

**ALAMO PLAZA**  
**STUDY COMMITTEE**

**REPORT AND RECOMMENDATIONS**  
**TO CITY COUNCIL**

**OCTOBER 20, 1994**

## TABLE OF CONTENTS

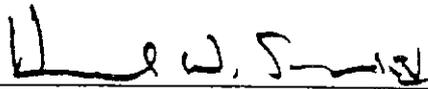
1.	Acknowledgments.....	3
2.	Executive Summary .....	5
	Committee Task.....	5
	Process .....	5
	Accumulate Research .....	5
	Philosophy .....	7
	Interpretive Themes and Goals.....	7
	Work Plan 5.....	8
	What's Next .....	10
	Appendix.....	10
3.	Philosophy.....	11
	What is a Philosophy.....	11
	Committee's Philosophy .....	11
4.	Interpretive Themes and Goals .....	12
	What is a Theme and a Goal.....	12
	Theme A and Goals .....	12
	Theme B and Goals .....	15
	Theme C and Goals .....	18
	Theme D and Goals .....	20
	Theme E and Goals .....	22
5.	Work Plan .....	25
	What is the Work Plan .....	25
	Visitor Center/Interpretive Center/City Museum .....	25
	Living History Exhibits .....	26
	Street Closings .....	27
	Management Plan .....	28
	Alternate Ways to Disseminate Information.....	29
	Physical/Spatial Definition .....	30
6.	Recommendations.....	32
7.	Appendix .....	33
	A. Alamo Plaza Maps.....	33
	B. Alamo Plaza Study Committee Meeting Schedule .....	35
	C. Committee Research Document.....	38
	D. Sub-Committee Topics and Members .....	50
	E. Process Chart.....	51

## ACKNOWLEDGMENTS

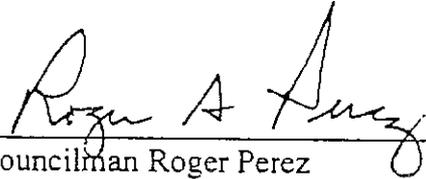
As co-chairmen of the Alamo Plaza Study Committee, we would like to thank all those involved in the development of the Committee's Report and Recommendations to City Council.

All of the Committee members have freely given much of their time to develop this Report and Recommendations to City Council regarding the long term future of Alamo Plaza. Special thanks are due to the sub-committee chairmen: Gilberto Hinojosa, Balthasar Janacek, Richard Santos, Everett Fly, Ben Brewer, Mac McMillin, and Bob Dunlop. We would also like to express appreciation to the city staff team who contributed to the committee's efforts, in particular Rebecca Waldman, Frank Perry, Ann McGlone, and Mark Reddie.

Special thanks are also due to all of the public speakers that came from around the country to give valuable insight to the Committee, with a special recognition for Richard Moe, President of the National Trust for Historic Preservation. Finally, we would also like to acknowledge all of the many public citizens that gave their time, talents, and knowledge to this process, especially Irby Hightower, who guided the Committee through the consensus process.



Councilman Howard Peak  
District 9



Councilman Roger Perez  
District 1

## COMMITTEE MEMBERS

Co-Chairs: Councilman Howard Peak and Councilman Roger Perez

Mr. Gary "Gabe" Gabehart  
Inter-Tribal Council of American Indians

Mr. Everett Fly  
Landscape Architect/Architect

Ms. Madge Houston Roberts (DRT)  
Daughters of the Republic of Texas  
(Designee)

Mr. Mac McMillin  
Alamo Plaza Association

Ms. Virginia Nicholas  
Daughters of the Republic of Texas  
(Designee)

Rev. Balthasar Janecek  
for: Father Elizondo  
San Fernando Cathedral

Mr. Jose Medellin  
Fiesta Commission

Mr. Darell Flint  
African Americans for the  
Alamo Defenders

Mr. Henry Guerra  
Historian

Mr. Jack Judson  
Historic Design and Review Comm.

Mr. Richard Santos  
Bexar County Historical Commission

Mr. Ramiro Cavazos  
Hispanic Chamber of Commerce

Mr. Edward Steves  
Greater Chamber of Commerce

Mr. Ben Brewer  
DownTown Owners Association

Ms. Marianna Jones  
San Antonio Conservation Society

Mr. Robert Dunlop  
Centro 21 Task Force

Mr. Andrew Perez  
Architect (AIA)

Ms. P.J. Schnieder  
Property Owner

Dr. Gilberto Hinojosa  
Incarnate Word College - Humanities Dept.

Mr. Frank Ruttenberg  
Property Owner

Mr. David Richelieu  
San Antonio Express News

Mr. Robert Benavides  
Granaderos de Galvez

## STAFF SUPPORT

Rebecca Waldman  
City Manager's Office

Ann Benson McGlone  
Historic Preservation Officer

Mark Reddie  
Planning Department

Sharon Knippa  
Convention and Visitors Bureau

Wayne Cox  
UTSA Center for Archaeological Research

Ann Fox  
UTSA Center for Archaeological Research

Chief Richard Bonn  
Parks and Recreation Department  
Park Rangers and Security Division

Ron Darner  
Parks and Recreation Department

Frank Perry  
Parks and Recreation Department

Steve Arronge  
City Attorney's Office

David Abbey  
Public Works Dept. Traffic Division

Trey Jacobson  
Economic Development Department

Dr. Robert Hard  
UTSA Center for Archaeological Res.

## EXECUTIVE SUMMARY

### COMMITTEE TASKS

On March 3, 1994, City Council passed Ordinance # 79745, establishing the Alamo Plaza Study Committee. The Committee was established for the following purposes:

- a) Determine the best way to design the closing of Alamo Plaza East on a permanent basis:
- b) Research available data to establish historically factual information concerning Alamo Plaza:
- c) Review and evaluate different options to better define and represent the battle and other periods of history of the plaza including past and present studies:
- d) Prepare recommendations for City Council regarding the best long term plans for the Plaza including the appropriate historical interpretation of Alamo Plaza and recognition and respect for area burials, signage, pedestrian and vehicular circulation, visitor loading and unloading, access for the disabled, and other pertinent issues:
- d) Submit the committee's written report of its findings and recommendations to City Council by October 1, 1994.

### PROCESS

In order to effectively manage the productivity of the committee's work, a 4 step process was developed (see Appendix E, pg 49) to guide the overall work schedule for the committee. The process includes: 1) Accumulate Research; 2) Establish a Philosophy; 3) Develop Interpretive Themes and Goals; and 4) Develop a Work Plan. The following information summarizes the committee's work on each of these 4 steps.

### ACCUMULATE RESEARCH

During the research phase of the Committee's work, the City of San Antonio hired the Center for Archaeological Research at the University of Texas at San Antonio to prepare a report on the "Historical Overview of Alamo Plaza and Camposanto." This report included sections on: The History and Development of Alamo Plaza; Burials at the Alamo; The Archaeological Investigations; Utility Construction on the Plaza; Potential Techniques for Locating Burials; and Conclusions and Recommendations.

The Alamo Plaza Study Committee, through the use of the UTSA report as well as the numerous meeting focused on historical research, generated their own research document which is attached as Appendix C (pg. 36). This research document is a time line of events at Alamo Plaza which includes: the Mission Period (1720-1794); the Spanish Military Period (1801-1821); the Mexican Military Period (1821-1836); the Republic of Texas Period (1836-1845); the American Military Period (1845-1880); the Beginning of Urbanization (1880-1900); the Early 20th Century (1900-1936); the Middle 20th Century (1936-1960); and the Late 20th Century (1960-1994).

## PHILOSOPHY

A Philosophy is a broad statement(s) of overall principles or concepts which connect smaller ideas together. The Committee had developed 3 major philosophical statements.

1. *Confluence of Cultures: the story of the people and their cultures. (Remember the People)*
2. *Alamo Plaza as witness to the history of Texas and the City of San Antonio: the story of the events of the plaza. (Remember the Stories)*
3. *Alamo Plaza symbolizes man's quest for self-determination. (Remember the Sacrifice)*

## INTERPRETIVE THEMES AND GOALS

The Committee has come to consensus on five major Themes for Alamo Plaza. A Theme is a conceptual idea which establishes a framework for the consistent application of individual Goals. Within each Theme, a series of Goals will follow which identify what the Committee hopes to accomplish in their overall program for the Plaza.

*THEME A: The evolution of settlements and cultures at Alamo Plaza.*

### GOALS:

1. To tell the story of the environment and the Native Americans.
2. To tell the story of the Spanish Settlement, including the three types of towns; the Mission-Led Indian Town, the Soldier/Settler Town, and the Civilian Town.
3. To tell the story of the Mexican/Anglo American Settlement and the coming of the Revolution.

*THEME B: Tell the Story of the 1836 Battle of the Alamo.*

### GOALS:

1. Tell all sides of the military story.
2. Tell the politics of the Texas Revolution.
3. Tell the local population reaction and participation in the battle.
4. The geography of the Battlefield.
5. Tell the story of the 1836 Battle of the Alamo.
6. The Battle of the Alamo as a symbol.

*THEME C: Alamo Plaza represents a continuum of urban development and commerce in San Antonio.*

### GOALS:

1. Describe/Illustrate what the Plaza looked like during all periods of history.
2. Describe/Illustrate how the uses changed over time, for all periods of history.

*THEME D. Alamo Plaza: The number 1 destination point for tourism in Texas.*

GOALS:

1. Provide needed information and services.
2. Alamo Plaza should be an orientation point from which visitors can find other destination points.
3. Changes in the Plaza should be sensitive to the tourism industry.

*THEME E: This Hallowed Ground: Alamo Plaza.*

GOALS:

1. Alamo Plaza should be regarded with reverence for all who died there.
2. Alamo Plaza should better represent a respectful entry point to the Alamo Church.
3. Alamo Plaza should be a place of remembrance.
4. Illustrate and describe the sacrifice for self-determination.
5. Recognize and remember all the cultures that have contributed.

WORK PLAN

The Work Plan addresses much more specifically what to do on the plaza based on the goals for each major Theme. There are six general topic which will be discussed in the Work Plan section of this report.

*1. Visitor Center / Interpretive History Center / City Museum.*

It is important to provide a Visitor Center, an Interpretive History Center, and a City Museum. These three centers can be housed in separate facilities or in one large facility. The Interpretive History Center and the City Museum should be located close to Alamo Plaza, while the Visitor Center may have smaller sub-stations at strategic locations around the plaza, the downtown area, and the city. All of these centers should serve to disseminate useful information about all aspects of the plaza, incorporating as many of the Themes and Goals outlined in this report as possible.

*2. Living History Exhibits.*

Living history exhibits (such a battle re-enactments) can be appropriate to Alamo Plaza if they are limited to specific days of the year (preferably on the date a particular event occurred) rather than on a regular basis. Any re-enactment must also be approved by the Historic and Design Review Commission for appropriateness. Additionally, re-enactments must require strict guidelines to be determined and enforced by the Historic and Design Review Commission, the City/State Advisory Board and the Professional Management Team.

### *3. Street Closings.*

- A) Alamo Plaza East should be permanently closed to vehicular traffic. Emergency vehicle access must still be provided.
- B) Alamo Plaza West from north of Crockett to south of Peacock Alley should be permanently closed to vehicular traffic, with the exception of limited access for service vehicles during certain times of the day (to be determined by the Management Team). Emergency vehicle access must also be provided.
- C) Alamo Plaza West should provide access for special parades if a consideration is given to behavioral modifications as the parade(s) passes through the Alamo compound.
- D) Houston Street from the east corner of Broadway to the west corner of Avenue E should be permanently closed to vehicular traffic, with the exception of limited access for service vehicles during certain times of the day (to be determined by the Management Team). Emergency vehicle access must be provided.

As streets are closed, existing paving should be changed to a more appropriate material while still complying with emergency vehicle access requirements. The Management Team should periodically re-evaluate street-closing issues as physical changes occur on or around the Plaza.

### *4. Management Plan.*

Long-Term: A City/State Advisory Board should be created comprised of representatives from the City of San Antonio, the State of Texas, the Texas Historical Commission, the Daughters of the Republic of Texas, and others. This advisory board will have jurisdiction over the entire area currently defined as the Alamo Plaza National Register Historic District as one single unit, and will deal with long-term management issues in an advisory capacity to the City and the State.

Day-to-day: A professional operational management team should be formed to take care of day-to-day operations. This team should have people on-site 24 hours a day for supervision and enforcement of policies.

### *5. Alternate Ways of Disseminating Information.*

A series of pamphlets, maps, markers, way stations, etc. should be provided which disseminate a broad range of information and could satisfy both the 5 minute visitor as well as the historian or scholar who visits the plaza.

### *6. What Should Be Defined Spatially?*

- A) The entire battlefield should be marked.
- B) The compound should be clearly delineated.
- C) No buildings should be removed.

- D) Rebuild or interpret certain structural features of the compound as appropriate to convey a sense of history and historical aspects without interrupting the traffic patterns or major activities of the plaza. This design should explore the existing spatial qualities of the plaza and surrounding buildings to reinforce and enhance traces of the original compound area.
- E) The City of San Antonio should sponsor an International Design Competition to develop a design plan for Alamo Plaza using this report as the overall design program.

## RECOMMENDATIONS

- 1) Adopt the Alamo Plaza Study Committee's "Report and Recommendation."
- 2) Sponsor an International Design Competition to develop a design plan for Alamo Plaza based on the Report and Recommendations of the Alamo Plaza Study Committee.
- 3) Begin negotiations to establish a City/State Advisory Board which would include officials from the City of San Antonio, the State of Texas, the Texas Historical Commission, the Daughters of the Republic of Texas, Historians, and others. This Advisory Board would have jurisdiction over the entire area currently defined as the Alamo Plaza National Register District as one single unit, and will deal with long-term management issues in an advisory capacity to the City and the State.
- 4) Acquire long-term lease space on the first floor, or acquisition of, the buildings on Alamo Plaza West in front of the Alamo as they become available (buildings to include the Crockett Block, the Palace, Woolworth's, Gibbs, and the Post Office).
- 5) Apply for a Texas Committee for the Humanities Grant to fund exhibits.

## APPENDIX

### Appendix items are as follows:

- A. Alamo Plaza Maps
- B. Alamo Plaza Study Committee Meeting Schedule
- C. Committee Research Document
- D. Sub-Committee Topics and Members
- E. The Process Chart

## PHILOSOPHY

The philosophy is a broad statement(s) of overall principles or concepts which connect smaller ideas together. The committee has developed three major philosophical statements.

*1. The Confluence of Cultures: the story of the people and their cultures. (Remember the People)*

Background: The history of Alamo Plaza has experienced a diversity of different people and cultures throughout time, and the story of all these people and cultures should be told.

*2. Alamo Plaza as witness to the history of Texas and the City of San Antonio: the story of events on the Plaza. (Remember the Stories)*

Background: From its earliest records to the present date, the site we now call Alamo Plaza has witnessed numerous historic events and changes in its physical and social development. All major events and periods of development should be told.

*3. Alamo Plaza symbolizes man's quest for self-determination. (Remember the Sacrifice)*

Background: During its history, many people made contributions to and sacrifices for self-determination at Alamo Plaza. We must tell all the stories of contribution, sacrifice, and heroism which are so much a part of the plaza.

These three philosophical statements will serve as the overall framework for the rest of the committee's report. All of the themes and goals will be reflective of these statements.

## THEMES AND GOALS

The Alamo Plaza Study Committee has come to consensus on five major Themes for the plaza. A theme is a conceptual idea which establishes a framework for the consistent application of individual goals. Each Theme was developed by the entire Committee based on the Philosophy and all the research material that had been compiled.

Within each theme, a series of goals will follow which identify what the committee hopes to accomplish in their overall program for the plaza. Since there were five different Themes to consider, the full committee broke down into five sub-committees, each one focusing on a different Theme. These sub-committees consisted of members of the full committee as well as designated members of the general public who had an interest in contributing to this process. This was the time for everybody to participate. The results are a series of goals which are consistent with each overlying Theme for the Plaza. The five Themes and corresponding Goals are listed below.

### *THEME A: The evolution of settlements and cultures at Alamo Plaza.*

#### Goal 1. Tell the story of the environment and the Native Americans.

- a) The present state of Texas has within its boundaries various continental geographic systems ranging from mountains and deserts in the west to lush vegetation in the east. The variety of regions within the state attracted Native peoples who made their living in different kinds of societies. San Antonio is located just below an escarpment that cuts across the state and joins a semi-arid region to the southwest and a fertile plain to the east. Because of this central location, San Antonio was the meeting place for different groups of Native Americans.
- b) Indians.
  - there were Nomads searching for food.
  - there were small tribes.
  - they were non-builders of dwellings.
  - they were gatherers of food, not farmers.
  - they made pottery and baskets.
  - they had the San Antonio River and other creeks and springs which gave them water to survive.
  - they met with other Indian Tribes at San Pedro Spring to trade and had their "Mitotes," dancing and singing.
  - Indian remains have been found that prove they were in this area over 2,000 years ago.
  - the region was called "Yanaguana."
  - they were attacked often by the Apache Indians.

- they depended on wild game to survive and gathered nuts and berries and other fruits to eat.
- they asked for protection from the Franciscan Fathers and asked that missions be built for protection.
- they were willing to live in the missions and be Christianized and given Spanish names.

Goal 2. Tell the story of the Spanish Settlement, including the three types of towns: Mission-Led Indian Town, the Soldier/Settler Town, and the Civilian Town.

- a) Settled to protect New Spain against French encroachment from Louisiana, Spanish Texas would always serve as a defensive frontier or the edge of the empire. Once the Crown-sponsored establishments were founded, however, settlers began to pursue their own goals and objectives rather than those of the empire.

Spain established **missionary-led Indian towns** (called “missions”) as a means of expanding the empire. To survive and expand, town dwellers created farms and ranches on this frontier. In time, despite the close alliance between Church and State, the missionaries primarily pursued the goals of conversion of the Native Americans.

Even residents of the **soldier-settler towns** (called “presidios,” or military garrisons) often relied more on their local economic base, also farming and grazing, than on their military pay.

The settlers in the **civilian town** of San Fernando de Bejar, whose immigration to Texas had been sponsored by Spain, relied heavily at first on the rights conferred to them by the Crown. But in time they too came to see their search for security and economic improvements as more vital than imperial objectives.

- b) Spanish / Mexicans.

- they brought new religion.
- brought a technique to farming and raising cattle and horses.
- a new Spanish way to do trade.
- built acequias to water farms.
- established civil government.
- built missions, churches, and schools.
- made carts and wagons to haul products.
- brought a new language.
- new diseases, small pox and others.
- built a hospital and brought new medicine.
- traded with Spanish money.
- built new roads.
- established new towns and cities.
- brought and made new laws to govern the area.

- established new businesses and stores.
- brought protection for the missions with the establishment of the Presidios.
- established law and order in the region.
- cleared large areas of brush and trees to establish new farming lands.
- had new animals, cattle, sheep, goats, hogs, chickens that were domesticated.
- built homes of sticks and stones.
- used the San Antonio River for drinking water, washing clothes, and watering their animals and farm land.
- established Spanish archives to file their deed records and wills.
- brought new music and musical instruments, including the guitar and violin.
- brought the oxen to work the farms and other tasks.
- brought items made of iron and brass.
- brought guns and muskets to hunt and protect themselves from Indians.

Goal 3. Tell the story of the Mexican/Anglo American Settlement and the coming of the Revolution.

- a) The United States and Manifest Destiny.
  - Monroe Doctrine.
  - Andrew Jackson and the west.
  - support of filibustering.
  - southern designs for Texas, the expansion of slavery.
  - problems with annexation in 1836.
  - President James A. Polk designs for California.
  
- b) The Westward Movement of Anglo Americans
  - population growth.
  - natural increase
  - immigration.
  - farmers growing crops.
  - links to a very active national and international market.
  - governmental support.
  - Louisiana purchase.
  - Northwest Ordinance.
  - use of U.S. to remove Native Americans.
  
- c) From Spanish to Mexican and Anglo American Texas.
  - San Antonio society in transformation.
  - Mexico's immigration policy.
  
- d) San Antonio and the Mexican War of Independence.
  - de las Casas revolt

- e) San Antonio and the Texas Revolution.
  - the Westward Movement (economic links to the U.S.).
  - confidence of U.S. support.
    - money, arms, volunteers.
  - rise of Centralist power (cutting ties with U.S.).
  - a civil war becomes a revolution (from autonomy and self-determination to independence).
  
- f) Anglo-Americans.
  - brought new language.
  - new ideas on how to farm.
  - new religion.
  - banking industry.
  - new politics.
  - new money.
  - new laws, English.
  - new streets.
  - new ways of transportation.
  - new businesses.
  - a better water system inside the home.
  - new record keeping, court records.
  - established new factories, industry.
  - created new items to eat: sodas, baked goods.
  - established city parks and recreation.
  - new schools were built.
  - the River was better protected from pollution.
  - a new voting system was created.
  - tore down old buildings and built new ones.
  - made streets wider and installed paved sidewalks.

***THEME B: Tell the story of the 1836 Battle of the Alamo.***

Goal 1. Tell all sides of the Military Story.

1. The Opposing Forces.
  - a. The Volunteer Army of Texas.
  - b. The Mexican Army of Operations in Texas.

The visiting public of all ages should gain an understanding of the uniforms, equipment, food, accouterments, horse furniture and tack, music, musical instruments, entertainment, medicine and medical supplies, and camp followers. As much of the preceding as possible be depicted for the respective:

- ( I ) Artillery
- ( II ) Cavalry

( III ) Infantry

( IV ) Militia

2. The role of the women and children as eyewitnesses, combatants and non-combatants should be properly depicted.
3. The role of the African Texans as eyewitnesses, combatants and non-combatants should be properly depicted.
4. Alamo defenders, survivors and their roles as combatants and/or couriers should be properly depicted and explained.

## Goal 2. Tell the Politics of the Texas Revolution.

The visiting public of all ages should gain an understanding of the political forces at work during the Texas Revolution from September 1835 to June 1836. The known six political factions must be stressed and their leading spokesman identified (through their own writings) to give visitors a sense of the political and emotional turmoil which split families and friendships during the Texas Revolution. The political factions are:

- 1) Federalists- supported the Mexican Constitution of 1824, desired Mexican Statehood for Texas separate from its union with Coahuila, sought to overthrow the centralist dictatorship of President Antonio Lopez Santa Anna, and opposed annexation to the United States.
- 2) Centralist- supported the dictatorship of President Antonio Lopez Santa Anna and opposed further immigration from the United States.
- 3) Republican / Independence- sought an independent Republic of Texas separate and apart from both Mexico and the United States.
- 4) Annexationist- sought an immediate annexation of Texas to the United States through purchase or War as part and parcel of Manifest Destiny and the extension of slavery as an economic base.
- 5) Lone Star Conspiracy- composed primarily of former followers of U.S. Vice President Aaron Burr (Burr Conspiracy), U.S. General James Wilkinson (Spanish Conspiracy), or the "All Mexico Club", this group composed primarily of U.S., Texas, and Northeast Mexico frontiersman favored the creation of the third North American Republic between Mexico and the United States.
- 6) Neutralist- feeling lost in the political turmoil of the Revolution, a great number of Anglo American colonists and Tejanos quit the Federalist Volunteer Army of Texas after the removal of Stephen Fuller Austin, or remained neutral throughout the ordeal.

Goal 3. Tell the local population reaction and participation in the battle.

The visiting public of all ages should gain an understanding of the participation and reaction of the local population of Bexar and surrounding area to the Texas Revolution and the Battle of the Alamo. Apart from the political factions dealt with above (item 2), the following should be properly depicted:

- a) economic impact
- b) social impact
- c) cultural impact
- d) family impact

Goal 4. The Geography of the Battlefield.

Visitors of all ages should gain an understanding of the geography of the Alamo Compound, Villa de Bexar, and the 1836 Texas through animated, state of the art maps, graphics, and audio/visual presentations. Recommend including:

- a) Bexar in 1836 Texas
- b) The Texian Army in February and March 1836 as it relates to possible reinforcements, supplies and communications.
- c) The Alamo Compound in relation to its geography (sitting on a rise above the Villa de Bexar, acequias, wells, cemetery, fields, housing, etc.)
- d) The physical structure and layout of the Alamo Compound.

Goal 5. Tell the story of the 1836 Battle of the Alamo.

1. Background to the Battle; September 1835 to February 22, 1836.
  - a) Pueblo San Antonio de Valero is transformed from an agrarian community to a military garrison as the area residents are literally pushed out from around the Alamo Compound and surrounding area.
  - b) The Villa de Bexar and Pueblo de Valero at the outbreak of the Texas Revolution.
  - c) Early battles in and around Bexar County at Mission Concepcion, Grass Fight on the Alazan and Siege of Bexar from October to December of 1835.
2. Alamo Compound transformed from abandoned Mission, community plaza and cemetery to a fortified military site.
  - a) Mexican Army fortification to Alamo Compound and immediate area before and during Siege of Bexar.
  - b) Continuation of military improvements under Col. James Neill (December 1835 through February 1836).
3. The 1836 Alamo Battlefield.
  - a) Defenders' artillery emplacements within the Alamo Compound.
  - b) Defenders' primary and secondary defensive positions.

- c) Mexican Artillery emplacements around the Alamo Compound.
- d) Mexican Infantry staging areas.
- e) Mexican Cavalry positions.
- f) Mexican Reserves.
- g) Mexican battle logistics and "Order of the Day".
- h) Mexican assault routes by commands.
- i) known or reported sites where certain individuals died.
- j) the surviving Alamo Garrison combatants.
- k) the surviving Alamo Garrison non-combatants.
- l) Mexican impressions of the assault by participants.
- m) recollections of local eyewitnesses.

#### 4. The Battle in Retrospect

- a) Body count of Alamo Defenders versus various lists.
- b) Mexican casualties (550 out of 1,440)
- c) Mexican Army of Operations in Texas changes tactics and objectives after the fall of the Alamo.
- d) Fall of the Alamo becomes a battle cry.

#### Goal 6. The Battle of the Alamo As A Symbol.

- a) The emotional impact of the fall of the Alamo as reflected through contemporary personal correspondence, journalistic accounts, and military and government reports.
- b) The military impact of the fall of the Alamo as it caused many volunteers to enlist.
- c) The political impact (19th and 20th century) of the fall of the Alamo through its contemporary, historical and political interpretations as it set the stage for the U.S. - Mexican War and acquisition of the U.S. Southwest.
- d) The Alamo compound as an early tourist attraction as derived from diaries, memoirs, and published sources.
- e) The creation and development of the Alamo Myths from the contemporary 19th century to the present.

*THEME C: Alamo Plaza represents a continuum of urban development and commerce in San Antonio.*

#### Goal 1. Describe/Illustrate what the Plaza looked like at all periods of history.

- a) Yanaguana period.
  - no known urban development or commerce.

- b) Mission period (1720-1794).
  - 1793 - with secularization of the mission, shops opened in the small structures on the west side of the plaza and south with the expansion of the civil settlement which evolved.
- c) Spanish Military period (1801-1821).
- d) Mexican Military period (1821-1836).
- e) Republic of Texas period (1836-1845).
- f) American Military period (1845-1880).
- g) Beginning of Urbanization (1880-1900).

Goal 2. Describe/Illustrate how the uses changed over time, for all periods of history.

- a) Mission Period (1720-1794).
  - 1793 - with secularization of the mission, shops opened in the small structures on the west side of the plaza and south with the expansion of the civil settlement which evolved.
- b) Spanish Military Period (1801-1821).
- c) Mexican Military Period (1821-1836).
- d) Republic of Texas Period (1836-1845).
- e) American Military Period (1845-1880).
  - 1847: leased by U.S. Army of grounds and structure from the Church.
  - 1849: city survey, Giraud, drew plat of Alamo Plaza.
  - 1849: U.S. Army Quarter Master in Washington D.C. denied a demolition request of structures to enable new construction, even though the Church had given its approval.
  - 1849: Convento structure was restored for use by the military.
  - 1849: the first photo was taken of Alamo Plaza and the Alamo - a Daguerreotype.
  - 1850: the U.S. Army completed the roof and parapet on the front of the Church structure as it is known today.
  - 1850: Texas Supreme Court ruled that the Alamo belonged to the Church, not the City of San Antonio.
  - 1859: Menger Hotel constructed.
  - 1861: map in national archives.

- 1860's: photograph of Alamo Plaza street scene depicts a meat market which was erected in 1859, two camels, and a Confederate Flag displayed on a flag pole.
- Crockett Street was the Camino Real to Nacogdoches; southern boundary of Alamo compound.
- 1868: St. Joseph's Church, Turnverine Building, Crockett Hotel, and Maverick Homestead constructed.
- 1874: first Joskes built on west side of Alamo Street.

f) Beginning of Urbanization (1880-1900).

- 1882: the first electric light was turned on in May in front of the Post Office.
- 1886: Maverick Bank Building constructed.
- 1886: 8 saloons and an Opera House listed on Alamo Plaza.
- 1889: Chile Queens removed from Alamo Plaza.

g) Other General Recommendations.

- better signage needed.
- religious solicitors and street preachers are an affront to visitors; a means of confining them to specific locations should be explored.
- provide a shuttle from east parking site to the Alamo.

*THEME D. Alamo Plaza: The number 1 destination point for tourism in Texas.*

Goal 1. Provide needed information and services.

a) Information concerning:

- the 1836 Battle of the Alamo.
- other history; other sites.
- cultural and political evolution.
- the Hispanic Mexican period.
- services (restrooms).
- a subsequent committee should be charged with details of what information is to be provided.

b) Information targets:

- 5 minute visitor.
- more serious visitor.
- groups.
- organized tours.
- conventioners.
- evening strollers.
- children.

c) How information will be disseminated:

- provide an interpretive center, possibly in the Post Office lobby.
- obtain "curriculum" designation from schools.

- design and build a walk through scale model presentation depicting the Alamo Compound in relation to the city and to Main and Military Plazas somewhere in the compound which after hours visitors can see and receive information.
  - extend presentation and activity hours.
  - coordinate with commercial ventures - shops will have more customers to stay open for if the Visitor Information Center is successful at night.
  - program activities such as performing musicians in Valero Plaza, and live historical interpretations in Alamo Plaza.
  - provide kiosks and orientation signage.
  - provide improved lighting.
  - train and license tour guides.
  - provide a high-level of maintenance to clean.
  - provide a prominent point of identification of the site.
  - provide a tram system from parking areas to designated entry points of the site.
  - provide orientation signs at parking locations.
  - provide identifications at locations of public restrooms.
  - provide comfortable park benches.
  - provide drinking water fountains.
  - eliminate raspa vendors and other vendors.
  - eliminate yelling preachers and solicitors.
  - eliminate pedestrian hazards.
  - provide adequate enforcement of existing codes.
  - provide adequate management of what we have and will have.
  - provide unique shopping.
- d) Designated entity take charge of the whole mission compound.
- e) Develop a trash compacting system requiring less trash pick-up.
- f) Develop a means of limiting religious groups soliciting of funds to designated kiosks off the Plaza; use the same methods which have succeeded on the River Walk and on the Alamo Grounds. Find out how other cities do this, at airports.. example: "free speech zones".
- g) Assign full-time Ranger and Police to the Plaza with orientation toward eliminating affronts to visitors and to enforce codes effectively.
- h) Multi-lingual directional, interpretive, and service signs should be provided (English, Spanish, French, German, Japanese, Braille).
- i) Recorded guided tours and brochures should be provided in numerous appropriate languages.
- j) All proposed activities should conform to the Americans with Disabilities Act.
- k) Establish an endowment fund to augment proper levels of maintenance and up-keep of public spaces and visitor facilities.

Goal 2. Alamo Plaza should be an orientation point from which visitors can find other destination points.

- a) Suggested points:
  - the River Walk.
  - other missions.
  - Plaza de Islas.
  - Plaza de Armas (Spanish Governors Palace).
  - other historical sites (Arsenal, Ft. Sam, Espada Dam, etc.).
  - In Texas (Goliad, San Jacinto Battle Ground, Washington of the Brazos).
- b) Other appropriate points:
  - visitor center.
  - provide information on the relationship of other destinations to Alamo Plaza.
  - enlist volunteers to be trained to provide information to Alamo Plaza visitors.
  - TEXDOT and National Park Service should be invited to locate information center on Alamo Plaza.

Goal 3. Changes in the Plaza should be sensitive to the tourism industry.

- a) Provide organized and enforced accommodations for cross-country and local tour bus operations.
- b) Organize and enforce systems of goods deliveries and waste collection to prevent conflicts.
- c) Information should be provided to the community on benefits of the tourism / visitor industry to the community.
- d) Enforcement of laws and codes should be no less on Alamo Plaza than enforcement of laws and codes on the River Walk and on the State property managed by the DRT.

***THEME E: This Hallowed Ground: Alamo Plaza.***

Goal 1. Alamo Plaza should be regarded with reverence for all who died there.

- a) Mission led Indian Settlement from 1718-1792.
- b) Pueblo San Antonio de Valero 1793-1824.  
(Pueblo de San Joseph y Santiago del Alamo).  
(2 sets of records being kept, one record kept at San Fernando, one record kept by the military).
- c) Military burials: (records kept at Valero).
  - Spanish.
  - Mexican (may only exist north of north wall).

Goal 2. Alamo Plaza should better represent a respectful entry point to the Alamo Church.

- a) A Campo Santo originally used by the Coahuiltecan Bands at Mission Valero and subsequently used for other burials.
- a) The Campo Santo in front of the existing Alamo Church was dedicated on November 16, 1749.
- b) There may be 3-4 sites because there was that number of churches at the Alamo Plaza site.
- c) There were other Indians besides Coahuiltecas buried at Mission San Antonio de Valero: Coco, Karankwas, Apaches, Comanches, others.

Goal 3. Alamo Plaza should be a place of remembrance.

- a) Solemn ceremony to give the land by the Presidio captain to the Indian Chiefs: Act of Possession.
- b) Valero was a designated sanctuary.
- c) Indians had Aboriginal Title and then Crown Title (Spanish).
- d) Embraced both Catholic and Indian ways of burial. Imperfect Conversions. Canon law said non-Catholics could not be buried in a Campo Santo.
- e) Traditional church location for cemeteries was in front of the church.

Goal 4. Illustrate and describe the sacrifice for self-determination.

- a) Hallowed Ground was hallowed because of the cemeteries, then the "personal sacrifice" by Alamo defenders and all participants, men, woman, and children, made it hallowed twice.

Goal 5. Recognize and remember all the cultures that have contributed.

- a) Native Americans, Spaniards, Canary Islanders, Presidio Soldiers, African Americans (Negro, Mulattos, Zambos), Mexicans, Visitors.
- b) Record of burials.
- c) How do we recognize this hallowed ground?
  - Native Americans have been denied their right to recognize and pay tribute to their ancestors in the Native American tradition.
  - Homage should be similar to the way the 1836 Battle defenders are recognized on March 6.

Objectives of Theme E:

- 1) Area need to be more quiet.
  - reduce noise.
  - decibel level research.
  - quite means traffic, too.
  - better enforcement of regulations.
- 2) Need a de-compression space to begin to develop feelings of reverence.

- zone of reference before entering the compound.
  - go first to Visitor Center, then to compound.
- 3) Visitor should begin to feel they "know" the stories, especially the common stories.
  - 4) People need to understand when they are in the battlefield to understand they are on hallowed ground.
  - 5) Separate commercial areas from hallowed ground areas.
    - vendors south of Crockett.
  - 6) Keep views open to the Church.
    - show reverence by giving it a visual sense of importance.
  - 7) Have a symbolic ceremony every day at noon with a bell for all who need to be remembered.
  - 8) Make Alamo Plaza a remembrance Plaza.
    - a place of healing.
  - 9) Recognize and commemorate the existence of Campo Santo.
    - 106 year history needs to be remembered.
  - 10) Recognize the founder of San Antonio.
    - Friar Antonio de San Buenaventura y Olivares.

## WORK PLAN

After the formulation of each themes' Goals, each sub-committees continued meeting for two more weeks to formulate the Work Plan. The Work Plan addresses much more specifically what to do on the Plaza based on the goals for each major Theme. In order to obtain consistent information, a series of questions was formulated which were answered by each sub-committee. The sub-committees answered the questions based on their particular Theme topic. The answers were then combined into one overall Work Plan which is presented below.

### 1. Visitor Center / Interpretive Center / City Museum.

#### *a) What function should the center serve?*

Visitor Center - Give out information about Alamo Plaza and other city-wide attractions. This could be in the form of brochures, pamphlets, maps, etc. There could also be small kiosks at major entry points to Alamo Plaza.

Interpretive History Center - To tell the history of Alamo Plaza. Buildings around the plaza should be used to house this function.

City Museum - Cater to the more scholarly aspects, including exhibits, displays, artifacts, etc. Buildings around the plaza should also be used to house this function.

Combined, these centers should:

- \* serve to help identify other parts of San Antonio's cultural resources.
- \* serve to disseminate information to better understand and appreciate the Battle of 1836.
- \* accurately tell the history of all who served there.
- \* accurately tell the story to help visitors identify and understand that Alamo Plaza is hallowed ground.
- \* All new facilities must coordinate with existing facilities, including the DRT museum and the existing visitor center.

#### *b) Are there other functions or groups that should be included?*

- \* Texas Historical Commission
- \* Texas Department of Transportation
- \* National Park Service
- \* Alamo Area Council of Governments
- \* Goliad
- \* Texas Parks and Wildlife
- \* Descendants of the Indians
- \* Descendants of the Battle Defenders
- \* Daughters of the Republic of Texas

- \* African Americans
- \* Spaniards and Spanish Government
- \* Mexican Government
- \* Civilians

If any of these groups have separate facilities, they should be located outside the compound area.

*c) How should the center(s) work for the various groups identified?*

- \* Provide walk-through exhibits, handouts, brochures, pamphlets, etc.
- \* Provide access to the highest level of technology available, including audio/visual tours of the Alamo.
- \* Within the first 5 minutes, visitors should understand they are on hallowed ground. There should be a transition area.

**2. Living History Exhibits.**

*a) Are battle re-enactments appropriate to Alamo Plaza?*

- \* Battle re-enactments may be appropriate if:
  - they are limited to specific days of the year (on or close to the date a particular event occurred).
  - they are approved by the Historic and Design Review Commission for appropriateness.
  - they require strict guidelines to be associated with the Management Team.

*b) If yes, how often should they occur?*

- \* Only on the anniversary date a particular event occurred.

*c) Will this function disrupt other plaza functions?*

- \* Not if they are limited to specific days of the year.

*d) Are there other living history exhibits, besides battle re-enactments that are appropriate?*

- \* Yes, but they must be accurate and done on a case-by-case basis. Examples may include:
  - \* founding of the mission.
  - \* reading of the declaration of War.
  - \* decree of secularization.
  - \* raising of the Green Flag (Republic of the North).
  - \* arrival of the North Compania del Alamo.
  - \* reading of the first declaration of independence against Spain.

This could be done by guided tours with trained people in period uniforms, living history stations, and dramatic vignettes.

*e) How can this be done without Alamo Plaza becoming a "theme park"?*

- \* Restrict re-enactments to an annual event.
- \* Emphasize education over entertainment.
- \* Maintain an efficient management plan and effective code enforcement.
- \* Any re-enactments must be of the highest quality in both accuracy of events and costuming.
- \* Consideration must also be given to the location of these event so as not to disrupt any hallowed ground.

### 3. Street Closures.

*A) Should any streets be closed?*

- \* Alamo Plaza East should be permanently closed to all vehicular traffic. Emergency vehicle access must still be provided.
- \* Alamo Plaza West from North of Crockett to South of the alley between Houston and Travis should be permanently closed to vehicular traffic, but should allow limited access for service vehicle during certain non-peak times of day. These times to be established by the Management Team. Emergency vehicles must also have access.
- \* Alamo Plaza West will allow access for special parades if a consideration is given to behavioral modifications as the parade(s) passes by the Alamo.
- \* Houston Street from the East corner of Broadway to the West corner of Avenue E should be permanently closed to vehicular traffic, but should allow limited access for service and emergency vehicles.
- \* The Management Team should periodically re-evaluate street-closing issues as physical changes occur on or around Alamo Plaza.

*b) Should any streets be opened?*

- \* Emergency vehicle access must be provided, even where streets are closed.

*c) Should any streets be opened for designated purposes?*

- \* See question 3a and 3b.

*d) How will the impact of street closings be mitigated?*

- \* City Traffic Engineers to study this issue.

*e) If streets are permanently closed, should existing paving material be changes?*

- \* Yes, existing paving material should be changed (while accommodating access for emergency vehicles) and the entire plaza should achieve uniform and appropriate design for all areas of street closings.
- \* Raised curbs should be eliminated where possible.

#### **4. Management Plan.**

*a) What type of management is needed?*

##### Day-To-Day:

- \* Professional operational management team to take care of day-to-day operations.
  - this team should have people on-site at all times for supervision and enforcement.
  - this team should represent the entire community.
  - this team should have strong enforcement powers.

##### Long-Term:

- \* Create a City/State Advisory Board to include officials from the City of San Antonio, the State of Texas, the Texas Historical Commission, the Daughters of the Republic of Texas, Historians, and others to have jurisdiction and treat the entire area (which was defined by the current National Register Historic District boundary) as one unit in dealing with long-term management issues.
- \* Officially name the Plaza to the east of the Alamo "Plaza de Valero."

*b) Are there existing organizations that could do this work?*

- \* Yes, but they are not representative of the entire community.

*c) What issues should be addressed by the management plan for the Plaza?*

- |                         |                             |
|-------------------------|-----------------------------|
| * Custodial.            | * Security.                 |
| * Maintenance.          | * Programming.              |
| * Educational Director. | * Historical Interpreter.   |
| * Curator.              | * Marketing Officer.        |
| * Community Resources.  | * Public Relations Officer. |
| * Traffic Regulations.  | * Plaza Operations.         |

- \* Preservation of Historic Quality.
- \* Noise Control.
- \* Special Codes for the Plaza.
- \* New Policies and Enforcement.
- \* Convenience and Comfort.
- \* Lighting.
- \* Adequate Funding Sources.
- \* Raspa Vendors.

*d) What issues of access to the Plaza should be addressed by the Management Plan?*

- \* Vehicular Access.
- \* Begin to re-route vehicles from as far as the expressways.
- \* Access from the north end of the Plaza should be explored.
- \* Discourage traffic off Commerce St. to the Plaza area.
- \* Directionality (signage).
- \* Historic points of arrival: the Alamo Church might be closed but the compound is still open to the public.
- \* South entry and Southwest corner.
- \* Recognition and delineation of Campo Santo.
- \* Palisades.

**5. Alternate Ways for Disseminating Information.**

*a) What information should be in pamphlet form?*

- \* Pre-battle history
- \* Time-line of events from September 1835 through June 1836.
- \* Detailed time-line of events of the 13-day battle.
- \* Basic information:
  - history of the plaza.
  - other sources of information, sites, restrooms, etc.
  - information about where you are, where to go, etc.

*b) What types of maps should be available?*

- \* Regional geography.
- \* Mission locations.
- \* Basic area maps.
- \* Time-line maps.
- \* Evolution of the Compound prior to the Battle.
- \* Walking tour maps of the Compound and the Battlefield.
- \* Maps of related Texas Revolution sites (beyond Bexar County).
- \* Map showing the location of key events of the Battle.
- \* Maps showing the chronology of the built environment.
- \* Some of these maps should be state-of-the-art, high-tech maps such as holograms, 3-dimensional, or overlay maps.

*c) Should there be markers on the Plaza?*

- \* Yes, to include information station, plaques, memorials, markers, etc.

*d) How can information be given to school curriculums?*

- \* It should be a function of the Professional Management Team. Possibly through an Educational Director.

*e) How should guides be trained?*

- \* Guides should be highly trained professionals, and should be recognized on the Plaza as authority figures.
- \* There should be periodic monitoring of all guides by the Management Team.

6. What Should be Defined Spatially and Why?

*a) Should the entire battlefield be marked?*

- \* Yes, using the best available means.
- \* Markers should be used at various key points, and should connect people back to the compound.

*b) Should the compound be marked?*

- \* Yes, the compound should be clearly delineated.

*c) What degree of delineation is necessary?*

- \* Without demolishing any buildings, give the design team direction to rebuild or interpret certain structural features as appropriate to convey a sense of history and historical aspects without interrupting the traffic patterns or major activities of the plaza. The design team should explore the existing spatial qualities of the plaza and surrounding buildings to reinforce and enhance traces of the original compound area.
- \* The City of San Antonio should sponsor an International Design Competition to develop a design plan for Alamo Plaza using this report as the overall design program.
- \* A large-scale model should be incorporated inside Alamo Plaza which gives a sense of spatial definition to where the original compound was located.
- \* All available Alamo cannon's should be returned to Alamo Plaza.
- \* Recognize and delineate the Campo Santo.

- \* City Council to request that the city begin acquiring long term lease space on the first floor, or acquisition of, buildings on Alamo Plaza West in front of the Alamo as available (buildings to includes the Crockett Block, the Palace, Woolworth's, Gibbs and the Post Office).

*d) To what degree should reconstructed areas be differentiated from original construction?*

- \* Any reconstructed areas must be clearly differentiated from original construction. This can be done by use of:
  - colors.
  - materials.
  - patterns / texture.
  - signage.
  - large-scale models instead of full-size reconstruction.

*e) If areas are being reconstructed, where are the limits of reconstruction?*

- \* No buildings are to be removed.
- \* No impact on existing vistas of the Alamo.
- \* See question 6-c.

*f) If no changes are made, how can the story of the battle be better represented?*

- \* Models and dioramas.

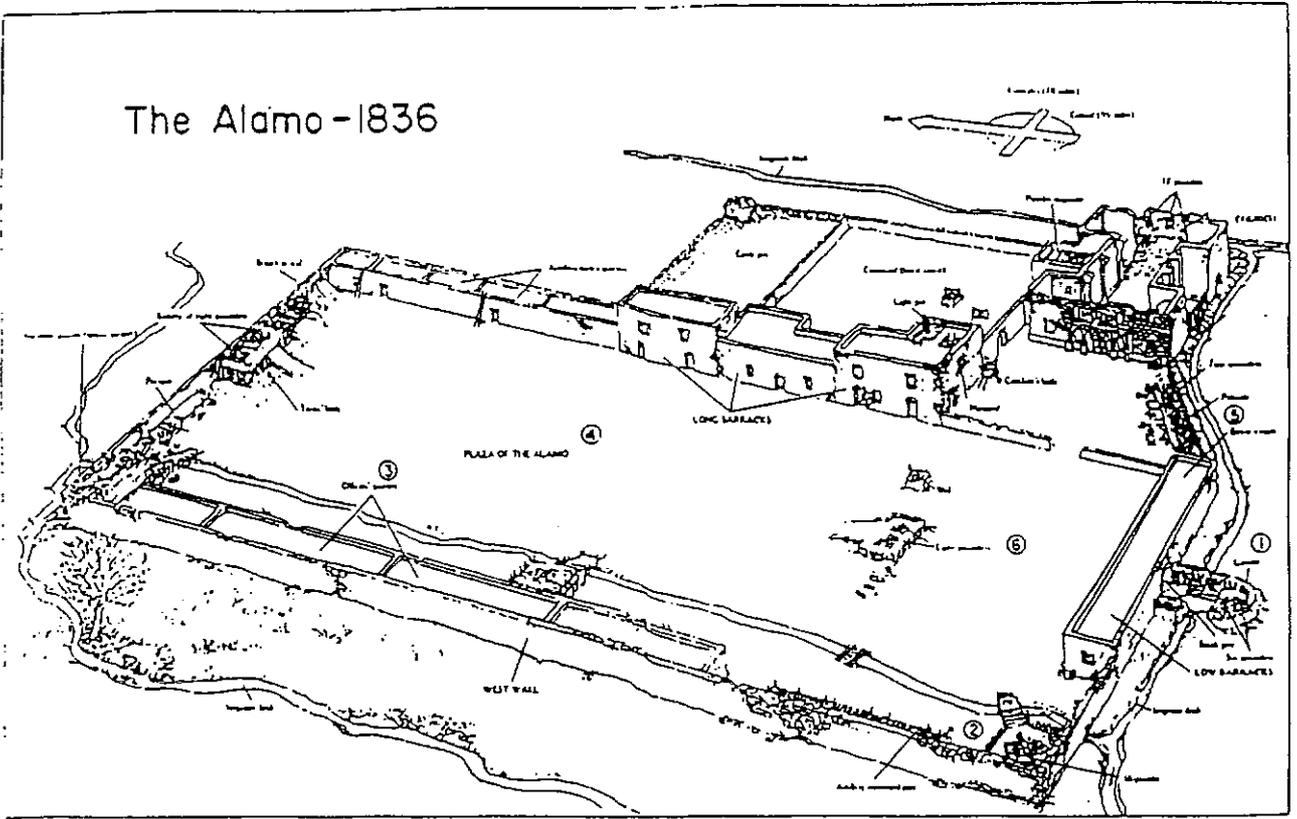
*g) What physical restrictions should be provided around Alamo Plaza.*

- \* No buildings shall be erected east of the Alamo which affect the current view that forms its backdrop.

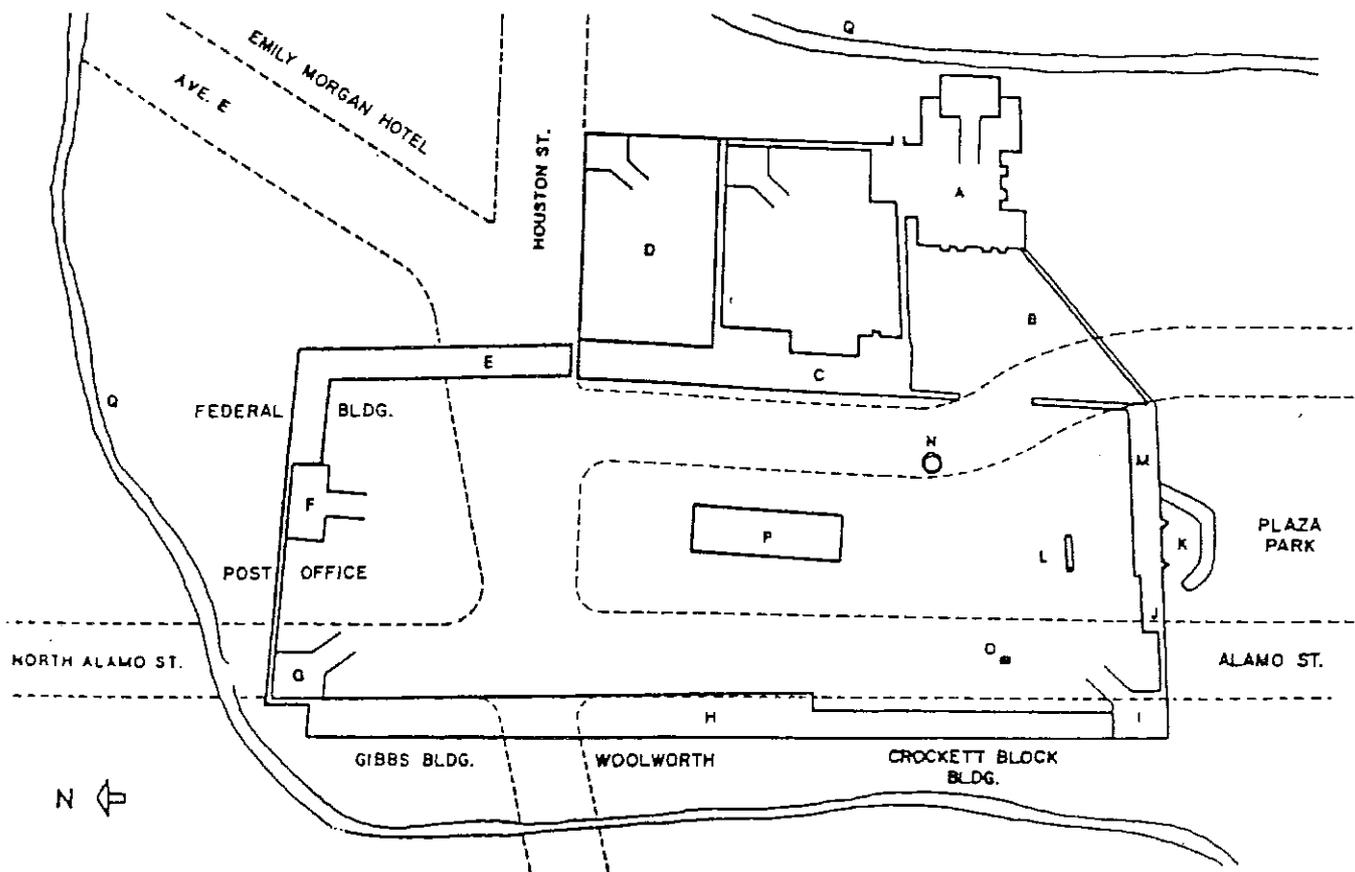
## RECOMMENDATIONS

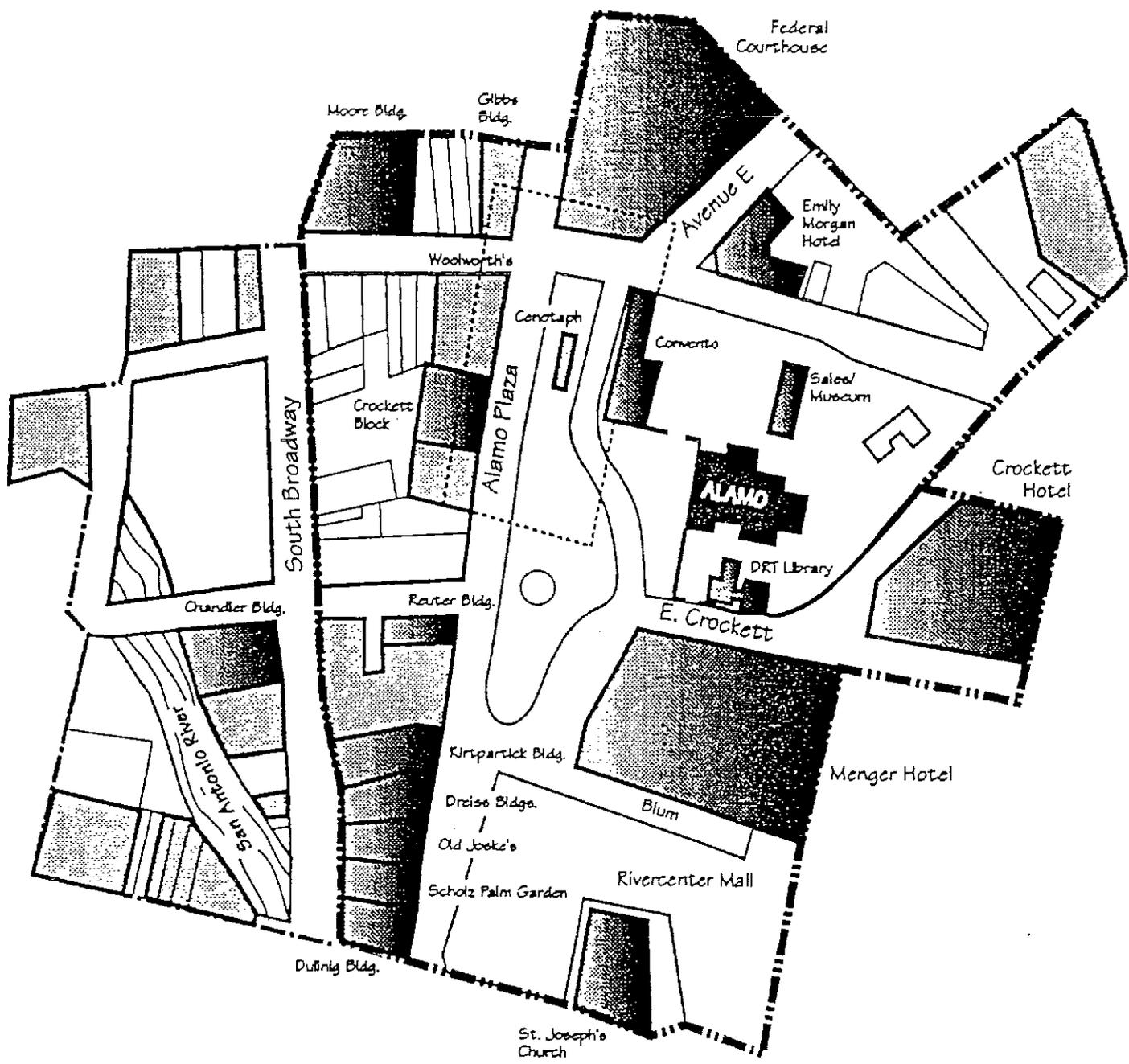
1. Adopt the Alamo Plaza Study Committee's "Report and Recommendation."
2. Sponsor an International Design Competition to develop a design plan for Alamo Plaza based on the Report and Recommendations of the Alamo Plaza Study Committee.
3. Begin negotiations to establish a City/State Advisory Board which would include officials from the City of San Antonio, the State of Texas, the Texas Historical Commission, the Daughters of the Republic of Texas, Historians, and others. This advisory board would have jurisdiction over the area currently defined as the Alamo Plaza National Register District as one single unit, and will deal with long-term management issues in an advisory capacity to the City and the State.
4. Acquire long-term lease space on the first floor, or acquisition of, the buildings on Alamo Plaza in front of the Alamo as they become available (buildings to include the Crockett Block, the Palace, Woolworth's, Gibbs, and the Post Office).
5. Apply for a Texas Committee for the Humanities Grant to fund exhibits.

# The Alamo - 1836



Conceptual Interpretation Rendering of the Alamo in 1836.





-  National Register Historic District Boundary
-  Local Historic District Boundary
-  Buildings that contribute to the historic district
-  Buildings that contribute to the district and are protected by covenants or guidelines

# ALAMO PLAZA HISTORIC DISTRICT

