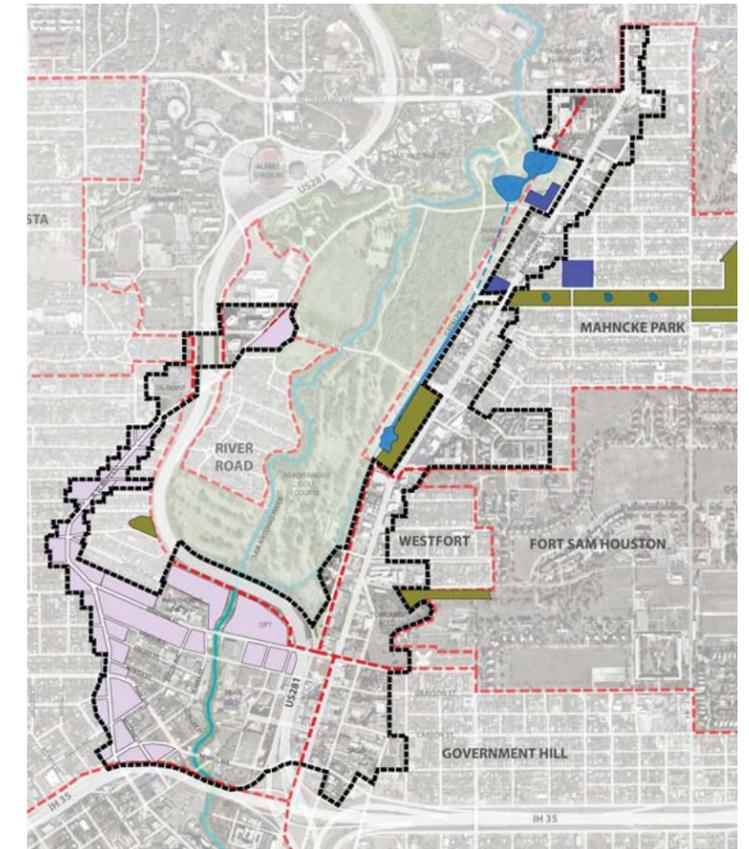
Live / Work units transitioning on a secondary street



Neighborhood mixed-use building



Railing and canopy help define street edge even with one story building. Parking is beside the building.



Key Map



LID - Bio-swale providing landscape screening of parking



Parking beside the building screened to preserve the street wall

Brackenridge Park Transition

This character area is intended to encourage redevelopment on properties adjoining the Broadway Corridor and Brackenridge Park/Avenue B with retail, service, limited light-industrial, and higher intensity residential while reinforcing the connection between Broadway, Ave. B, and Brackenridge Park. Its character defining elements are as follows:

Recommended Height

1 - 4 stories with up to 6 stories as a bonus height, see Character Attributes.

Build - to Zone. This guideline may be waived to preserve existing trees. 0' - 20'

Minimum percent of Build-to Zone occupied by building facade, arcade, or courtyard walls. 75% - Broadway 50% Ave. B

Retail Ready Ground Floor along designated primary streets
Not applicable

"Corner" commercial on secondary street Not applicable

Commercial building and tenant entrances
Facing primary streets, sideyards or courtyards

Percent of ground floor residential units facing a street required to have an entrance connecting to a courtyard or walkway connected to the public sidewalk. 25%

Townhouses encouraged Yes

Curb cuts along primary streets
Yes but shared driveways encouraged

Location of parking Behind the building or in a sideyard.

New on-grade parking lots at street intersections
Not recommended

On-site parking permitted between the front facade and the street edge. Not recommended

Building Materials
Traditional masonry with windows inset at least 2 inches; glass with horizontal or vertical projections of at least 4 inches; or architectural grade metal panels.

Transition guidelines to single-family residences
Not applicable

Landscape character Softer including small lawns

Privately developed open space character Courtyards, paseos, squares, greens parking courts, and pedestrian streets.

Entertainment/bar use location guidelines Yes

Site and Building lighting guidelines Yes

Consistent Parking Standard for all uses yes

On-street parking counted towards parking requirement yes

Landscaping Street trees, parking lot shading, and parking lot screening. The area between the curb and the building's primary facade may include sidewalks, small lawn areas, landscape, gravel strips, and other less urban plants and paving.

LIDS

Similar to Mixed-use Transition

Other Character Area Uses Permitted Urban Neighborhood

Other Character Attributes

Courtyards, paseos, squares, greens, parking courts, and pedestrian streets are encouraged on lots that run from Broadway through to Ave. B. A pedestrian or shared street is one in which the travelway is shared by all modes of transportation. There is no grade separation between vehicular and pedestrian ways. Shared streets may be one or two way street with parallel or angled parking on either side, street trees 50' on center and at least a 6' wide sidewalk on either side of the street. Developments that include at least one of these elements that allow pedestrian access from Broadway to Avenue B are recommended to have a 25% height increase. Projects that align this access with an existing street intersecting the east side of Broadway are recommended to a 50% height increase.

Avenue B Guidelines

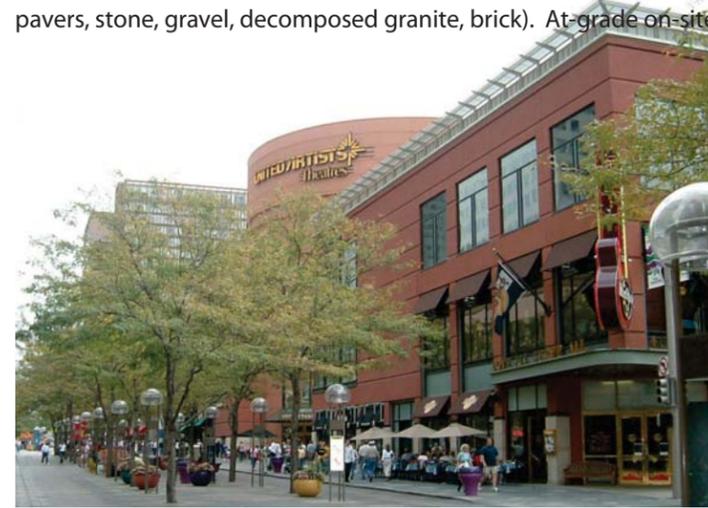
Avenue B is a unique street opportunity. It is small scaled, pedestrian and bike oriented, and borders Brackenridge Park and Catalpa-Pershing. Redevelopment should follow the pattern of the River Walk where the service or rear facades of buildings have been transformed into a unique urban experience.

- Facades should reuse existing building elements when possible and be composed to be less formal than Broadway.
- Trellises, decorative gates, green walls, and garden type structures are highly encouraged and should be used to mark entrances to courtyards and paseos.
- Buildings should have an entrance that connects to Avenue B by a landscaped walkway, courtyard, or paseo. Areas between the public sidewalk and the building facade should be landscaped and parking areas in this zone should use two types of paving materials.
- Dumpsters are required to be screened and wet and restaurant

garbage should be placed away from the adjoining property-lines or in a climate controlled room.

Additional Paving Guidelines

Paving visible from Broadway or Ave. B should be composed of at least two types of paving materials (concrete, asphalt, concrete pavers, stone, gravel, decomposed granite, brick). At-grade on-site



Building Character with Streets



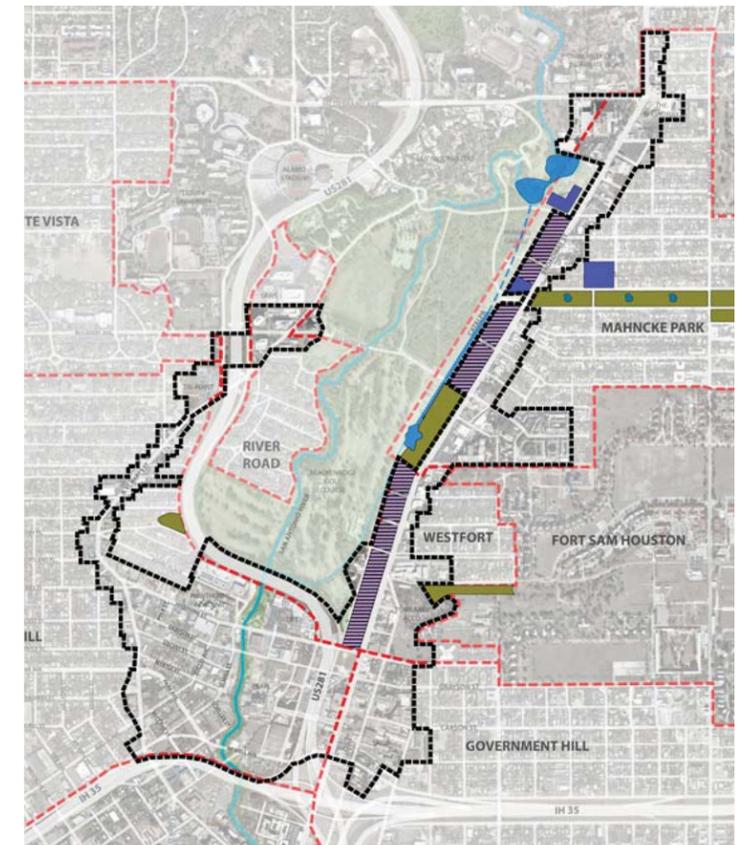
Courtyard



Paseo



Paseo leading to courtyard



Key Map



Buildings facing a Woonerf

Urban Neighborhood

This character area is intended to allow a higher intensity residential transitioning from the Broadway corridor and encourage the redevelopment of key underutilized properties that do not have direct frontage along Broadway. The vision for this character area is to allow a mix of urban residential building types that re-establish a neighborhood development pattern with buildings built to the street with parking behind or on-street. The following are recommendations of the character of new developments to realize the MidTown Brackenridge vision:

Recommended Height 1 - 4 stories with up to 6 stories where buildings are not adjacent or across the street from single-family residences.

Build - to Zone. This guideline may be waived to preserve existing trees. 5' - 15'

Minimum percent of Build-to Zone occupied by building façade, arcade, or courtyard walls. 50%

Retail Ready Ground Floor along designated primary streets Not applicable

"Corner" commercial on secondary street Encouraged

Commercial building and tenant entrances Not applicable

Percent of ground floor residential units facing a street required to have an entrance connecting to a courtyard or walkway connected to the public sidewalk. 75%

Townhouses encouraged Yes

Curb cuts along primary streets Yes to access garages

Location of parking Parking lots and structured garages wrapped with residential units on primary streets.

New on-grade parking lots at street intersections Not recommended

On-site parking recommended between the front façade and the street edge. In residential driveways leading to private garages.

Building Materials Traditional masonry; glass with horizontal or vertical projections of at least 4 inches; or metal, wood, or cementitious composite siding.

Transition guidelines to single-family residences Yes

Landscape character Softer including small lawns

Privately developed open space character Courtyards encouraged and urban lawns with low fences.

Entertainment/bar use location guidelines Use not encouraged

Site and Building lighting guidelines Yes

Consistent Parking Recommendation for all uses Not applicable

On-street parking counted towards parking requirement Yes

Landscaping Street trees, parking lot shading, and parking lot screening. The area between the curb and the building's primary facade may include sidewalks, small lawn areas, landscape, gravel strips, and other less urban plants and paving.

LIDS Similar to Mixed-use Transition
*The above guidelines are recommendations only.



Residential around small park



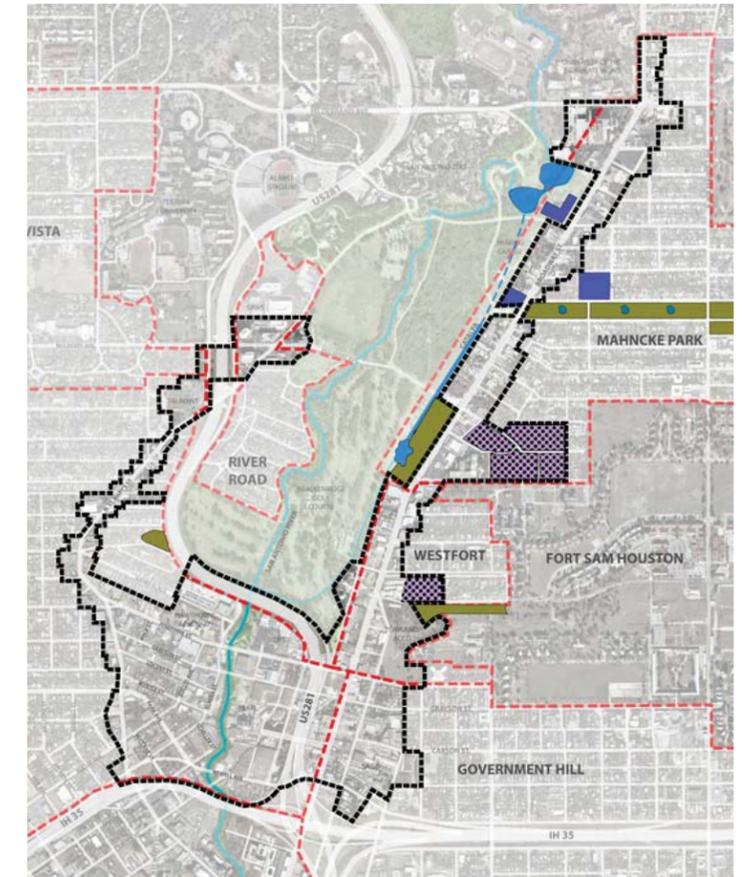
Live / Work Units or Townhouses



Urban Neighborhood Townhouses



Urban Residential



Key Map



Urban Residential



Urban Residential



Rain Garden



Residential Courtyard with center Rain Garden



Filter areas at corners define Street Parking

Industrial Arts Neighborhood

This character area is intended to encourage the redevelopment of the area between the Josephine Street and St. Mary's Street Corridors, west of the River. This area has an established urban development pattern with a mix of residential and service industrial uses. The vision for this neighborhood is to encourage the redevelopment of this area to smaller scale office, residential infill, retail, and cottage industrial and fabrication uses. The area could be targeted for art studio warehouses and art-oriented fabrication/light industrial uses such as glass blowing, wrought iron, pottery, lithography, and similar workshops and studios. Its recommended character defining elements are:

Recommended Height 1 - 3 stories

Build - to Zone. This guideline may be waived to preserve existing trees. Not Applicable but street front walls and fences encouraged.

Minimum percent of Build-to Zone occupied by building façade, arcade, or courtyard walls. Not applicable

Retail Ready Ground Floor along designated primary streets Not applicable

"Corner" commercial on secondary street Encouraged

Commercial building and tenant entrances Not Applicable

Percent of ground floor residential units facing a street required to have an entrance connecting to a courtyard or walkway connected to the public sidewalk. 25%

Townhouses encouraged Yes

Curb cuts along primary streets Yes

Location of parking No more than 50% of frontage should be on-grade parking. Parking lots and service yards should be screened with a 5' to 8' solid or vegetated fence

New on-grade parking lots at street intersections Not permitted

On-site parking permitted between the front façade and the street edge. Yes

Building Materials Traditional and non-traditional

Transition guidelines to single-family residences Recommended

Landscape character Mix of urban and single family residential

Privately developed open space character Courtyards and urban lawns.

Entertainment/bar use location guidelines Yes

Site and Building lighting guidelines Yes

Consistent Parking Recommendation for all uses Yes

On-street parking counted towards parking requirement Yes

Landscaping Street trees, parking lot shading, and parking lot screening. The area between the curb and the building's primary facade may include sidewalks, small lawn areas, landscape, gravel strips, and other less urban plants and paving.

LIDS Similar to Mixed-use Transition

Other Character Areas but primary area height limit applies. Urban Neighborhood

Other Character Attributes Strong emphasis on defining the public realm with a mix of traditional and non-traditional facades and landscaping.
*The above guidelines are recommendations only.



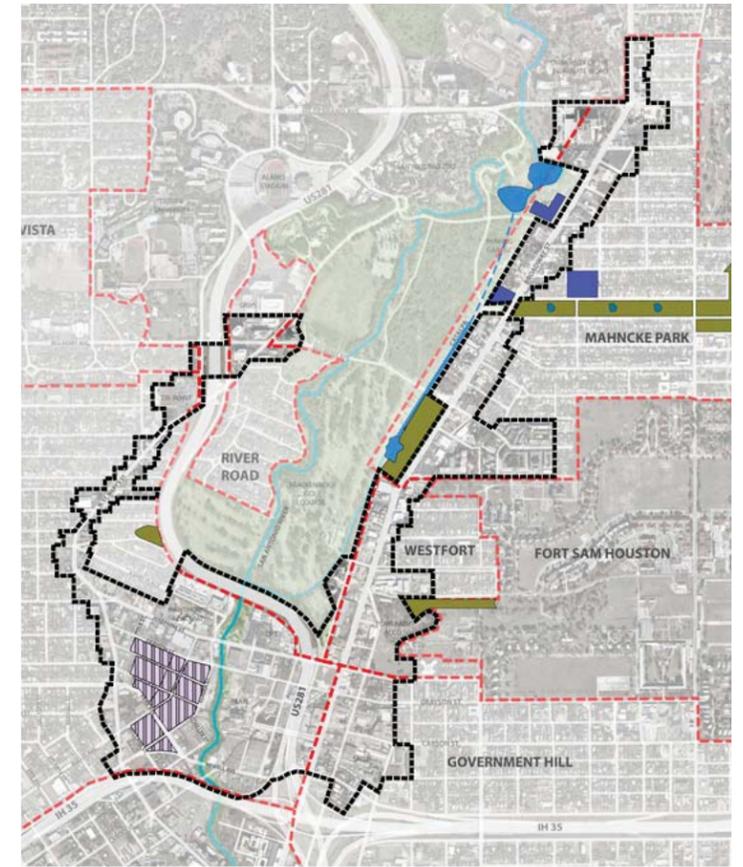
Industrial Art Courtyard



Live-work and on-site sales with screened fabrication yard



Street edge may be defined with Landscape Walls, Garages and Light-Industrial Uses



Key Map



Rain Garden between Building and Sidewalk



Chapter 3: Public Improvements Needed for the Vision

In order to implement the Master Plan and vision for the different neighborhoods within MidTown Brackenridge, several public improvements have been identified in this document.

All the projects identified cannot be funded through TIRZ dollars, nor is it appropriate to do so. Instead, this plan identifies “buckets” of dollars that are appropriate for different types of improvements based on the scale and impact of the improvements. Using this methodology, the TIRZ can better leverage other funding sources to ensure that all the needed public improvements can be undertaken to make the TIRZ and the City sustainable in the long run.

The Regional Detention and Catalytic Projects have impacts and benefits beyond the TIRZ and as such should be not be funded by the TIRZ. Specifically, the TIRZ funded projects can be classified as:

- Common infrastructure*—Any type of public infrastructure project outlined in the master plan and/or allowed under TIF statute.
- Project-specific incentives*—Offering project-specific or more traditional incentives to a project including reimbursing the City of San Antonio.
- Enhancements, beautification, and landscaping*— This category includes smaller projects outlined in the master plan and may include loans to existing businesses to pay for related costs.

A. Critical Project—Regional Detention

A major impediment to redevelopment in MidTown and especially along the Broadway corridor is the presence of regulatory 100-year floodplains. The most detrimental floodplain is the result of the San Antonio River being over capacity at a point near the Witte Museum. At that point the flows in the River (estimated at 1500 cfs) spill out and cross Broadway as it seeks a natural low located on the east side of Broadway. The spilled flow then progresses downstream before it crosses back over Broadway near Mulberry and enters the Catalpa Pershing Channel. The

Channel is then over capacity and the floodplain extends outside of the banks and impacts private property. A study by SARA indicates that this floodplain alone affects approximately 150 structures. Bexar Regional Watershed Management has identified the spill along the River as a top priority needing correction.

Bexar County Flood Control Capital Improvement Program is currently studying the feasibility of multiple detention ponds located in the watershed to lower the amount of flow in the River. The current schedule for the County is to finish the analysis in the first half of 2011. Depending on the findings, the project will progress into design and construction documents. Construction of the project would not start for three to four years. As part of the process the County will remap the floodplain with a Conditional Letter of Map Revision (CLOMR) when the plans are complete and a Letter of Map Revision (LOMR) when construction is complete.

The City of San Antonio Capital Improvement Management Services (CIMS) is also considering the inclusion of a project in its 2012 bond program to divert flows from the River directly into the Catalpa Pershing Channel.

The reason this flooding negatively impacts redevelopment is the policy set forth by the City of San Antonio that puts significant limitations to floodplain reclamation. The policy is in Section 35 Appendix F of the City’s Unified Development Code (UDC). Two requirements in particular have the most impact on a property’s ability to redevelopment. The first is that a development cannot increase the water surface elevation of the floodplain on adjacent properties. This is extremely difficult, if not impossible, to achieve because the construction of buildings/structures will act as obstructions to flow and will automatically increase the water surface elevation. Because of the small size of parcels, the water surface will affect adjacent properties. The second requirement is that every development must have unflooded access to the site. With a large portion of Broadway being in the floodplain, this requirement cannot be achieved.

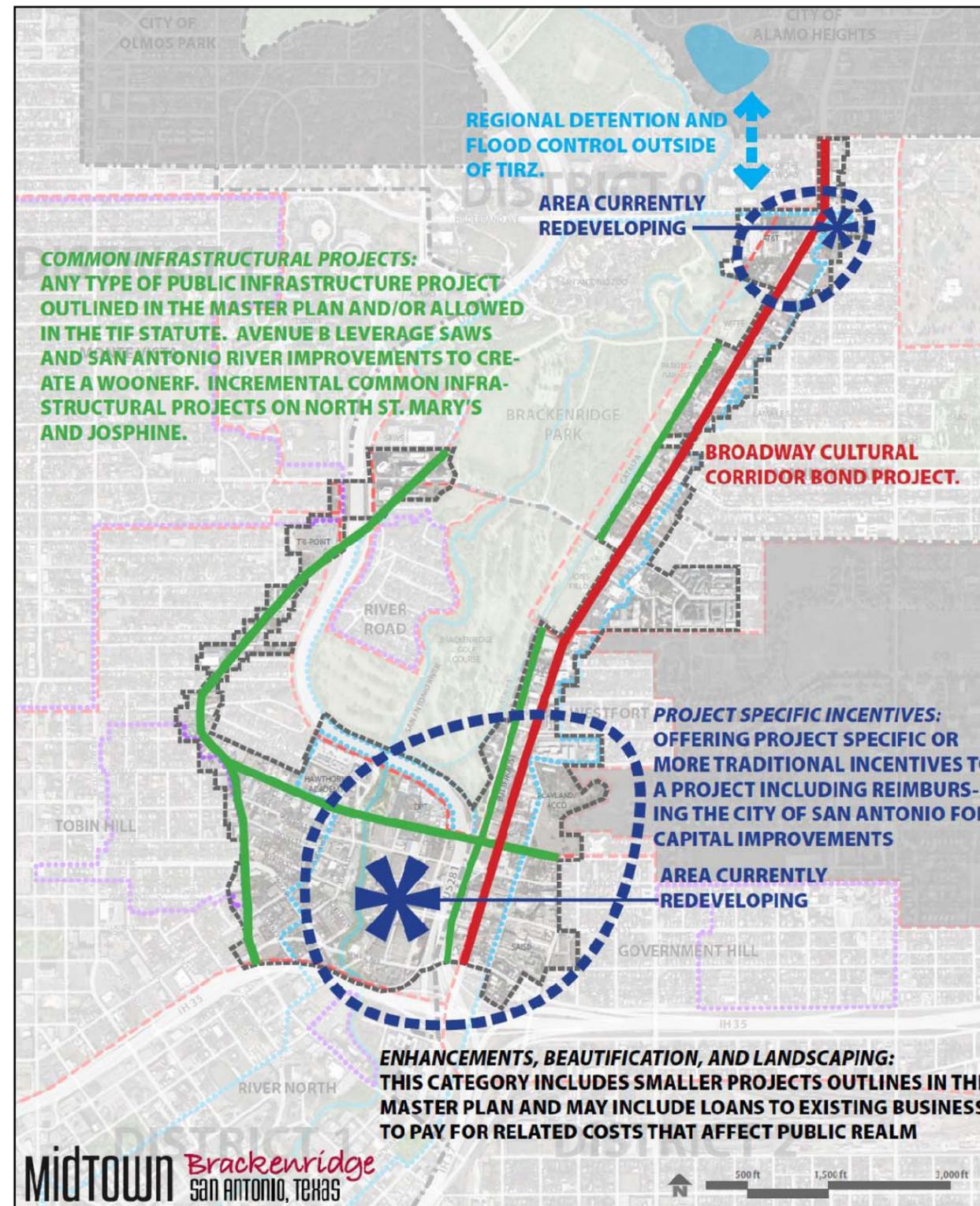


Figure 2. Public Infrastructure Projects by Funding Type



Desired character of regional detention for Broadway

Typically, when a development is able to obtain approval from the City to reclaim a portion of a floodplain, the development can provide a performance bond to complete the necessary improvements outlined in a CLOMR and obtain a building permit. In this particular case, however, the development will not be in control of completing the improvements outlined in the CLOMR. Therefore, the City would withhold building permits until the actual improvements have been completed. Completion of the City and County projects may not be constructed for at least five or six years.

The redevelopment of the properties in the floodplain along Broadway is vital to maximizing the tax increment funding to the TIRZ; therefore, any public improvement project aimed at eliminating the flooding conditions is a critical project. The City needs to determine at what point in the permit process they would be comfortable allowing redevelopment within this floodplain. That point could be once construction plans have been prepared, funds for construction have been allocated, and a CLOMR has been prepared.

B. Catalytic Projects

While some of the Catalytic Projects listed under this section, such as the redesign of Broadway and the Streetcar, are regional projects which have benefits far beyond the TIRZ and the TIRZ is too small to fund, the TIRZ should support these projects and look for ways of leveraging the regional investment for greater impact on the district.

1. **Broadway.** Stretching for over seven miles from Loop 410 near the airport to Houston St downtown, Broadway has consistently served as the city’s main street. Recognizable in the region for its location, natural amenities, and attractions, Broadway has carried a dual-purpose role as a regional thoroughfare and neighborhood avenue for many years.



Desired character for the Broadway Corridor

A commuter corridor for the near northeast, Broadway connects Alamo Heights, Terrell Hills, Lincoln Heights and multiple San Antonio neighborhoods to downtown. Its adjacency to Brackenridge Park, Zoo and Golf Course allows it to provide services to the thousands of annual visitors the Park receives. Broadway also connects Incarnate Word University, and, by proximity, Trinity University to the city as a whole.

In the past few years, Broadway has benefitted from a resurgence of private development activity, both developed and to-be-built, including Pearl, the Broadway, 1221 Broadway and other planned multi-family and retail projects. The Museum Reach project connecting the MidTown Brackenridge area to downtown via the River, the capital expansion of the Witte Museum and the ongoing improvements to Brackenridge Park, Golf Course and Zoo have also added to the development momentum along Broadway. Recently, Broadway’s designation as a “Cultural Corridor” will help to knit the museums,

parks and other significant cultural resources and the community as a whole.

The momentum to focus new projects and amenities as destinations for San Antonio residents, as they explore the new public realms, needs to be sustainable in approach and build on successful precedents. It should be able to progress over time and provide a solid foundation for future development and remain a community focal point for the entire city. Since the Broadway Corridor from Loop 410 to Downtown is integral to the city as a whole, its sustainability as a city-wide economic driver and destination is dependent upon more than a TIRZ, either MidTown or River North, can provide.

2. **Streetcar.** As the TIRZ advances support for projects, the recommended policies for the TIRZ in this document reinforce that priority should be given to those projects that advance the vision of Broadway as a transit corridor. The ultimate ability for VIA to implement streetcar as a redevelopment tool will be dependent on the TIRZ and other stakeholders partnering to make streetcar a reality both in terms of design and infrastructure investment. However, the funding and implementation of a streetcar along Broadway is a regional issue with implications beyond the TIRZ to the city at large and the adjoining cities of Alamo Heights and Terrell Hills.



Image of how a streetcar can create a vibrant streetscape and pedestrian environment

3. **TIRZ Public Projects.** In addition to the major infrastructure projects, the following are

recommended as TIRZ Public Projects. The costs for all TIRZ recommended public improvements are included in Table 1.

- a. Enhance the streetscape of N. St. Mary’s and Josephine. Providing a continuous walkable street environment that could link existing businesses to the neighborhood as well as connect the two areas to the River Improvements, Brackenridge Park and the Broadway corridor. Associated project: San Antonio Independent School District (SAISD) improvements to Hawthorne Academy.



Existing character of N. St. Mary’s Street with narrow sidewalks

- b. Provide additional public parking for entire TIRZ and provide a mechanism with the COSA’s Unified Development Code that allows this parking to be managed as a “utility” to be counted by developers to satisfy lenders’ requirements. This can be both structured parking as well as on-street parking options that are within a one-fourth mile radius of a project. This allows for more usable land area for development, thus increasing tax revenue for future improvements.

- c. Provide additional funds if required to enhance Avenue B as part of the SAWS sewer reconstruction project. Utilize planned construction as an opportunity to make additional improvements in a practical timeline allowing for cost sharing, reducing unavoidable delays and redundant improvements.
- d. Enhance N. St. Mary's from Josephine to Ashby and improve both intersections. Josephine is potentially a great street for neighborhood retail and entertainment uses. It connects to the River, Broadway, Fort Sam Houston, Playland, and US 281. Creating a strong connection from Josephine to N. St. Mary's will enhance business opportunities on both streets. Currently, the continuation of Josephine St. west is Dewey, a local residential street. With a new intersection configuration, Josephine, N. St. Mary's and Ashby can be better linked to adjoining neighborhoods.
- e. Provide initial funding for area-wide Low Impact Design (LID) improvements. LIDs can be accomplished at many different scales. In an urban area like MidTown Brackenridge, there are three possibilities:

- Require new developments to detain and filter storm water on site using rain barrels, green roofs, rain gardens as part of the urban streetscape, or develop interior landscape areas like courtyards that also detain storm water.
- Use proprietary systems as part of the publicly built storm water drainage system. These systems are usually incorporated into the storm inlet structure and detain and filter runoff.
- Collect storm water in smaller local detention facilities serving more than one property that filter the runoff before it enters the River.

Improvement		Length	Civil Subtotal	Streetscape Subtotal	Utility Subtotal	LIDs Subtotal		Subtotal	Contingency	Design Consultant	Total
Street	Segment	(ft)	(\$)	(\$)	(\$)	(\$/lf)	(\$)	(\$)	(15%)	(12%)	
Broadway	IH-35 to Pearl Pkwy	700	\$ 792,100	\$ 439,800	\$ 534,100	41	\$ 28,700	\$ 1,794,700	\$ 269,205	\$ 215,364	\$ 2,300,000
Broadway	Pearl Pkwy to Josephine	1,000	\$1,088,000	\$ 588,000	\$ 763,000	41	\$ 41,000	\$ 2,480,000	\$ 372,000	\$ 297,600	\$ 3,200,000
Broadway	Josephine to Mulberry	4,000	\$4,446,000	\$ 2,976,000	\$3,052,000	41	\$ 164,000	\$10,638,000	\$ 1,595,700	\$1,276,560	\$ 13,600,000
Broadway	Mulberry to Tuleta	2,900	\$2,735,200	\$ 1,984,300	\$2,212,700	41	\$ 118,900	\$ 7,051,100	\$ 1,057,665	\$ 846,132	\$ 9,000,000
Broadway	Tuleta to Burr	2,800	\$3,247,200	\$ 2,095,200	\$2,136,400	41	\$ 114,800	\$ 7,593,600	\$ 1,139,040	\$ 911,232	\$ 9,700,000
Broadway	Intersection @ Mancke Park							\$ 920,000	\$ 138,000	\$ 110,400	\$ 1,170,000
Broadway Total											\$ 38,970,000
Ave B	Typical Cross Section (Option 1)	5,600	1,349,600	\$ 616,000	\$1,646,400		\$ -	\$ 3,612,000	\$ 541,800	\$ 433,440	\$ 4,600,000
Ave B	Woonerf Cross Section (Option 2)	5,600	\$1,181,600	\$ 1,892,800	\$1,646,400	13	\$ 72,800	\$ 4,793,600	\$ 719,040	\$ 575,232	\$ 6,100,000
Ave B	Woonerf Cross Section w/ bioswales (Option 3)	5,600	\$1,041,600	\$ 1,892,800	\$1,646,400	129	\$ 722,400	\$ 5,303,200	\$ 795,480	\$ 636,384	\$ 6,800,000
Avenue B Total								Ranges from \$2,600,000 to \$4,800,00 (assumes SAWS contributing \$2,000,000 of the project cost)			
Josephine	Austin to N St Mary's	4,300	\$ 107,500	\$ 2,537,000	\$ 172,000	83	\$ 356,900	\$ 3,173,400	\$ 476,010	\$ 380,808	\$ 4,100,000
Josephine Street Total											\$ 4,100,000
N. St. Mary's	IH-35 to Josephine	2,400	\$ 60,000	\$ 1,416,000	\$ 96,000	83	\$ 199,200	\$ 1,771,200	\$ 265,680	\$ 212,544	\$ 2,300,000
N. St. Mary's	Josephine to US281	3,400	\$ 85,000	\$ 2,006,000	\$ 136,000	83	\$ 282,200	\$ 2,509,200	\$ 376,380	\$ 301,104	\$ 3,200,000
N. St. Mary's	*Closure @ Trail St							\$ 104,382	\$ 15,657	\$ 12,526	\$ 140,000
N. St. Mary's	*Enhanced Pedestrian Crossing @ US281							\$ 19,572	\$ 2,936	\$ 2,349	\$ 30,000
N. St. Mary's	Intersection at Ashby							\$ 570,000	\$ 85,500	\$ 68,400	\$ 730,000
N. St. Mary's	Intersection at Josephine							\$ 625,000	\$ 93,750	\$ 75,000	\$ 800,000
N. St. Mary's Total											\$ 7,200,000
Total for TIRZ Public Projects (excluding Broadway cost estimates and inflation) = \$15,300,000											
Total for TIRZ Public Projects (excluding Broadway cost estimates) with inflation= \$19,000,000											
* denotes cost derived from River Road/Brackenridge Park Area Access and Circulation Study, January 2001 and adjusted for inflation											

Table 1. Bond and TIRF Funded Public Improvement Cost Estimates



Image of a green Ecoroof, an appropriate LID treatment in MidTown

There are several pros and cons of each of the methods chosen.

- The first method provides the best overall system but impacts already expensive infill development costs and requires private property owners to maintain the collection and filtering devices.
- The second method requires public funding of both construction and maintenance but has the advantage that it can be monitored and does not require additional public land to accommodate it.
- The third system is relatively easy to do when dealing with newly developing areas and detention facilities can be incorporated into parks

and other public spaces. But retrofitting an existing neighborhood is often difficult with acquiring private property or dedicating space within an existing public park.

In the case of MidTown Brackenridge, the most reasonable areas for this type of facility are Mahncke Park, Lion's Field, and as part of the enhanced intersection at Josephine and N. St. Mary's St. or as part of a new public park that would have to be created along Josephine St.

- f. Public Art and pedestrian improvements at N. St. Mary's and 281 to enhance the connection to Brackenridge Park, using the precedent at Commerce Street to Sunset Station as model. This will also provide a new gateway to the MidTown Brackenridge area..

C. Phasing of Public Improvements

Repositioning Midtown TIRZ Finance Plan

A challenge facing the Midtown TIRZ, and the majority of TIRZ that are not limited to a large site controlled by single owner, is the difficult balance between investing in general infrastructure enhancements versus focusing on a few catalytic projects that have the ability to fundamentally transform the area. There are pros and cons to both approaches. Infrastructure enhancements such as much needed road and utility upgrades can oftentimes consume the entire TIRZ budget, but might not be sufficient grow the tax base over the long-term. High-profile catalytic projects (private or public sector) can take longer to develop, are subject to external economic forces, and might require the TIRZ to frontload spending that limits other projects.

Given the level of existing development and public infrastructure (ex. police and fire), future Midtown development should result in only modest cost of service increases for the City of San Antonio. It is unlikely that new developments will require new schools or other facilities to be built. To offset these costs, the City of San Antonio has the 10 percent of tax revenue not allocated to the Midtown TIRZ as well as incremental sales tax generated within the area. Furthermore, the Midtown TIRZ has a definitive end date (2028) and 100 percent of tax revenue reverts back to San Antonio's general fund.

To address these issues and provide guidance on how resources might be allocated, the project team has created a **Financing Plan** that includes detailed strategies and recommendations. The Financing Plan includes an annual budget (costs and revenues) based on projected tax revenue, infrastructure needs outlined in the master plan, and a realistic timeline that phases in infrastructure spending over the duration of the TIRZ. In addition, the Financing Plan highlights other funding and governance

challenges facing the Midtown TIRZ that could have a material impact on funding the master plan.

The Financing Plan is centered on that idea that the Midtown TIRZ Board implement policies that create a "sustainable" TIRZ that is adaptable to changing conditions, but provides an overarching financing plan for the area. To be successful, the financing plan adopted by the Midtown TIRZ Board should address the following key:

- **Adopt a framework that allocates sufficient TIRZ resources to major spending categories**
Using the project plan and cost estimates as a guide, the TIRZ should have sufficient resources to pay for many critical projects. Instead of spending all of the money in a single area, the TIRZ board should allocate future resources to major spending categories. The purpose is not to set rigid rules, but to ensure resources will be available to fund each type of project. Without some type of allocation, the TIRZ risks quickly spending all of its resources on initial projects and will not have funds available in the out years. Major spending categories include: 1) Common infrastructure, 2) Project specific incentives, 3) Enhancements, beautification, and landscaping 4) Parking garage, and 5) Existing businesses within TIRZ boundary.
- **Complement Midtown TIRZ funding with City of San Antonio Bond Program Funds**
The TIRZ will not generate enough revenue to pay for necessary major infrastructure improvements along Broadway. The TIRZ board and the City of San Antonio should consider paying for these upgrades as part of the 2012 and 2017 bond programs.
- **Establish prioritization guidelines and standards required to receive TIRZ funding**
As a mechanism to fairly evaluate projects while focusing on growing the tax base, the TIRZ board should establish criteria or a matrix to judge a project seeking funding. In addition to the requirement of qualifying as a major spending category, a project should promote and support the land use and building pattern outlines in the Chapter 2.
- **Evaluate additional public sector revenue streams**

Many TIRZ face the problem of paying for infrastructure required to spur catalytic projects with the amount of time it takes for TIRZ revenues to build up. Because of the importance of Midtown to San Antonio and Bexar County, the Midtown TIRZ board should evaluate and discuss asking additional public sector taxing entities to participate in the Midtown TIRZ. If other agencies participate, for example, the Midtown TIRZ could accelerate infrastructure spending because more revenue will be available each year. Once the TIRZ has a few more years of actual results, the board might also request the City of San Antonio or another public sector entity lend it money backed by actual TIRZ revenue.

- **Work with neighborhood associations, community groups, and other stakeholders to make sure Midtown remains a priority for the next 20 years**
The master plan requires a long-term commitment to the area from the TIRZ board and the residents of San Antonio. There will always be other competing projects, priorities, and issues outside of the Midtown boundaries. The TIRZ board should engage with these groups to focus reinvestment in the zone and look for ways of leveraging the tax increment with other public expenditures.

Chapter 4: Implementation

This chapter lays out the key implementation tools needed to realize the master plan. Some of the critical implementation elements include creating a prioritization policy for the Midtown TIRZ; recommending changes to the regulatory structure; establishing a financing plan to make the Midtown TIRZ sustainable in the long-run; and recommending the governance structure needed to coordinate the efforts of all public, private, and non-profit entities involved in development in MidTown Brackenridge.

A. Spurring Development

As revitalization in MidTown Brackenridge gathers momentum, several projects will be initiated and may request some Midtown TIRZ participation. In order to maximize the benefit from these and other limited public monies, it is important to establish general prioritization goals. These are based on the extent to which a proposed project furthers the vision established in this Plan, the Midtown TIRZ goals for supporting implementation efforts, stakeholder input, and level of private section participation.

Increasing the available stock of both market-rate and affordable housing downtown is another critical priority for the city. Thus, to the extent a project includes a residential component—all other aspects being equal—it should generally rank as a higher priority project for TIRZ funding. In addition, the proposed project’s connection to transit, proximity to other projects underway or recent projects, ability to leverage other public and private funding opportunities, ability to provide tourism benefits and the opportunity to promote the arts are all factors to consider for funding prioritization. Specifically, the following criteria should be established by the Midtown TIRZ Board:

1. Reinforces the Vision for MidTown Brackenridge
 - Walkable urbanism
 - Supports transit and multi-modal transportation
 - Transitions to neighborhoods
 - Provides shared parking benefits
 - Promotes the use of Low Impact Development concepts

- Development is of the appropriate intensity
 - Consistent with the street design/cross sections envisioned in this plan
2. Has the potential to influence additional redevelopment in the area (within a one-fourth mile radius)
 3. Project leverages multiple public and private resources
 4. Has a long-term positive impact on the city’s fiscal condition
 - Adds to the tax base
 - Increases jobs
 - Promotes housing goals
 - Promotes the arts and the concept of the cultural corridor
 5. Supports a variety of building types and scales for existing and new businesses
 - New business incubation
 - Existing business expansion
 - Building types that can transition uses over time without significant reconstruction
 6. Links key elements of the MidTown Brackenridge Area
 7. Uses recommended Low Impact Development (LID) elements

The attached TIRZ Policies Matrix (Table 2) provides the TIRZ Board the basis for prioritizing the different TIRZ project requests by the extent they meet specific desired and required elements of this MidTown Brackenridge master plan.

Table 2. TIRZ Policies Matrix

<i>Project Type</i>	<i>Common Infrastructure</i>	<i>Project Specific Investments</i>	<i>Enhancements</i>
<i>Prioritization Criteria</i>			
<i>Reinforces Vision of Master Plan</i>	R	R	R
Walkable Urbanism	R	R	R
Appropriate Intensity	R	R	D
Linkages to Neighborhoods	R	D	D
Consistent with Proposed Street Sections	R	R	D
Transit Ready	R	R	D
<i>Has the Potential to Influence Redevelopment within a ¼ Mile Radius</i>	R	R	D
Shared/public Parking	D	R	R
<i>Project Leverages Multiple Public and Private Resources</i>	R	R	D
<i>Has a Long Term Impact on City’s Fiscal Condition</i>	R	R	D
Tax Base	R	R	D
Jobs	D	R	D
Housing Goals	D	R	D
Cultural Corridor	D	D	D
<i>Supports Variety of Scales of Building Types and Businesses</i>	D	R	D
Incubation	D	D	D
Expansion	D	D	D
Relocation	D	D	D
Flexible Over Time	D	R	R
<i>Links Key Elements of the MidTown Brackenridge Area</i> (the River, Brackenridge Park, Ft. Sam Houston, Broadway, St. Mary’s St., and Josphine St.)	R	R	D
<i>Low Impact Development</i>	R	R	D

R = Required element
D = Desired element

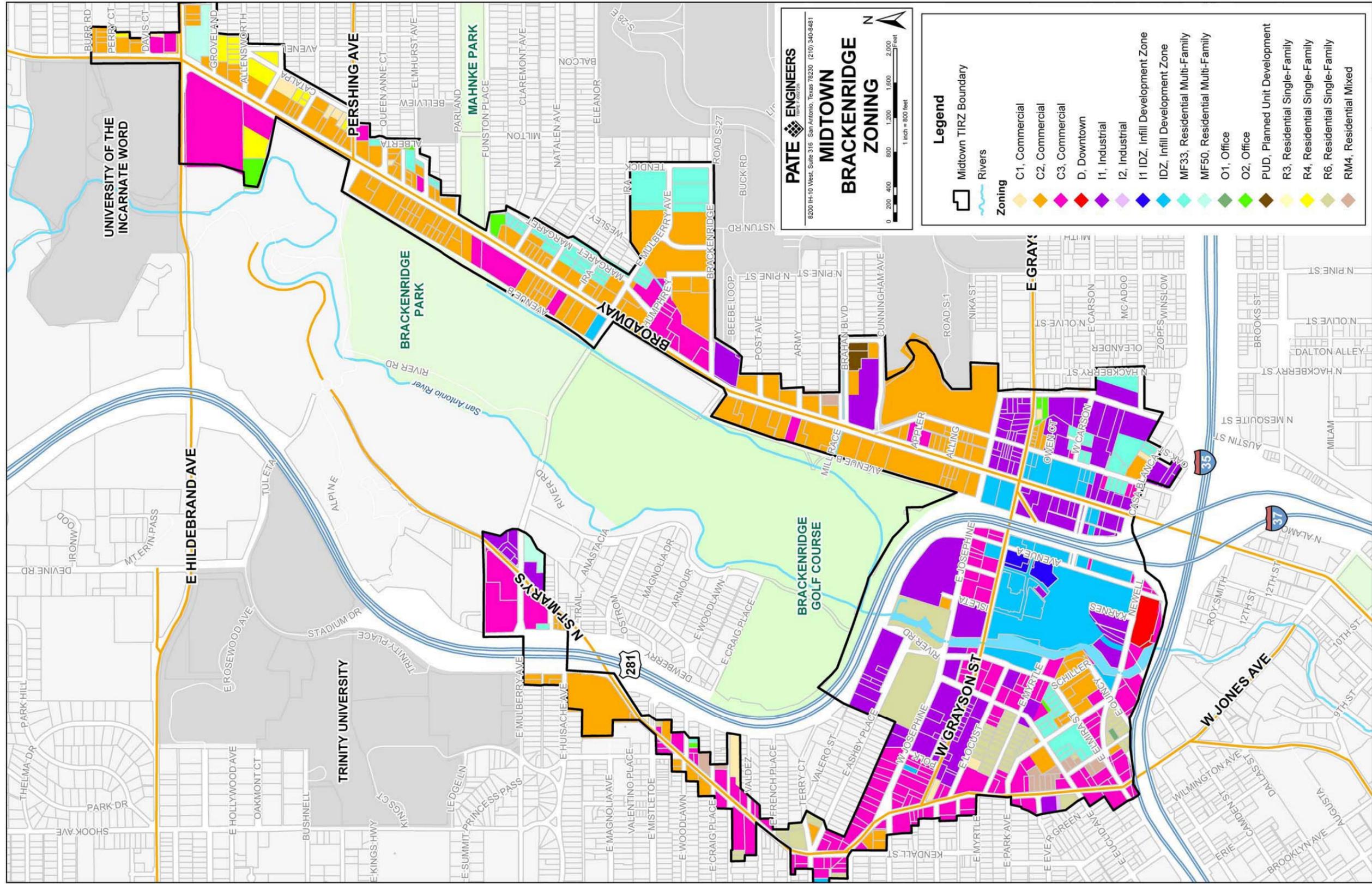


Figure 2. Existing Zoning in MidTown Brackenridge

B. Organizing for Infill with Regulatory Changes

MidTown Brackenridge’s fiscal integrity—and the capacity for the Midtown TIRZ to sustain a meaningful role over time—will be dependent on the ease of undertaking development within the vision of this master plan. Master planned communities are often successful because they are controlled by a single owner. Urban neighborhoods, on the other hand, are complex in that they are pulled in various directions by numerous ownership interests. Accordingly, a uniform regulatory context is critical so that each owner or developer knows that his or her investment will be enhanced by others’ investments next door or down the block. This investment dynamic is critical to the economic development goals of the Midtown TIRZ.

The current state of urban infill capacity within the MidTown Brackenridge is complicated by multiple overlays resulting in a myriad of regulations, suburban design requirements, lack of design predictability, and disjointed development permit review. To ensure that the vision of the master plan is realized, the issues preventing good design and a timely and predictable development process must be addressed.

Currently, there are as many as seven regulatory “sub-areas” within the Midtown TIRZ. Thus, although the Midtown TIRZ is a contiguous area, it does not enjoy a consistent set of development regulations throughout its jurisdiction. It is important to note that development within the Midtown TIRZ is certainly possible despite the elaborate regulatory structure. However, regulators must show consideration for the fact that the Midtown TIRZ is competing with areas outside the Midtown TIRZ for new development. The regulations for one of the regulatory sub-areas within the Midtown TIRZ total almost 150 pages (not including the appendices associated with the sub-area’s neighborhood plan). Property that is not subject to a special zoning overlay, a neighborhood conservation district, or a neighborhood plan—which is often the case for non-infill development—is primarily governed by a five-page table in the City’s Unified Development Code (UDC). As a result, development in the Midtown TIRZ appears to be subject to an immediate policy restriction: a property

owner within the Midtown TIRZ must currently filter through a significant amount of information to design a project as compared to non-infill property owners in suburban locations.

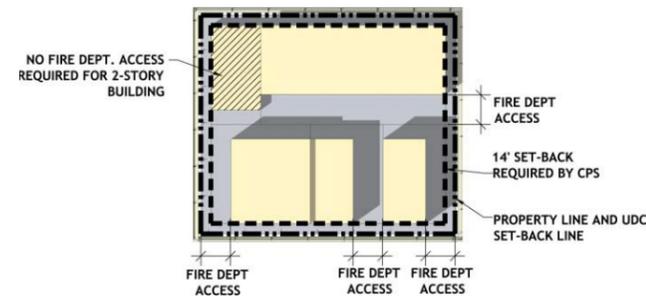
Suburban development is encouraged because it is entitled to predictable development standards in the UDC. What a property can be used for, where buildings can be located, building height, and in some cases building materials and massing are outlined. Generally, the UDC speaks to lessening conflicts between the use of two properties that adjoin or are nearby, rather than unifying them in a walkable urban context.

Building codes place additional restrictions based on creating a healthy environment inside the structure and its ability to survive a disaster long enough for occupants to safely exit, and to contain a disaster on-site long enough for emergency responders to arrive. Fire codes speak to conditions that alert occupants to dangers and providing a safer environment for emergency responders to do their work.

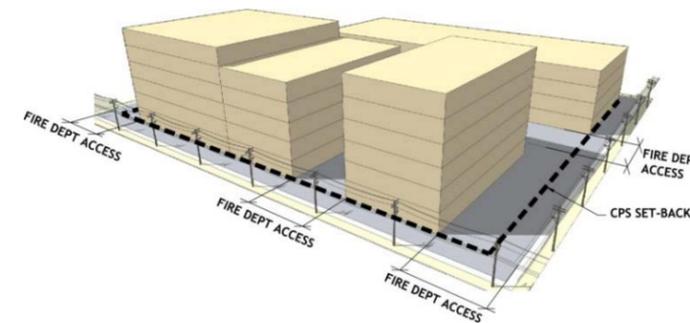
The city, state, and public utilities also place restrictions and easements to maintain adequate roadway widths and utility distribution systems. Finally, lenders, buyers, and tenants place their own restrictions on development, frequently choosing conventional patterns to what may be untried.

At the edge of a city, these conditions are easier to manage and the development process is more reliable. In older neighborhoods and infill development sites, the interrelationship of restrictions, requirements, and market assumptions creates more risk since the development pattern and outcome is more difficult to predict; in-fill conditions often require unconventional solutions, and all the codes are written for new construction with little thought given to infill conditions.

In the end, in MidTown Brackenridge the unpredictable entitlements, easements, codes, and market conditions work against creating a walkable, transit friendly, mixed-use, mixed-income district.



Plan (left) and view (bottom) of development that meets current fire codes with fire lanes generally surrounding the development



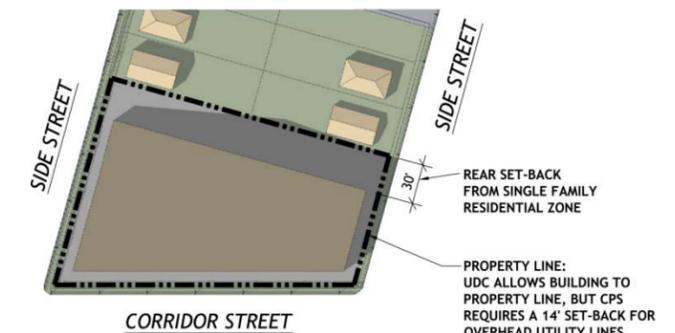
Zoning

The majority of sites in MidTown Brackenridge are zoned C-2, C-3, or I-1. A few sites have been rezoned by their owners for in-fill development through the Infill Development Zone (IDZ), and a few have multi-family designations. Table 1 summarizes the impediments under current zoning for implementing mixed-use development in MidTown Brackenridge. Existing zoning in MidTown Brackenridge is shown in Figure 2.

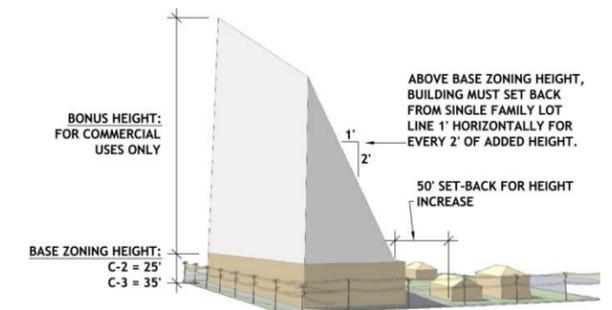
The City has a very useful and flexible classification for infill development. The Infill Development Zone District (IDZ) allows an owner or developer to create a mixed-use development with specific site and development standards. However, IDZ does not encourage design coherence between adjacent properties, which is a requirement for good urban development. In addition, two issues with the IDZ zoning district create greater risk for owners. Owners requesting an IDZ are asked to conduct a public meeting with the surrounding neighborhood and the designation requires a developed site plan. Public meetings are frequently attended by opponents (rather than proponents), and many neighbors prefer not arguing in favor of a development if someone is opposed. Owners must also incur significant professional fees in creating a site plan in which they have confidence

before knowing if they can actually use the property for their desired use.

A majority of Broadway and N. St. Mary’s Street, and some portions along Josephine Street, are zoned C-2 and C-3. The UDC allows commercial buildings in C-2 and C-3 zoning to have additional height limits as the building distance to single-family used and zoned lots increases. If a commercial building is adjacent to an existing single-family residential use, the height of the commercial building is limited to the maximum height of the single-family district within the first linear 50’ of the property line (which is usually 35’ in height, or 2½ stories).



Plan (left) and view (bottom) of commercial development that results from current height standards in the C-2 and C-3 zones



After the initial linear 50’ from the property line, the commercial height may be increased at a slope of 2’ in additional height for every 1’ of additional rear/side setback. This “bonus height” standard allows for a dramatic increase in height near adjacent single-family residential uses (see illustration on previous page).

The UDC also imposes density limits for mixed-use/live-work buildings in C-2 and C-3 zoning districts. In C-2, attached apartments/condominiums may be built at a maximum density of 10 units per acre (at a ratio of 1 square foot of residential floor use to 1 square foot of commercial floor use). In C-3, a maximum density of 20

units per acre is permitted (at a ratio of 2 square feet of residential floor use to 1 square foot of commercial floor

issue has occurred, pay code consultants to justify the trade-offs, and wait for responses.

District	Principal Use	Additional Uses	Setback	Building Height	Desired Mixed-Use Outcome not allowed
C-2	Neighbor retail and services	6 residential units/acre or 10 units if equal amount of commercial space in building	30' rear yard	25'	C-2 is principally on Broadway. All commercial buildings have fewer height and area restrictions than mix-use commercial-residential buildings. Hotels and motels are only permitted as a Special Use. Urban residential buildings are not allowed. See height diagrams
C-3	Neighborhood and regional retail and services.	20 residential units per acre are allowed.	30' rear yard	35'	Many parcels on N. St. Mary's are zoned C-3 which allow for more intense uses than C-2 but all-commercial buildings still have fewer height and area restrictions than mixed-use buildings.
I-1	Light industrial, car sales and service		30' all sides	60'	Residential is not allowed
MF sites	Multi-family			35' to unlimited	Neighborhood retail, offices, and services.

Table 1. Summary of the Current Zoning Impediments to Mixed Use Development Outcomes in MidTown Brackenridge

use). Moreover, if a particular site does not enjoy sufficient acreage to take advantage of the above “bonus height” provisions—which is often the case in in-fill development—then the absolute maximum height of the building is 25’ in C-2 and 35’ in C-3. This permits only one-story residential uses over ground floor commercial in C-2 and two stories of residential over ground floor commercial in C-3. The combination of these UDC provisions, which curb residential density and allow increased height but only in unusual building envelopes, inhibits the construction of good mixed-use projects in MidTown Brackenridge.

Building codes view mixed-use infill buildings as a group of discrete buildings stacked on top of and next to each other. Each small-scale building has to meet specific requirements based on use and must safely exit to the exterior. Each small building is then envisioned as sitting in the middle of an open space mostly accessible by fire trucks. As each of the small buildings is attached, stacked, placed on a site with limited access, a series of exceptions and trade-offs is required. While many of these exceptions deal with the same limited number of issues, each owner must go through the process as if it were the first time the

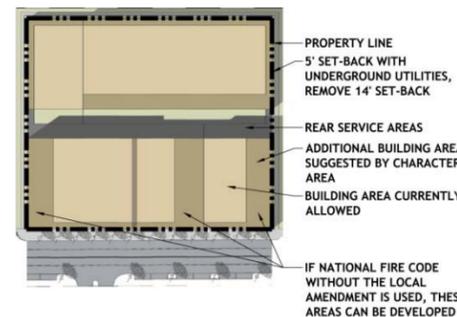
A local amendment to the fire code requires an aerial apparatus lane, which is at least 41’ wide, along 30% of a building’s perimeter and 70% of its long side if it is over three stories high. This access has to be inside any overhead utility lines. The national code only requires a side of the building to have this access. The local utility companies typically require a 14’ setback along the front of a building with overhead utility lines which is sometimes contradicted by the zoning code’s build-to line.

A local amendment to the national electric code requires conduit in four-story residential buildings. At the moment, this requirement adds approximately \$2,000 a unit to the cost of a typical urban apartment building in San Antonio compared to other Texas cities, including smaller cities adjoining San Antonio.

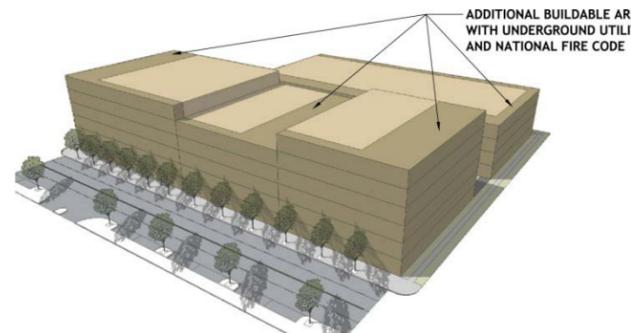
While the UDC allows owners to develop property with a range of parking ratios and parking requirements may be waived in Infill Development Zones, lenders, tenants, and buyers frequently require parking ratios that are at the upper limit of the local code. Retail tenants usually look for lease spaces with ample visible parking, and residential

tenants frequently want secure parking that is directly connected to their residents. All of these market forces work against a less car oriented, walkable, transit friendly development pattern.

Compared to Greenfield sites with few neighbors, an easy to use set of zoning standards for single use buildings, a city growth pattern understood by lenders and the market, and great certainty of the process and its outcome, infill is very difficult and risky.



Plan (left) and view (bottom) of type and character of mixed use development that is desirable in MidTown Brackenridge



Building and Other Code Modification Request (CMR) Reform Needed to Support Infill

The city currently puts urban infill projects at a competitive disadvantage, as compared to other markets within the metro region, by requiring certain code requirements that are stricter than industry standards, including International Building Codes. This higher level of enforcement often is also present within staff interpretation of zoning codes where more than one zoning or overlay is present. Typically, staff enforces the more restrictive code.

One unified approach that should be addressed is to reduce the high amount of Code Modification Requests (CMRs) that are common and repetitive to urban infill projects. Those CMRs are typically related to codes that are derived from traditional suburban and Greenfield developments, yet lose practicality when applied to infill projects. The reduction of the amount of CMRs is a task that could be accomplished with the collaborative effort of multiple departments as well regional agencies that affect development. These departments should include, but are not limited to, Plan Review, CPS Energy, SAWS, and the Fire Department.

It is therefore recommended that a facilitated review of reoccurring CMRs for infill projects be identified and form the basis of multi-agency code and policy reform. Once these reoccurring CMRs are identified and analyzed, the respective agencies should transform those CMRs into permanent code changes.

Recommendations

- **Develop a unified overlay or comprehensive changes to the current entitlement.** A process should be undertaken to develop a regulatory context that makes infill easy and additive in terms of each project advancing the vision of a walkable urban neighborhood. Accordingly, a singular, unified overlay should be developed based upon character areas created within the framework of this master plan.

Replacing the RIO and the regulatory role of the respective neighborhood plans, this overlay would provide design and development standards consistent with this Master Plan, the intent of the RIO, community preferences and market opportunities for MidTown Brackenridge. The new overlay would complement the base zoning already in place within the MidTown area, but it would supersede the base districts where conflicts arise. This approach will marry the proposed street types and cross-sections with the character areas proposed herein to encourage a design outcome that advances the vision of walkable urbanism. This approach will also make the review process easier and predictable. Even if an overlay process is not utilized, the recommended design strategy should be implemented through other comprehensive changes to the existing entitlement system.

- **Streamline the HDRC Process.** When certain development plans require approval from HDRC, it is recommended that an administrative approval process replace HDRC's based on written, objective standards derived from the new overlay. If conflicts arise with staff under this administrative process, appeals would be taken to the HDRC.
- **Revise or eliminate the application of regulations that encourage suburban development patterns in order to encourage infill.** A review of all applicable regulations, building codes and fire code standards should be undertaken through a multi-departmental process to identify and revise standards so that infill can result in walkable urbanism rather than disjointed suburban style development. This recommendation assumes that alternatives to development compatibility as well as health and safety needs can be met by alternative approaches.

C. Creating an Economically Sustainable TIRZ

Repositioning Midtown TIRZ Finance Plan

A challenge facing the Midtown TIRZ, and the majority of TIRZ that are not limited to a large site controlled by single owner, is the difficult balance between investing in general infrastructure enhancements versus focusing on a few catalytic projects that have the ability to fundamentally transform the area. There are pros and cons to both approaches. Infrastructure enhancements such as much needed road and utility upgrades can oftentimes consume the entire TIRZ budget, but might not be sufficient grow the tax base over the long-term. High-profile catalytic projects (private or public sector) can take longer to develop, are subject to external economic forces, and might require the TIRZ to frontload spending that limits other projects.

Given the level of existing development and public infrastructure (ex. police and fire), future Midtown development should result in only modest cost of service increases for the City of San Antonio. It is unlikely that new developments will require new schools or other facilities to be built. To offset these costs, the City of San Antonio has the 10 percent of tax revenue not allocated to the Midtown TIRZ as well as incremental sales tax generated

within the area. Furthermore, the Midtown TIRZ has a definitive end date (2028) and 100 percent of tax revenue reverts back to San Antonio's general fund.

To address these issues and provide guidance on how resources might be allocated, the project team has created a **Financing Plan** that includes detailed strategies and recommendations. The Financing Plan includes an annual budget (costs and revenues) based on projected tax revenue, infrastructure needs outlined in the master plan, and a realistic timeline that phases in infrastructure spending over the duration of the TIRZ. In addition, the Financing Plan highlights other funding and governance challenges facing the Midtown TIRZ that could have a material impact on funding the master plan.

The Financing Plan is centered on that idea that the Midtown TIRZ Board implement policies that create a "sustainable" TIRZ that is adaptable to changing conditions, but provides an overarching financing plan for the area. To be successful, the financing plan adopted by the Midtown TIRZ Board should address the following key:

- **Adopt a framework that allocates sufficient TIRZ resources to major spending categories**
Using the project plan and cost estimates as a guide, the TIRZ should have sufficient resources to pay for many critical projects. Instead of spending all of the money in a single area, the TIRZ board should allocate future resources to major spending categories. The purpose is not to set rigid rules, but to ensure resources will be available to fund each type of project. Without some type of allocation, the TIRZ risks quickly spending all of its resources on initial projects and will not have funds available in the out years. Major spending categories include: 1) Common infrastructure, 2) Project specific incentives, 3) Enhancements, beautification, and landscaping 4) Parking garage, and 5) Existing businesses within TIRZ boundary.
- **Complement Midtown TIRZ funding with City of San Antonio Bond Program Funds**
The TIRZ will not generate enough revenue to pay for necessary major infrastructure improvements along Broadway. The TIRZ board and the City of San Antonio

should consider paying for these upgrades as part of the 2012 and 2017 bond programs.

- **Establish prioritization guidelines and standards required to receive TIRZ funding**
As a mechanism to fairly evaluate projects while focusing on growing the tax base, the TIRZ board should establish criteria or a matrix to judge a project seeking funding. In addition to the requirement of qualifying as a major spending category, a project should promote and support the land use and building pattern outlines in the Chapter 2.
- **Evaluate additional public sector revenue streams**
Many TIRZ face the problem of paying for infrastructure required to spur catalytic projects with the amount of time it takes for TIRZ revenues to build up. Because of the importance of Midtown to San Antonio and Bexar County, the Midtown TIRZ board should evaluate and discuss asking additional public sector taxing entities to participate in the Midtown TIRZ. If other agencies participate, for example, the Midtown TIRZ could accelerate infrastructure spending because more revenue will be available each year. Once the TIRZ has a few more years of actual results, the board might also request the City of San Antonio or another public sector entity lend it money backed by actual TIRZ revenue.
- **Work with neighborhood associations, community groups, and other stakeholders to make sure Midtown remains a priority for the next 20 years.**
The master plan requires a long-term commitment to the area from the TIRZ board and the residents of San Antonio. There will always be other competing projects, priorities, and issues outside of the Midtown boundaries. The TIRZ board should engage with these groups to focus reinvestment in the zone and look for ways of leveraging the tax increment with other public expenditures.

D. Governance Structure

Without a collaborative effort among the multiple city departments and other agencies involved in

development, utilities and planning, a Central City-focused urban infill policy based on the MidTown Brackenridge Master Plan will be hard to achieve and implement. The individual city departments and other agencies that review and work with the development community should be unified in approach so that infill can be easily achieved.

Tens of millions of dollars in infrastructure and facilities investments are slated for MidTown Brackenridge. Those infrastructure investments in streets, drainage, the San Antonio River, Fort Sam Houston, Brackenridge Park and other facilities are currently being planned and designed in relatively isolated contexts. While a coordination effort is presently in place, there remains a lack of visionary integrated leadership to assist in the associated private development process. The agencies responsible for the myriad of infrastructure, preservation and conservation responsibilities must overcome their respective "silos" in order for the City, Bexar County and SARA, among other agencies, to leverage the extensive resources they will expend respectively over the next couple of generations. This unified approach will allow for ease of development and shared outcomes for the public, city staff, and the real estate community, thus encouraging the market to embrace infill projects.

The bottom line is that the TIRZ cannot by itself successfully implement this Master Plan for MidTown Brackenridge. A unified business approach to redevelopment is critical. The resources are available for implementation; the vision is strongly embraced by the stakeholders, adjacent neighborhoods and the community at large. The real estate community has already demonstrated its commitment to the area through substantial ad hoc development; and substantial ongoing investments in infrastructure are underway or will be over the next several years. Nevertheless, a master plan alone will not assure that implementation will occur in any meaningful way. Leadership is critical; and sustained leadership requires a governance structure that will encourage partners to work together.

A Single Entity Should Facilitate Sustained Governance for MidTown Brackenridge

Whether within the TIRZ structure or in coordination with it, a single entity should be created as a one-stop for all business within MidTown Brackenridge, and potentially with a focus on the Broadway/River Corridor. The entity

would facilitate the following on behalf of all City Departments and other pertinent agencies:

- Coordinate investments in infrastructure for streets, drainage, utilities, river improvements, public space improvements, traffic circulation, transit and cultural assets, including the process of planning, design and implementation among all agencies including the City, Bexar County, SARA, SAWS and CPS, as well as implementing the recommended TIRZ prioritization policy included in this Master Plan in the context of all investments in infrastructure;
- Identify and track redevelopment opportunities that support the vision of the Master Plan in order to leverage investments within the TIRZ and by other public partners so that maximum infill development momentum can be created;
- Simplify and coordinate the design and regulatory processes so that development results in walkable urbanism rather than isolated suburban-style single use development (see recommended regulatory reforms); and
- Facilitate the branding and programming of MidTown Brackenridge in order to create a cohesive investment and quality of life context, including cross-platform media and marketing, public safety services and maintenance of public spaces.

Numerous models exist for this approach. One that may be a good fit for MidTown Brackenridge is Downtown Fort Worth, Inc. (DFWI). DFWI was created to manage the two downtown TIRZs in Fort Worth for coordinated infrastructure investments in parking, streets, and other public spaces, along with the Public Improvement District (PID) for maintenance, safety patrol, and cultural programming.

DFWI is structured to be a public-private platform to facilitate coordinated private investment across multiple ownership interests and to accept privately funded public safety services in order to maintain a strong perception in the market place that Downtown Fort Worth is safe and clean. The director of DFWI acts as a single point of contact to ensure that both such public-private partnerships and the public-public interagency relationships are institutionalized and maintained over time.

Convene an Interagency Summit of Different Public Entities

Convened by the Mayor, County Judge, Chairman of the SARA Board, Chairman of the TIRZ Board and Chairman of VIA, an Interagency Summit would provide the Momentum Necessary to Kickoff a one stop Entity and the appointment of Infill Development Officer; thereafter, a roundtable should be convened regularly.

The convening of an interagency summit should be considered to determine and develop urban infill policy for each respective public agency and private organization including non-profits, universities and key businesses. This summit will provide the momentum necessary for each institution to focus resources and a point person to commit to the implementation of this Master Plan.

In addition to coordinating respective goals, policies and resources for the support of meaningful infill development, the summit should set an agreed-upon framework and timeline for the following:

- The creation of a one-stop entity similar to DFWI to maintain institutional partnerships for implementation;
- The appointment of a Infill Development Director who would work directly with the one-stop entity and report directly, or have direct access, to the City Manager's office; and
- Agreement on both the immediate and long term key catalytic projects for unified action in terms of infrastructure and redevelopment projects as supported by the vision and analysis reflected in this community-based master plan.

This initial summit should be followed up with a regular roundtable of key public and private institutions to maintain communication and coordination for the one-stop process. Fundamentally, the one-stop approach is critical to making infill the norm rather than the exception in MidTown Brackenridge. A one-stop approach is not enough, however, to assure the realization of development momentum: a coordinated and predictable incentive policy is also indispensable.

These steps will organize the city to accomplish infill development throughout the central city and the areas it has designated as new urban nodes; but for a 20-year plan to be successful, there also needs to be organized institutional memory working in the community.

Specialized Local Organizations Needed to Facilitate Implementation

N. St. Mary's and Josephine Streets each need separate local organizations that bring together business operators, property owners, Tobin Hill, River Road, and Monte Vista. An Urban Main Street program or the city's Neighborhood Commercial Revitalization programs are excellent examples of the organization needed for success. A cooperative parking strategy, inevitable conflicts between businesses and residents, promoting the corridor, and dealing with business disruptions during street construction are issues that must be addressed to create sustained redevelopment momentum. But these are not issues that a TIRZ board normally tackles.

Broadway will also have these issues along with creating its identity as a cultural corridor. To be successful, Broadway will need to add the San Antonio Museum of Art, the Witte, the McNay, representation from the City of Alamo Heights, the Brackenridge Park Conservancy, and other cultural organizations to ensure success. This group should also look at fund raising for a public art program and other sources of funding for the sustained success of this cultural corridor. This group will also be an important example for what works for the city's other cultural corridors.

A Predictable and Consistent Incentives Policy will Encourage More Infill

Currently, incentive packages for urban infill consist of a standard availability of fee waivers supplemented with individually applied fiscal support often driven by inconsistent political considerations. The resulting ad hoc packages, within the perception of the development community as a whole, create a perception of an "unpredictable" and or "un-navigable" path to infill development. Realizing substantial infill, therefore, requires consistency and predictability. A unified approach to urban infill needs to establish a framework for incentives so that when the market does embrace urban infill with a greater frequency, a predictable yet flexible incentive package will lessen the independent review policy, thus expediting urban infill development for both parties.

As the City has deemed that approximately one-fifth of its total area is considered urban or infill areas, the unified approach needs to be commensurate with this City policy. The approach needs to be in the form of both personnel

and funding. This approach will allow for a streamlined standardized system within the City so that, in the event the market embraces urban infill development at a higher frequency, staff is not "overwhelmed" with individual code and incentive reviews.

While city staff has demonstrated an engaging appreciation of infill, the concept is relatively foreign to both the public and private sectors. As both parties navigate urban development, a logjam effect will initially be likely until both parties realize the other's roles and expectations. This "alien" concept of urban infill can be mitigated and eventually reversed by the appointment of the Infill Development Officer recommended above; but that person and the coordinated effort of the pertinent agencies discussed above should have the capacity to engage the market with a consistent and robust incentives policy, in terms of both resources and ease of navigating the design and regulatory process. The end result of this approach will be a predictable and timely development process for both public staff and the market.

E. Other Recommendations

In addition to the above key recommendations for implementation, the following are provided for additional consideration by the TIRZ Board, City, and other implementing entities:

- Work with the Alamo Area Council of Governments to create a program to support the funding prioritization, planning and implementation of walkable, mixed use, and transit supportive neighborhoods similar to the Sustainable Development Program at the North Central Texas Council of Governments (NCTCOG) and the Livable Centers Program at the Houston-Galveston Area Council (H-GAC).
- Commission a comprehensive study of Low Impact Development Standards for Midtown-Brackenridge and implement appropriate standards.
- Continue working with VIA to improve public transportation and implementing a streetcar.
- Continue to work with Fort Sam Houston to positively capture its growth.

F. Implementation Matrix

Based on the recommendations included in this Master Plan document, a summary matrix (Table 2) has been created for easy reference. The TIRZ Board should work with the City to identify who is primarily responsible for the implementation of each recommendation and who should have secondary responsibility.

Table 2. MidTown Brackenridge Master Plan Implementation Matrix

<u>Location in Master Plan</u>	<u>Recommendation</u>	<u>Primary Responsibility</u>	<u>Assisting Responsibility</u>
Regulatory Recommendations	Develop a singular unified overlay based upon character areas created within the framework of the master plan or develop comprehensive amendments to the current entitlements within MidTown Brackenridge to implement the vision		
Regulatory Recommendations	Streamline the HDRC Process by implementing an administrative approval process utilizing the HDRC in an appellate manner		
Regulatory Recommendations	Revise or eliminate the application of regulations that encourage suburban development patterns in order to encourage infill		
Governance Structure	Develop a consistent, robust infill incentive policy to ensure predictability so that infill development is more broadly embraced by the market		
Repositioning of TIRZ Finance Plan	Focus on growing the tax base by allocating future tax revenue to four categories with fixed percentages		
Repositioning of TIRZ Finance Plan	TIRZ Board and COSA should consider financing significant infrastructure improvements through 2012 Bond		
Repositioning of TIRZ Finance Plan	Consider merging or modifying Midtown TIRZ with surrounding TIFs including River North		
Governance Structure	Create Infill Development Officer position to administer urban policy and review development projects to support and sustain substantial infill development		
Governance Structure	Create an Interdepartmental and Interagency round-table composed of multiple government agencies, non-profits, etc., to do determine urban infill policy that will assist the Infill Development Officer		
Regulatory Recommendations	Initiate amendments to neighborhood plans in order to make each consistent with the Midtown Master Plan to avoid contradictory instances of regulation and policy		
Regulatory Recommendations	Reduce the high amount of Code Modification Requests, or CMR's, that are common to urban infill projects through internal review process		
Other Recommendations	Engage a third-party firm to write an effective urban infill policy inclusive of regulatory and administrative policies complementary to existing City policy		
Other Recommendations	Hire an Urban Streets design firm to produce Schematic Design documents for Broadway from Houston St. to Burr Road		
Other Recommendations	Create a Better Block to demonstrate what a pedestrian friendly, urban street feels like and promote those Master Plan projects that should be included in the 2012 Bond		
Other Recommendations	Pass TIRZ Board Policies and have them ratified by City of San Antonio via ordinance		

MidTOWN *Brackenridge*
SAN ANTONIO, TEXAS

MidTown TIRZ Board
San Antonio River Authority
City of San Antonio

Gateway Planning Group, Inc. / Alamo Architects, Inc.
Pate Engineers, Inc.
Bender Wells Clark Design
TXP, Inc.
Ximenes & Associates, Inc.
Brown & Ortiz, PC
1836 Asset Development, LLC